SECTOR SCORECARD

HOSPITALS AND LABORATORIES

Analysis of NSE listed companies based on
FY 2022-23 Annual Reports

the UDAITI *foundation*

KEY HIGHLIGHTS AND RECOMMENDATIONS

36
Hospitals and Laboratories listed in the National Stock Exchange in FY 2022-23. Most of the companies have a total employee range of more than 2000.

165,000
workforce employed by the NSE listed Hospitals and Laboratories

45%
overall women representation in Hospitals and Laboratories with higher representation at employee level (47%) than the worker level (27%).

Healthcare and care services is one of the most female dominated fields with ~65% workforce being women (Global Gender Gap report 2023). Even with such high female representation in the industry, the representation of women decreases as one moves up the employee ladder from entry level to C-suite.

Several leading companies in the Hospitals and Laboratories sector, that have high representation of women in the workforce or women leaders, have distinctive initiatives worth highlighting:

Aster's GROW (Get Ready for Opportunities at Work with Aster) program provides extensive structured personal development, career growth and management opportunities for all nurses, across levels.

Fortis Hospitals provides boarding & lodging facilities with dedicated transport services, particularly in the interest of ensuring the safety of women employees. To preserve the physical and mental health of health workers, Fortis encourages working together in small peer groups with close supervision & mentoring for enabling, nurturing & robust support.

RECOMMENDATIONS FOR THE HOSPITALS AND LABORATORIES SECTOR TO IMPROVE ITS OVERALL GENDER DIVERSITY

Despite a high number of female employees, women's representation in management roles is significantly lower. Offering **Capacity Building Grants** for women in middle management to develop leadership skills could help mitigate this issue.
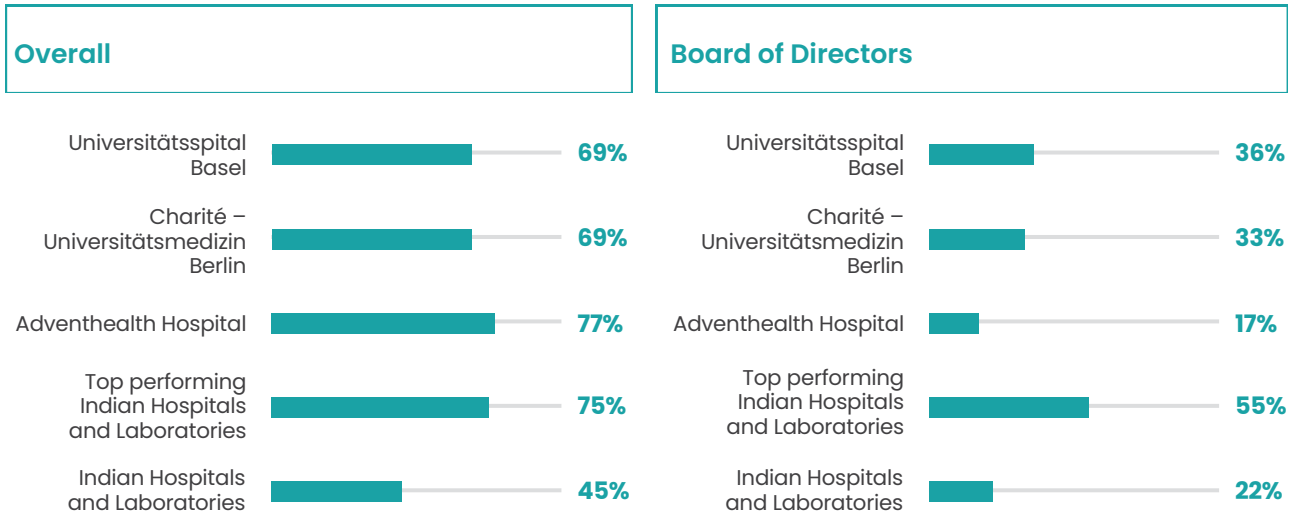
Implementing **upskilling exercises**, initiatives promoting work-life balance, **mentorship and sponsorship programs**, along with establishing **employee resource groups**, could effectively tackle challenges associated with attrition and retention in the workforce.

GLOBAL BEST PRACTICES FOR THE HOSPITALS AND LABORATORIES SECTOR IN INDIA TO EXPLORE

USB (Switzerland) reviews profiles, identifies potential deputies and successors, and sets targets for gender-balanced talent advancement in the pipeline. They also have advancement programs "Aiming Higher" and "Antelope", as well as a mentoring program "Medicine" for the female employees.

