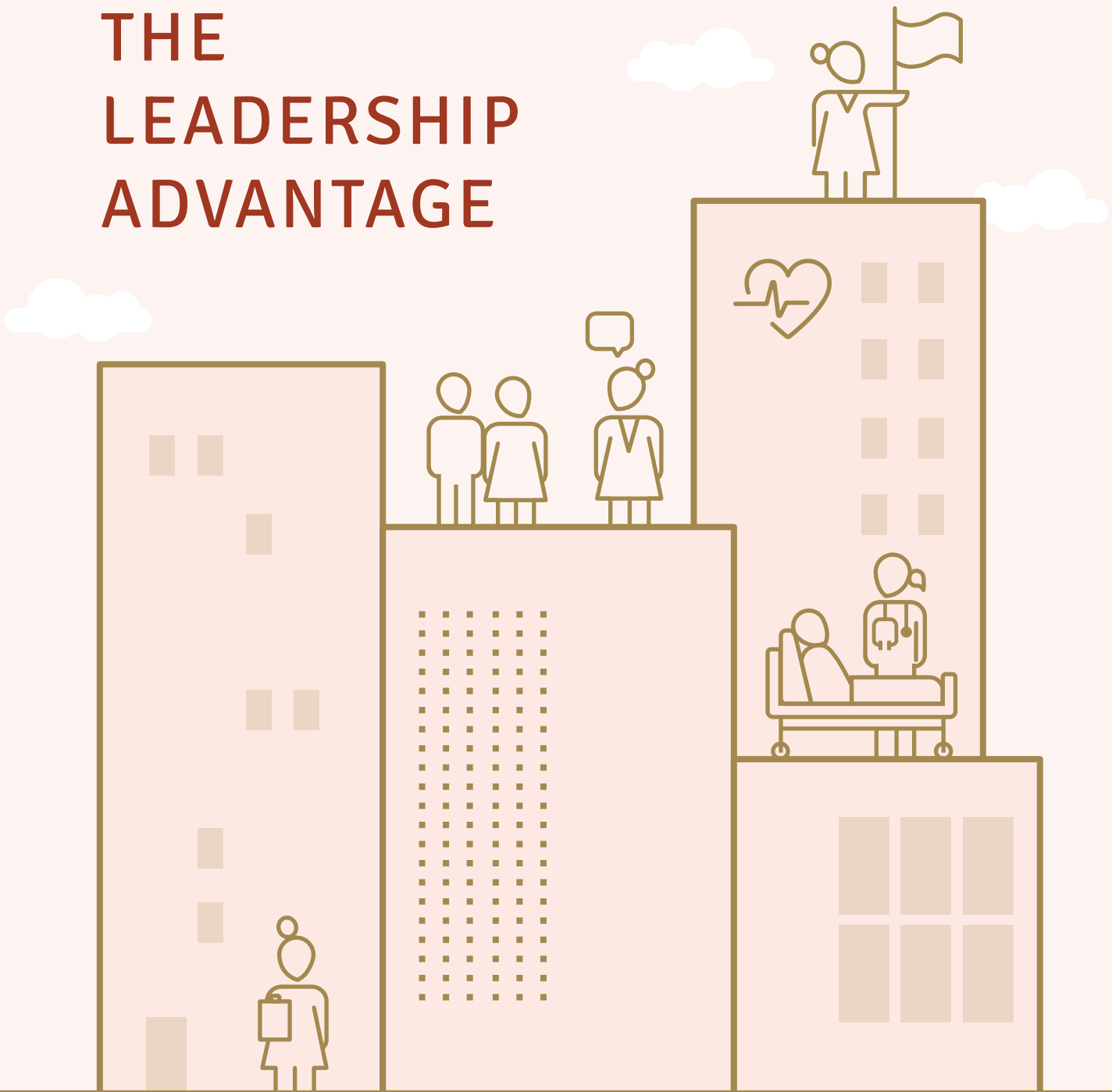


# THE LEADERSHIP ADVANTAGE



Findings from a survey benchmarking women's leadership policies, practices, and commitments across 120+ healthcare organizations

## ABOUT THE SURVEY

This survey was undertaken to benchmark policies, practices, and commitments to women's leadership in the Indian Healthcare sector. The survey aims to spark internal reflection within organizations, inspiring them to take actionable steps toward stronger gender diversity.

