![MTAA Medical Technology Association of Australia logo]

Women in MedTech:

A report on current practices to promote gender diversity

April 2018

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Executive Summary

At MTAA, the Women in MedTech committee (WiMT) wants to lead the debate and promote the benefits of gender diversity in the workplace.

To gather and consolidate current practices within MedTech companies, a workshop was held with participation from six organisations. This report summarises the discussions and is available to members for their internal use.

As a framework, seven key questions were addressed:

1. How does an organisation know it has a gender diversity problem?
2. Where is the best place to start when embarking on a strategy to improve in this area?
3. What programs and activities exist in other organisations in the MedTech industry?
4. What are the most critical things senior management can do to ensure success?
5. How does an organisation know if it is on the right track?
6. What are the biggest pitfalls that companies have experienced when embarking on this?
7. What are the biggest learnings or insights from the companies who have embarked on this?

Many common themes and learnings emerged from the discussions, which can provide organisations some insights and approaches.

Some key learnings include:

- The organisations that are addressing the issue of gender diversity and inclusiveness are doing so out of a true belief and understanding of its benefits.
- The biggest champions of this need to be at the most senior level in the organisation. These champions will need to continually communicate consistently and authentically about gender diversity to create momentum and support across the entire organisation.
- Developing overt policies, KPIs and actions is necessary for change to happen.
- Creating change around gender diversity, like any transformation in an organisation requires overt, intentional and careful management.

This report is not meant to represent ultimate 'best practice', as there is still a lot to be done and learned. It is however, a good summary of what is currently being done, for use by other organisations who are looking to address this opportunity.

Introduction

Gender diversity in the workplaces of MedTech companies is a live issue, as it is in other industries. At MTAA, the Women in MedTech committee (WiMT) wants to lead the debate and promote the benefits of gender diversity in the workplace and within the MedTech industry. A specific goal is to gather and consolidate current practices within MedTech companies to progress this opportunity.

With this in mind, a workshop was held on 25 January 2018 involving the 2017 MTAA WiMT award applicants with eleven people attending, representing six MedTech companies. The objective of the workshop was to share current policies, actions and learnings with the intent of increasing engagement and inclusiveness of women in MedTech careers. The discussions in the workshop is summarised in this report.

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This paper will not address the question of 'why' an organisation should address gender diversity. There have been numerous studies, reports and business results discussed and published across Australia, as well as globally, that are conclusive on the significant positive effects of having gender diversity in any organisation.

In the workshop, four key reasons were highlighted regarding why gender diversity is needed within the MedTech industry:

1. Business results will be positively impacted
2. It will assist with combatting the predicted skills shortage within MedTech
3. The customer base is changing (more women in senior medical roles)
4. It is the right thing to do from an ethical/moral standpoint

Key Questions Answered

1.   How does an organisation know it has a gender diversity problem?

There is no single way to determine the state of gender diversity in an organisation, but three themes emerged from the discussion-

- Examination of key metrics-what does the data say?
- Observations and 'holding up the mirror'
- Unconscious bias

Metrics

A simple way most organisations assess gender diversity is by examining metrics such as:

i.   Retention rates overall
ii.   Return to work rates (retention) after parental leave
iii.   % of female/male representation on senior leadership team
iv.   % of female/male representation on board
v.   % of female/male representation in hiring pool for specific roles
vi.   % of female/male representation being sent on development courses

Although workshop participants didn't all use a common set of metrics, the most commonly used metrics to determine gender equality was highlighted by the low number of females represented in senior roles and return to work rates after parental leave.

A point worth noting, is that often it took an external party to 'hold up a mirror' for the organisation to acknowledge there might be an issue with diversity and they then examined the metrics to help identify the key problem areas.

Observations and 'holding up the mirror'

Several comments were made that it took an external party to identify a gender diversity issue in the organisation; that it had previously gone 'unnoticed'. These external parties were 'holding a mirror', which enabled the organisation to realise there was a gender diversity issue.

'I heard your company is a really blokey place'

When one business leader heard this from more than three external parties, they went looking for data to better understand the situation. The data clearly identified an issue, particularly with low rates of women not returning after parental leave.

And sometimes the mirror is held up by someone internally-

"I suddenly noticed I was the only female in the room"

When one business leader noticed she was the only woman in the room she examined data on retention rates for women and noticed that representation of women dramatically dropped in the more senior roles.

Other examples of observations included:

"I noticed that I would get sarcastic comments when I was sending women on gender or female-specific training and development courses".

"It seemed strange that all award winners are male".