AdventHealth (US) focuses on three areas to enhance diversity in leadership: succession planning with a deliberate focus on diverse candidates, holding leaders accountable for developing diverse team members, and utilizing leadership advisory committees to advance women.

WOMEN REPRESENTATION IN TOP GLOBAL HOSPITALS & LABORATORIES

Overall

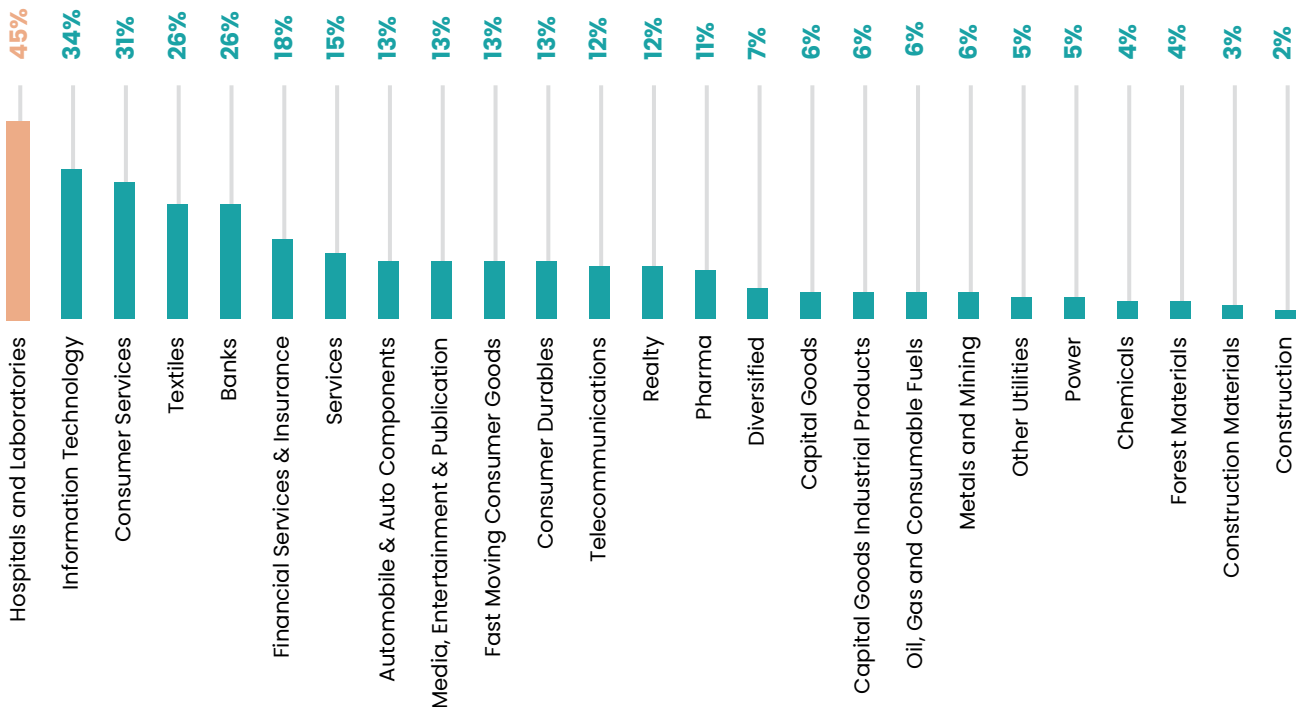|	
Universitätsspital Basel	69%
Charité – Universitätsmedizin Berlin	69%
Adventhealth Hospital	77%
Top performing Indian Hospitals and Laboratories	75%
Indian Hospitals and Laboratories	45%

Board of Directors

Universitätsspital Basel	36%
Charité – Universitätsmedizin Berlin	33%
Adventhealth Hospital	17%
Top performing Indian Hospitals and Laboratories	55%
Indian Hospitals and Laboratories	22%