The survey covers a sample of **128 healthcare organizations — 101 hospitals and 27 pharmaceutical companies** — with participants selected through a rigorous screener to ensure relevance and depth. Respondents include senior leaders such as CEOs, CHROs, and department heads. Insights from Dasra's roundtables, which explored barriers and actions around women's leadership, have also been incorporated to enrich the analysis.



### About Dasra and WomenLead India Alliance

**Dasra's** vision is a transformed India where all individuals have the opportunity to thrive with dignity and equity. For over two decades, Dasra has been committed to strengthening civil society, building leadership, and catalyzing collaborative philanthropy to drive social change. We act as a catalyst through partnerships with government (NITI Aayog, state governments), private sector (Gates Foundation, Omidyar Network, Piramal Group), philanthropy (IKEA Foundation, Packard Foundation, Rockefeller Foundation), and academia (Harvard Kennedy School, Stanford Social Innovation Review), enabling scalable solutions across health, education, livelihoods, and gender equity.

The **WomenLead India Alliance** is a multi-stakeholder initiative across business, philanthropy, and development aimed at advancing women and girl's leadership toward health, economic, and empowerment outcomes. Anchored in the vision of advancing gender equity, the alliance fosters collaboration across sectors to accelerate progress toward SDG 5, translating intent into action and amplifying the leadership of women and girls across India.



### About CII Centre on Women Leadership

The **CII Centre on Women Leadership (CII-CWL)**, launched in partnership with the Bill and Melinda Gates Foundation, is a permanent secretariat committed to advancing women's leadership across India's economy. Recognizing that intent, policy, and programs alone are not enough to address the deep-rooted socio-economic barriers women face, the Centre focuses on identifying obstacles and fostering multi-stakeholder engagement to co-create supportive ecosystems. Its vision is to inspire leadership in thought and action to drive systemic transformation toward greater women's leadership, while its mission centers on enabling women to achieve their full economic potential across both the formal and informal sectors through innovative, collaborative solutions.



### Alliance for Global Good: Gender Equity and Equality

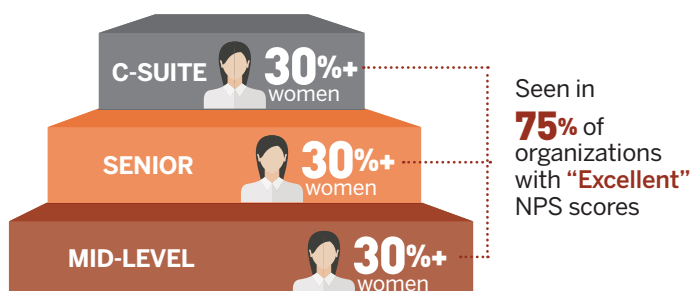
The **Alliance for Global Good: Gender Equity and Equality** is a collaborative platform dedicated to advancing women's access to health, education, and economic opportunities. By committing to a Statement of Intent, members pledge to drive action through policy change, campaigns, and innovation. The Alliance fosters collaboration across sectors, promotes best practices, and mobilizes investments to create ecosystems where women can thrive. It aims to move beyond intent to action, enabling sustainable, scalable change toward a more gender-equitable world.

# 01 Inclusion could be the competitive edge: More women in leadership linked with better healthcare business outcomes

## FINDINGS

### C-Suite Diversity Sets Top Performers Apart

**75%** of organizations rated **Excellent** on NPS\* also have **30% or more** women in the C-suite, compared to just **0–10%** among those rated **Good** or **Great** categories—suggesting **leadership diversity** plays a key role in top-tier performance.