All organisations in the workshop had examples of observations by internal and external people that triggered them to examine the question of gender diversity and inclusiveness. A key step was to examine the data.

Recommendations

- Explore WGEA data sets http://data.wgea.gov.au/home
- Explore WGEA e-learning module to explore Gender Pay Gap https://www.wgea.gov.au/learn/elearning-modules

Unconscious Bias

Although unconscious bias can be difficult to pinpoint in an organisation, several examples were noted. One organisation had an issue around women not returning from maternity leave, a great loss for the organisation. Their policies and practices didn't consider the specific needs of working mothers, resulting in an unconscious bias towards them. So, they introduced new policies, including flexible working arrangements, and now have a high return rate.

Another example was networking which is often in male-dominated arenas such as rugby matches or golf courses. This gives the appearance of lack of inclusiveness of females, even if not overtly intended.

A further example given was the way job descriptions are written. They can inadvertently seem biased against working mothers. For example, it may state that 'travel is required'. Some women will assume this means 'a lot of travel' and think they will not be able to meet this criterion, therefore will not apply. In reality, it may only require limited travel that would be quite achievable. The organisation could be more 'conscious' of how it writes job descriptions to ensure all qualified candidates apply. Further, an opportunity exists for organisations to review a role and consider alternative ways for the role to be achieved i.e job share etc. It should be noted that working fathers may also opt out where travel is involved.

There was also much discussion around the unconscious bias that some women have about themselves. It was noted that often women must be 'pushed' into applying for a more senior role - often tending to underestimate their skills or ability to do the job even though their manager and others think they are perfectly suited for it. Having an internal sponsor to help nurture and guide women in their careers was noted as being important in several of the organisations and can encourage women to 'opt-in' rather than unconsciously limit their options.

This unconscious bias can be a result of women not seeing what's possible, e.g. 'you can't be what you can't see'. Role modelling and being open to people's needs is critical to solving this issue.

Recommendations

- Review hiring policies
- Consider the way position descriptions are written
- Consider the key requirements of the role and alternative ways a role can be achieved
- Consider unconscious bias training for your organisation
- Consider Sponsorship opportunities within your organisation

2. Where is the best place to start when embarking on a strategy to improve in this area?

All organisations agreed that the only place to start is 'at the top'. The business leader (CEO, General Manager or Managing Director) needs to make the decision to address gender diversity and own the leadership of it for the organisation. It should not be delegated to HR or others to own.

To get started the following is suggested:

- The business leader must believe that gender diversity is the right strategy and make the decision to pursue it
- The business leader must articulate why it's important in an authentic way
- The senior leadership must get on board and build a coalition around gender diversity within the organisation
- If possible, assign a dedicated resource to manage and measure actions and programs
- Form a committee to implement strategy and programs
- Implement a gender diversity policy

Driving a gender diversity strategy is a major organisational transformation, so proven change management approaches are highly recommended.

3. What programs and activities exist in other organisations in the MedTech industry?

The organisations involved in the workshop have numerous activities and programs to drive gender diversity and inclusiveness. These are summarised in the Appendix.

The activities considered most critical were:

- Metrics - Setting goals to improve diversity and inclusiveness and tracking progress is critical.
- Policy - To support the diversity and inclusion strategy, overt policies must be written and well executed by senior management.
- Awareness & Training - Senior leadership should be educated on the gender diversity policy and regularly receive corporate metrics on diversity and training (particularly on unconscious bias).
- Talent Pipeline & Succession Planning - As well as ensuring there is appropriate representation of women and men in hiring and promotion pools, as well as training opportunities.

4. What are the most critical things senior management can do to ensure success?

The single most effective thing senior management can do is:

- Role model. They can't expect everyone to have the same views, but they should expect all to follow the organisation's policies and intent around gender diversity. And this role modelling must be authentic, or it will be ineffective.
- Continually communicate about gender diversity and weave it into how the business 'does business'. These communications can be crafted by an internal communications function, but it needs to be owned by the CEO, General Manager or Managing Director.
- Build expectations into the KPIs of relevant managers and educate them on gender diversity.

- Sponsorship can be incredibly powerful and educating women about the importance of finding a sponsor was noted; traditionally men seem to do it more 'naturally'. The organisations in the workshop felt that male business leaders should specifically include women in their sponsorship.