WOMEN WORKFORCE SIZE BY SECTOR

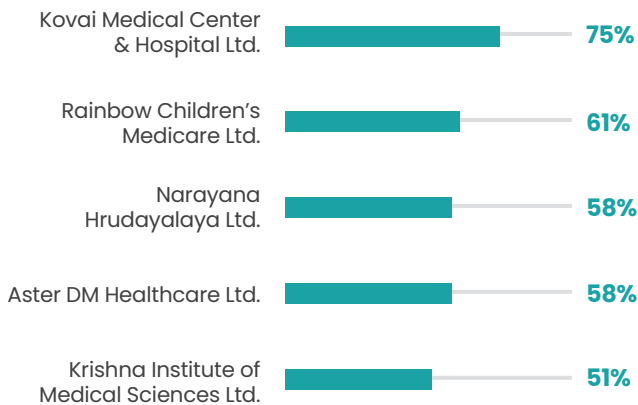| Sector	Women Workforce
Information Technology	647K
Banks	400K
Financial Services & Insurance	174K
Services	132K
Consumer Services	103K
Automobile and Auto components	85K
Hospitals and Laboratories	73K
Pharma	47K
Fast Moving Consumer Goods	44K
Realty	8K
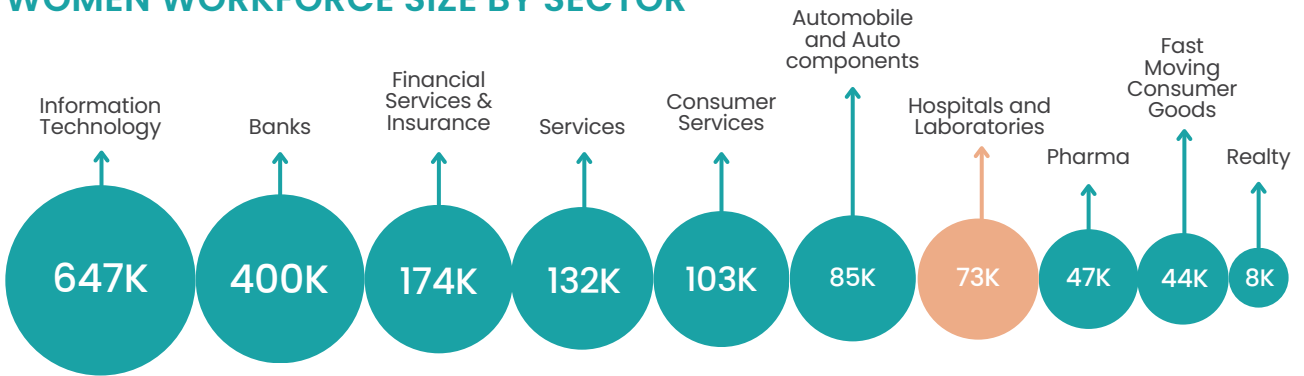
Note: The size of the bubble signifies the size of the women workforce in the sector

WOMEN WORKFORCE REPRESENTATION BY SECTOR

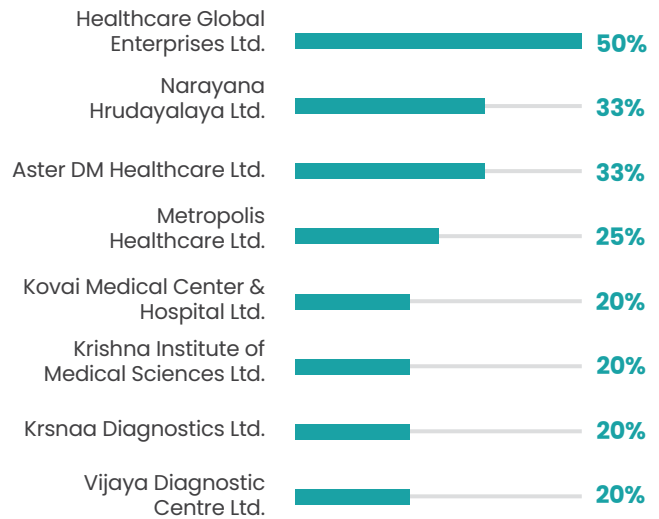| Sector	Percentage
Hospitals and Laboratories	45%
Information Technology	34%
Consumer Services	31%
Textiles	26%
Banks	26%
Financial Services & Insurance	18%
Services	15%
Automobile & Auto Components	13%
Media, Entertainment & Publication	13%
Fast Moving Consumer Goods	13%
Consumer Durables	13%
Telecommunications	12%
Realty	12%
Pharma	11%
Diversified	7%
Capital Goods	6%
Capital Goods Industrial Products	6%
Oil, Gas and Consumable Fuels	6%
Metals and Mining	6%
Other Utilities	5%
Power	5%
Chemicals	4%
Forest Materials	4%
Construction Materials	3%
Construction	2%