## GLOBAL BENCHMARKS

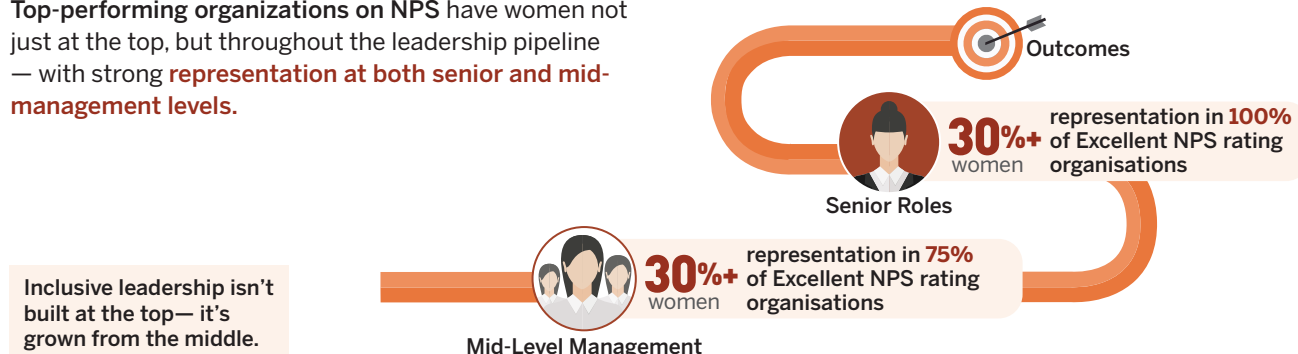
**NPS: +58**

healthcare industry benchmark.

Research shows **gender-diverse leadership** drives innovation and responsiveness —boosting patient satisfaction through more inclusive, tailored healthcare solutions.

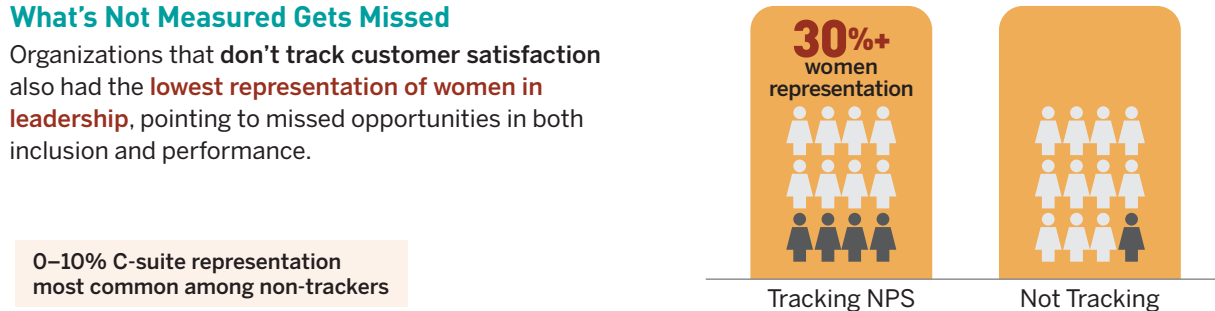
### Diverse Leadership Pipelines Distinguish Top-Performing Organizations

Top-performing organizations on NPS have women not just at the top, but throughout the leadership pipeline — with strong **representation at both senior and mid-management levels**.



### What's Not Measured Gets Missed

Organizations that **don't track customer satisfaction** also had the **lowest representation of women in leadership**, pointing to missed opportunities in both inclusion and performance.



\*Net Promoter Score (NPS), designed by Bain and Co., measures customer loyalty by asking how likely someone is to recommend a service (on a 0–10 scale); scores are categorized as: Needs Improvement (<0), Good (0–30), Great (30–70), Excellent (70–100).

# 02 Healthcare industry invests in leadership development, but gaps remain in support for women

## FINDINGS

### MENTORSHIP

**A Critical Support Gap for Women Returning to Work**



Healthcare Sector falls significantly below the global benchmark of **73% mentorship participation**.