5. How does an organisation know if it is on the right track?

All organisations need to determine their most relevant metrics. (Refer to Question 1). The organisations in the workshop looked at various metrics and trends to determine if they are on track for improvement:

- Retention rates
- Employee engagement & satisfaction
- Business results
- Anecdotes/stories

These organisations noted that it is still early days to see actions reflected in their metrics. To help determine the status of gender diversity and inclusiveness in their organisation, some conduct an employee survey which includes questions suggested by WGEA such as:

- My immediate supervisor/manager genuinely supports equality between women and men (strongly agree, agree, neither agree or disagree, disagree, strongly disagree)
- I have the flexibility I need to manage my work and caring responsibilities (strongly agree, agree, neither agree or disagree, disagree, strongly disagree)
- In my organisation sex-based harassment is not tolerated (strongly agree, agree, neither agree or disagree, disagree, strongly disagree)

6. What are the biggest pitfalls that companies have experienced when embarking on this?

As one participating company noted, 'for gender inequality to change, the system has to change'. For the system to change an overt strategy with supporting policies must be developed.

- The biggest pitfall is for the business leader (CEO/GM/MD) to give the topic 'lip service' and not make it a key priority for the organisation. Or even if they have made it a priority, the next biggest pitfall is for the leader to delegate it to HR or others to own it. They must lead by example, make it a priority for the organisation and hold themselves and others accountable for making changes to drive gender equality. Otherwise change will not occur.
- Another big pitfall is in communication. Even if the intentions are there, the organisation must have consistent communication and messaging and strike the right balance so that the outcome is a movement across the whole organisation. Language that focusses on gender equality not 'advancement of women' is essential. If not done well, there can be a backlash through others feeling marginalized. Senior management needs to bring everyone along for the journey.
- Another pitfall noted is 'separating men and woman and making them feel they are not equal'. In roundtable discussions with woman, they want to know if the same conversations are being had with the men in the business. Addressing the concept of meritocracy in this context is very important.

7. What are the biggest learnings or insights from the organisations who have embarked on this?

- It requires authentic senior leadership engagement (CEO/GM/MD level). Not only does the senior leadership need to genuinely believe in gender quality, they need to openly talk about it and talk about it often.
- If you give something it must be without condition. An example was that thirteen weeks maternity leave was paid and support given during this time, however if the women did not return to work they would have to pay this back. This creates a condition to support rather than true support.
- Strategies for gender equality must be deliberate and intentional. Targets only get you so far; people need to understand <u>why</u> gender diversity is important and the benefits it offers. You need to support woman to achieve gender equality; the language should not be about advancing woman but rather achieving gender equality. Woman do not want to feel that they are not equal or there is a difference between them and men, they just want the same opportunities and support. Focussing on the 'need' in the business is most important.

Summary

The organisations that are addressing the issue of gender diversity and inclusiveness are doing so out of a true belief and understanding of its benefits.

The biggest champions of this need to be at the <u>most senior</u> level in the organisation. These champions will need to continually communicate consistently and authentically about gender diversity to create momentum and support across the entire organisation.

Developing overt policies, KPIs and actions is necessary as anything less than this will be 'lip service' without true intent. Creating change around gender diversity, like any big change in an organisation requires overt, intentional and careful management.

Although there is no single common approach, there are common themes and learnings which can provide organisations some insights and approaches.

Further Resources

Workplace Gender Equality Agency https://www.wgea.gov.au/

Diversity Council of Australia https://www.dca.org.au/

Male Champions of Change http://malechampionsofchange.com/welcome-to-the-stem-male-champions-of-change/

McKinsey Why Diversity Matters https://www.mckinsey.com/business-functions/organization/our-insights/why-diversity-matters

Chief Executive Women https://cew.org.au/

Appendix

The following provides a summary of the approach that is being taken by four MedTech companies currently. Further details can be obtained by contacting: Medical Technology Association of Australia on 02 9900 0600 or by email at reception@mtaa.org.au

Company A

Annual Goal Setting for 3 metrics	Tracked and reported to the President and APAC on a monthly basis: • % of women within our organisation • % of women in sales • % of women managers
Leadership Development - annual talent review for senior leadership team (LT) is conducted	At the review metrics are reported on: • % of females on the leadership team (currently 50% female) • % of females that are identified as potential successors • As part of the review meeting the developmental needs of each individual are discussed and plans are created to address these needs
Women's Network - focused on developing females within the organisation at both the local and global level	The Network is focused on fostering an open and inclusive culture, whilst developing and retaining talented women and driving engagement. A variety of programs are offered including: • newsletters • local speakers • global speakers • education events • Women Without Limits program Women Without Limits program was launched in 2017. All applicants were able to participate in two days of experiential learning and networking. Three individuals participated in a five-day long experience in New Zealand designed to stretch them outside of their comfort zone and help them to grow both personally and professionally. The outcome of this program will be communicated across the organisation and through social media.
Work policies	Parental Leave - Twelve weeks of paid parental leave for the primary carer (father or mother), two weeks paid paternity leave for fathers. Employees are eligible after ten months service Child Care Assistance Payment - $1,000 for the first three months ($3,000 in total) after return from Parental Leave. This policy is designed in order to support working parents re-joining the work-force by easing the financial burden of child care Flexible Work Options To best meet the needs of employees we have structured programs and give our employees flexibility and trust to balance what's most important, as long as they meet their commitments and operate in consultation with their managers. Program highlights include: • Part-time (approx. 10% of our employee base)