TOP PERFORMERS IN WOMEN WORKFORCE REPRESENTATION*

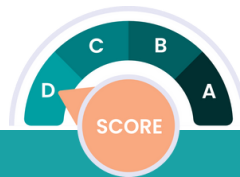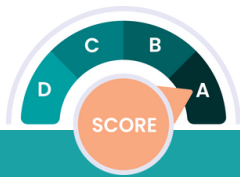|	
Kovai Medical Center & Hospital Ltd.	75%
Rainbow Children's Medicare Ltd.	61%
Narayana Hrudayalaya Ltd.	58%
Aster DM Healthcare Ltd.	58%
Krishna Institute of Medical Sciences Ltd.	51%

Note: For top performers, the employee size has been restricted to above 2000

TOP PERFORMERS IN WOMEN IN KEY MANAGEMENT POSITIONS*

Healthcare Global Enterprises Ltd.	50%
Narayana Hrudayalaya Ltd.	33%
Aster DM Healthcare Ltd.	33%
Metropolis Healthcare Ltd.	25%
Kovai Medical Center & Hospital Ltd.	20%
Krishna Institute of Medical Sciences Ltd.	20%
Krsnaa Diagnostics Ltd.	20%
Vijaya Diagnostic Centre Ltd.	20%

HOSPITALS AND LABORATORIES SECTOR SCORECARD

Sector Overall — SCORE: A

Women Representation — SCORE: A

Employees
47% women / 53% men

Workers
27% women / 73% men

3 year trend

FY 2020-21	FY 2021-22	FY 2022-23
41%	46%	45%

Retaining Women — SCORE: D

Turnover Rate
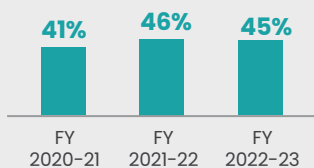
Hospitals & Laboratories	32%
NSE	18%

Retention Rate after Parental Leave

Hospitals & Laboratories	77%
NSE	93%

Return to Work Rate after Parental Leave

Hospitals & Laboratories	90%
NSE	95%

Women in Leadership — SCORE: A

Key Management Positions
23% women / 77% men
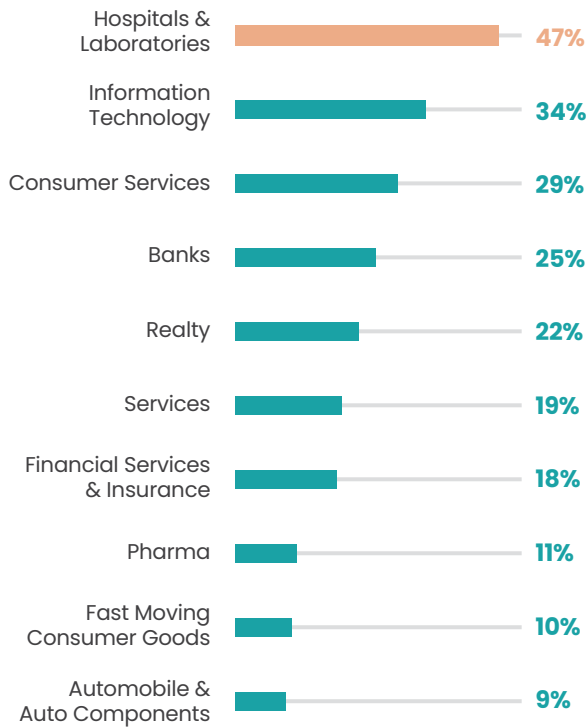
Board of Directors
22% women / 78% men
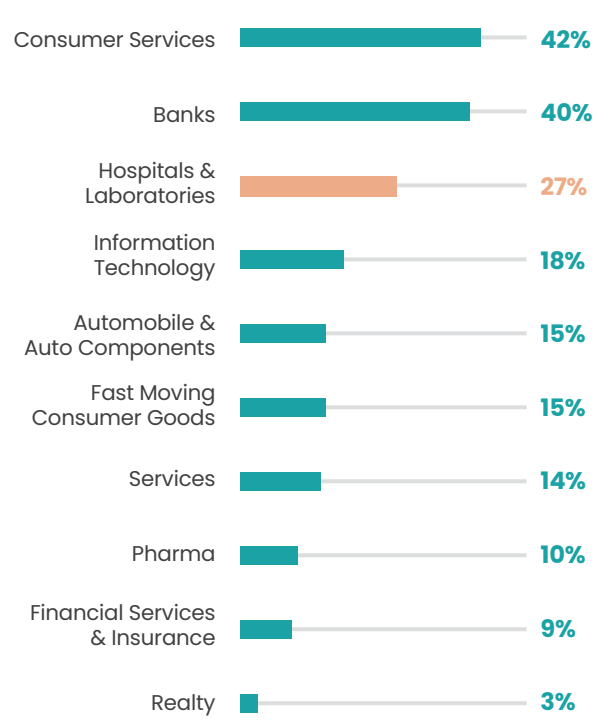
WOMEN REPRESENTATION SCORE