A major gap during career transition

**24%**

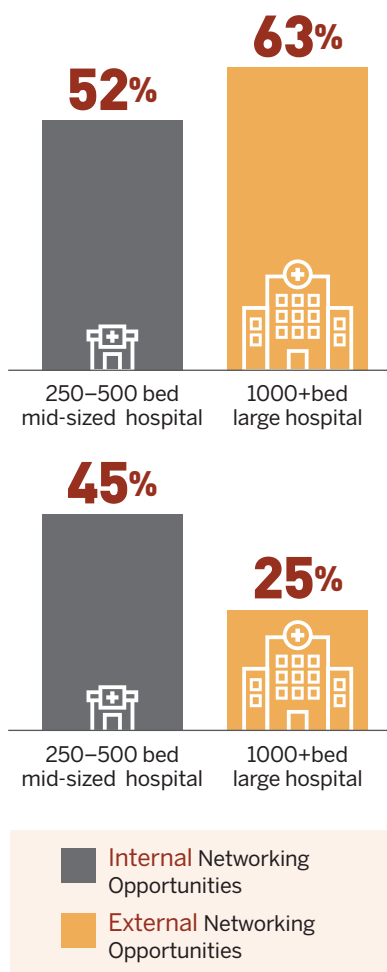
Only **31** organizations (**24%**) offer **mentorship** specifically for women returning after a career break.

**40%** have **customized mentorship programs** for women

indicating a **clear opportunity** to better support women's career development needs.

### NETWORKING

**There are More Internal Networking Opportunities than External Ones**



### UPSKILLING

**Customized Leadership Programs are Growing—But Re-skilling for Women Remains a Blind Spot**



only **27%** offer **re-skilling programs** for women



**63%**

1000+ bed hospital



**29%**

250–500 bed hospital

Larger hospitals are leading in **women-focused leadership development** in offering programs

Overall, **52%** Hospitals and Pharma Organizations offer tailored leadership development programs for women—exceeding the global benchmark of **24%** for women-focused upskilling strategies.



## GLOBAL BENCHMARKS



**Mentorship**  
**73%** of global healthcare providers received mentorship—**90%** from women mentors.  
(PLOS Global Public Health, 2022)



**Upskilling**  
Only **24%** of companies have a strategy to upskill women despite **44%** of skills expected to change by 2027.  
(World Economic Forum, 2023)



**Networking**  
Over **80%** of women leaders credit networking for career advancement.

# 03 Closing the gap: How healthcare industry approaches gender pay parity

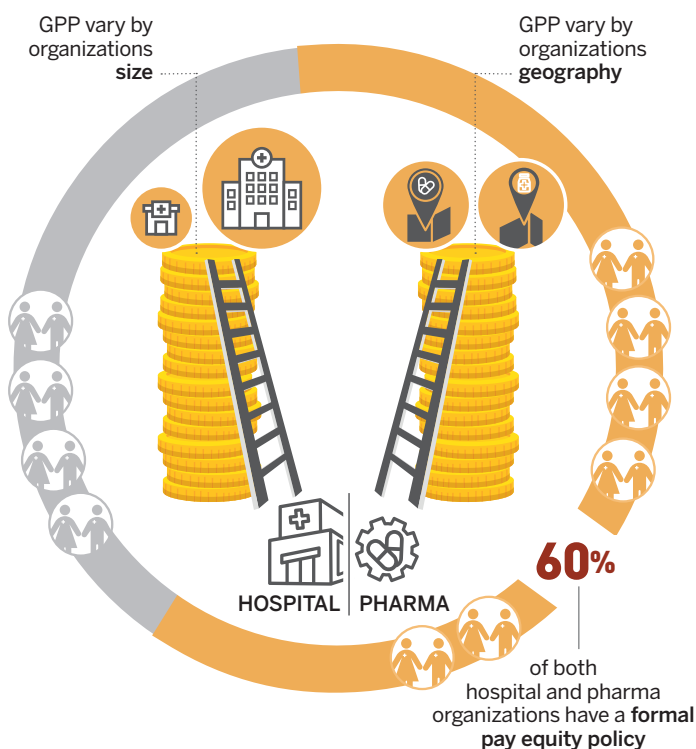
## FINDINGS

### Formal Pay Equity Policies Are Gaining Ground, but Gaps Remain



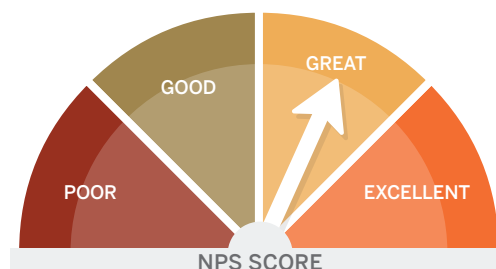
About **60%** of both hospital and pharma organizations report having a **formal gender pay parity (GPP) policy** in place.