- The Hospitals and Laboratories sector has the top ranking among the 25 sectors in overall women representation.
- The sector has experienced a 4 percentage points increase in women representation from 2020 to 2022.

Women Employee Representation

Sector	%
Hospitals & Laboratories	47%
Information Technology	34%
Consumer Services	29%
Banks	25%
Realty	22%
Services	19%
Financial Services & Insurance	18%
Pharma	11%
Fast Moving Consumer Goods	10%
Automobile & Auto Components	9%

Women Worker Representation

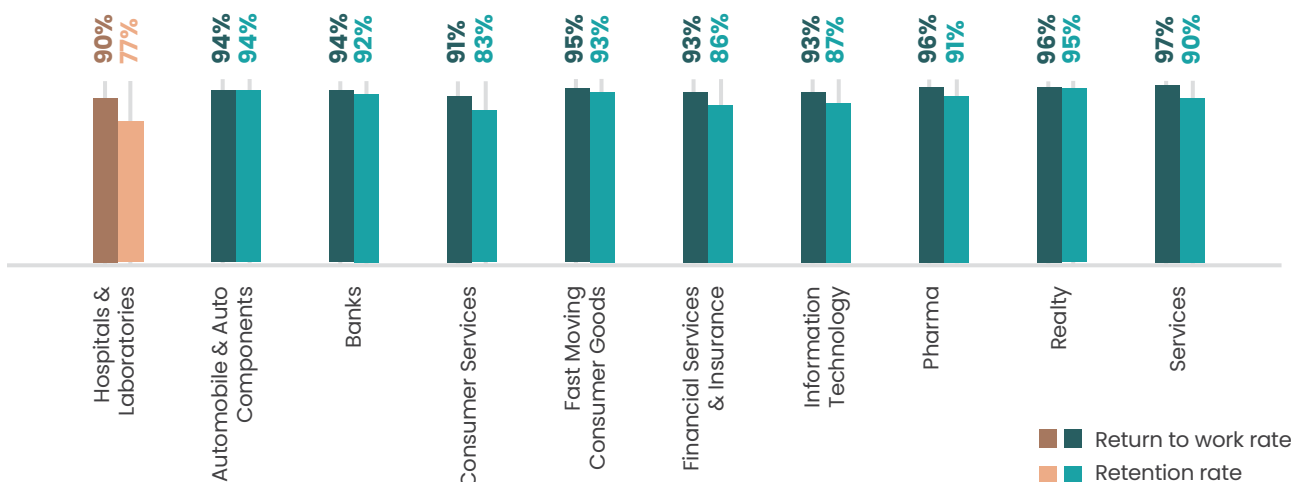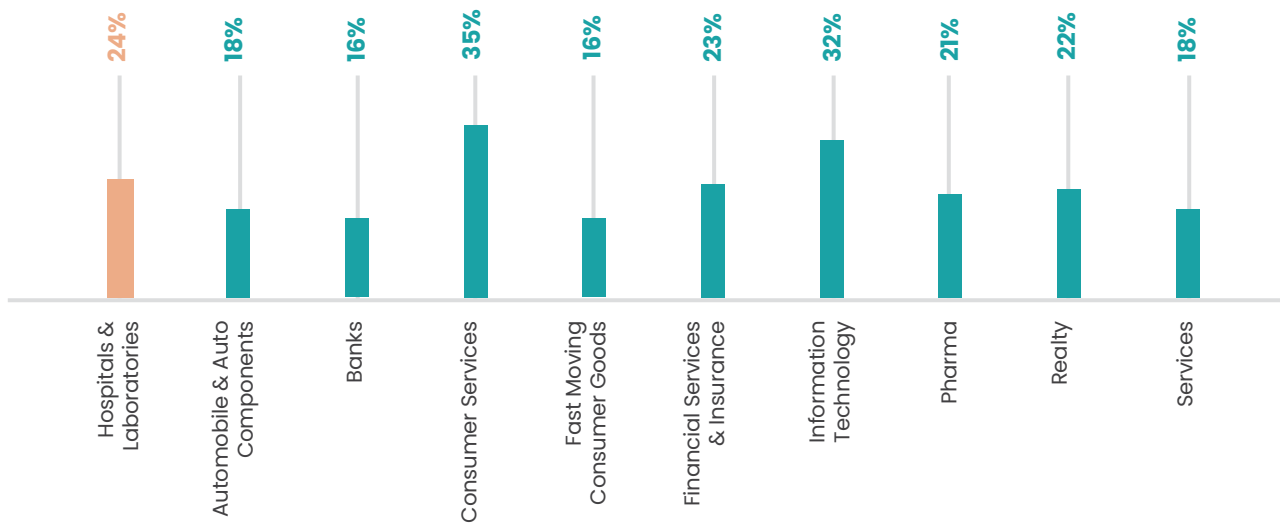| Sector	%
Consumer Services	42%
Banks	40%
Hospitals & Laboratories	27%
Information Technology	18%
Automobile & Auto Components	15%
Fast Moving Consumer Goods	15%
Services	14%
Pharma	10%
Financial Services & Insurance	9%
Realty	3%

RETENTION SCORE

The Hospitals and Laboratories Sector has a high return to work rate and average retention rate at 90% and 77% respectively. The turnover rate of this sector is 24%

Sector-wise retention and return to work rate of women employees after taking parental leave

Sector	Return to work rate	Retention rate
Hospitals & Laboratories	90%	77%
Automobile & Auto Components	94%	94%
Banks	94%	92%
Consumer Services	91%	83%
Fast Moving Consumer Goods	95%	93%
Financial Services & Insurance	93%	86%
Information Technology	93%	87%
Pharma	96%	91%
Realty	96%	95%
Services	97%	90%

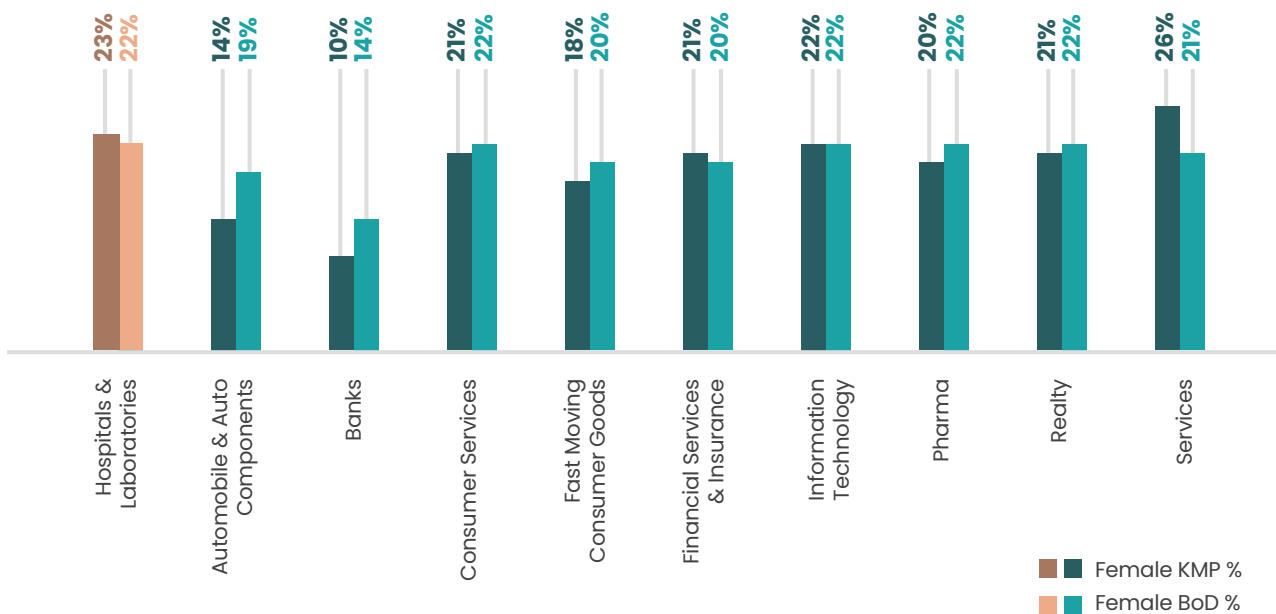|									
24%	18%	16%	35%	16%	23%	32%	21%	22%	18%
Hospitals & Laboratories	Automobile & Auto Components	Banks	Consumer Services	Fast Moving Consumer Goods	Financial Services & Insurance	Information Technology	Pharma	Realty	Services