Adoption rates vary significantly by **organization size and geography**, indicating uneven progress across the sector.

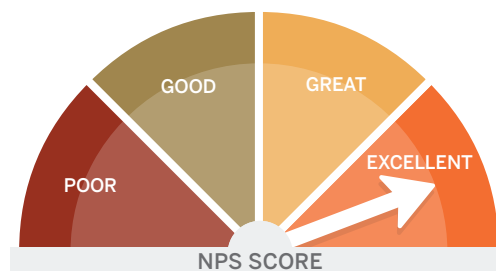


### Pay Equity is Linked to Higher Customer Loyalty

**95.8%** of organizations rated “Great” on NPS and **75%** of those rated “Excellent” have formal GPP guidelines; suggesting that organizations committed to internal equity may be better positioned to build external trust and loyalty.



**96%**  
with formal GPP guidelines



**75%**  
with formal GPP guidelines

## GLOBAL BENCHMARKS

**25%**

of global health organizations report on their gender pay gaps

**30%**

make no reference to workplace gender equality (GH 50/50)

### WOMEN POWER HEALTHCARE

**70%** of the healthcare workforce is women

—yet they earn **34%** less than men on average.

# 04 Ambitious goals set by the healthcare industry for advancing women's leadership

## FINDINGS

### Bold Targets, But Gaps Remain in Advancing Women's Leadership in Healthcare

Most healthcare organizations are setting bold leadership targets for women, aiming for **31-50%** representation over the next five years.

#### Hospitals Set Higher Ambitions; Mid-sized Players Lag Behind



#### Hospitals are leading the way:

**40%** are targeting **41-50%** women leaders



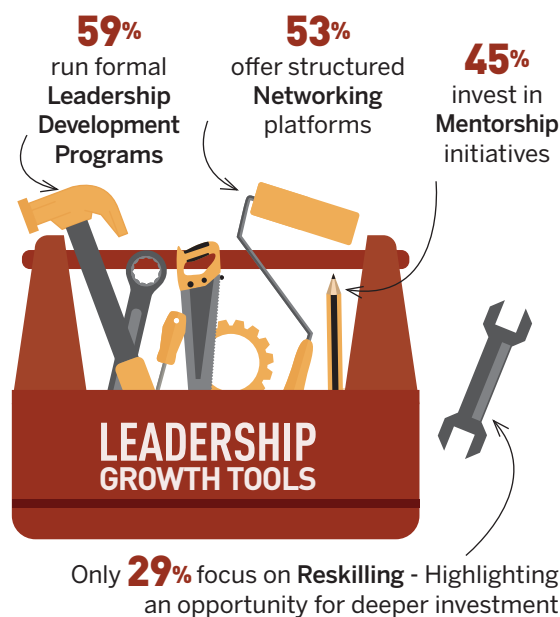
Mid-sized hospitals (250-500 beds) show weaker action, with

**16.1%** reporting no leadership targets



### Organizations with Leadership Targets Also Make Greater Investments in Development Initiatives

Organizations that have set leadership targets:



### Stronger Gender Practices Are More Common Among Higher NPS Performers



## GLOBAL BENCHMARKS

### UN Global Compact's Target Gender Equality

This program assists companies in setting and achieving ambitious corporate targets for women's representation and leadership, starting with the Board and Executive Management levels.

### 30% Club

Encourages businesses to commit to at least 30% female representation on boards and executive leadership teams, fostering a critical mass that amplifies women's voices and drives meaningful change.

### EU Corporate Leadership Directive Benchmark:

The EU's Corporate Sustainability Directive, effective end-2024, sets a target for listed companies to achieve at least 40% women in non-executive director roles or 33% women across all board positions by 2026. This aims to promote greater gender balance at the highest levels of corporate leadership across Europe.