WOMEN LEADERSHIP SCORE

The representation of female BoD and KMP in the Hospitals and Laboratories Sector is similar to other sector averages. 97% of the Hospitals and Laboratories have at least one female BoD as per The Companies Act, 2013.

Women in Board of Directors (BoD) and Key Management Positions (KMP)

	Hospitals & Laboratories	Automobile & Auto Components	Banks	Consumer Services	Fast Moving Consumer Goods	Financial Services & Insurance	Information Technology	Pharma	Realty	Services
Female KMP %	23%	14%	10%	21%	18%	21%	22%	20%	21%	26%
Female BoD %	22%	19%	14%	22%	20%	20%	22%	22%	22%	21%

Legend:
■ Female KMP %
■ Female BoD %

ANNEXURE

METHODOLOGY

The sector scorecard is developed based on three categories and eight indicators in total:

Women Representation	Retaining Women	Women in Leadership
• Women representation at employee level • Women representation at worker level • Change in women representation over 3 years	• Turnover rate among women employees • Retention rate among women employees after taking parental leave • Return to work rate among women employees after taking parental leave	• Women representation at Key Management Positions level • Women representation at Board of Directors level

- Each indicator was sorted in ascending order and scores were assigned such that the higher the indicator value, the higher the score. The exception being the turnover rate indicator which is a negative indicator.

- The category scores were calculated by summing the indicator scores under each category. The category scores were normalised to the range of 0 to 100 to standardize the scores.

- The overall sector score was calculated as the arithmetic mean of the three category scores.

- The overall sector score and the three category scores were divided into quartiles and given ratings of A to D, A being the rating for top quartile and D for the bottom quartile.

GLOSSARY OF TERMS

Employee and Worker: The term "Employee" means, any person (other than an apprentice engaged under the Apprentices Act, 1961), employed on wages by an establishment to do any skilled, semi-skilled or unskilled, manual, operational, supervisory, managerial, administrative, technical or clerical work for hire or reward. Workers does not include anyone who is employed in a supervisory capacity drawing wages exceeding eighteen thousand rupees per month or an amount as may be notified by the Central Government from time to time.

Permanent and Non permanent Employee/ Worker: The term "permanent employee or "permanent worker" refers to an employee or worker, employed for full-time or part time work, for an indeterminate period. The term "other than permanent employee" or "other than permanent worker" refers to employees or workers who are employed for a fixed term that ends when a specific time period expires, or on completion of a specific task or an event.

Retention Rate: Retention rate determines who returned to work after parental leave ended and were still employed 12 months later. It shall be calculated using the following formula: (Total number of employees retained 12 months after returning to work following a period of parental leave * 100)/ (Total number of employees returning from parental leave in the prior reporting period).

Key Management Positions: KMP/Key Management Positions includes: (i) the Chief Executive Officer or the managing director or the manager; (ii) the company secretary; (iii) the whole-time director; (iv) the Chief Financial Officer; and (v) such other officer as may be prescribed.

ABOUT THE CGG PLATFORM

Close the Gender Gap (CGG) Platform is a go-to hub on women's representation that looks to drive commitments & action towards gender parity in the workforce. Levers include supporting gender-disaggregated data, narrative-building, creating champions & platforms, and industry & policy engagement.

Contact info@udaiti.org if you would like to partner with us and join the movement!

Scan the QR code to know more

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