	- Flexible start and end times - Job share arrangements - Working from home - Engagement Day - one extra leave day for our employees to spend with the other 'best teams' in their life, like their family and friends - Career Breaks - offer employees the opportunity to take an extended break from the workplace within the security of employment. Career breaks can be between three and twelve months and can be used to travel, volunteer, care for a loved one or volunteer just to name a few
Other Support	Career Returners Engaged the services of an external organisation that runs a Career Returners initiative that empowers professional women who are ready to return to work.

Company B

Goal Setting	- A Women's Network Team was established, where Executive Leadership and HR developed a localised strategy with tangible actions for all levels of the organisation. It focused on increasing and equipping female talent pool, and raising the profile of talented, successful women - Global metric to have 40% of management and higher-level roles held by women by 2020 (currently at 42% in Australia) - Set minimum targets for female candidates on interview slates. - Incentivised annual diversity metrics for VP-level and above, cascaded down through local teams
Training & Development	- Advanced Women's Leadership two day program focusing on: Strategy, Business and Financial Acumen as well as Engaging others and Using Personal Greatness - Internship opportunities for women in mid-level roles, providing them a seat at the table during senior leadership meetings. - Employee representation at panel and speaking opportunities including the Women in Pharma and Medical Leadership Summit and Women in MedTech Breakfast - Participation in various secondary and tertiary education programs including careers days and (the) Industry Mentoring Network in STEM initiative
Mentoring	- Women's Network – Operating at three different levels - Global, Region (APAC) and Local (ANZ). To build support and capabilities of our female leaders - Launched fourteen mentoring circles, led by senior leaders and aspiring managers - Established a "Men Advocating Change" chapter recognising the role everyone plays in a successful diverse and inclusive environment

	• Became the first MedTech organisation in Australia to join Women on Boards, providing women with external opportunities to develop their directorship skillset.
Advocating	• Advocating support for women in clinical specialities at various clinical society events

Company C

Development & Training	• Offer accelerated learning courses, mentoring, coaching and networking opportunities • Has continued to increase the ratio of women in leadership roles. In January 2017, achieved its target of 50% women in its senior management team, up from 29% in 2008 • Managing inclusivity training for all people leaders
Work Policies	• Offers and actively encourages men and women to take twelve weeks paid parental leave. This formal policy has helped to retain talented women in our workforce with 90% of employees returning to work after parental leave • Policies in place to ensure pay equality based on merit rather than gender • Formal processes for applying for flexible working arrangements – encompassing part-time work, job sharing and flexible working hours • Domestic violence leave to assist employees through the process of escaping violence and fostering a safe and secure workplace for all employees • Breast Feeding Policy and support practices
Advocacy	• Senior management team actively participates in industry discussions as panellists supporting and advocating for women entering or advancing within the industry
Other Support	• On-site superannuation seminars for women • Free on-site breast cancer screenings

Company D

Goal setting	• Aim for gender balance across all roles (including leadership positions) within the organisation; ensuring the ratio of women in leadership positions is equitable (minimum ratio of 40:40:20) • Commitment to undertaking a rigorous organisation wide gender pay analysis to address any anomalies in gender pay equity • Ensuring gender balance in succession planning and leadership development programs
Training & Development	• Ensure gender balance in succession planning and leadership development programs • Established a Diversity & Inclusion Council and appointed a dedicated Diversity & Inclusion Leader to bring to life the Diversity & Inclusion strategy. One of the focus areas for this strategy is gender diversity

	• Partnered with Deloitte and Harvard University to build inclusive leadership competencies through Inclusive Leadership workshops and Unconscious Bias training
Work Policies	• Flexible Work policy that encourages and supports part time, job splitting & job share arrangements, working from home arrangements, the use of technology to work remotely etc. • An enhanced parental leave policy in place that provides mothers, fathers, partners and adoptive parents with at least eight weeks paid leave to bond with their newborn or adopted child. The enhanced Company benefits for eligible employees include: fourteen weeks paid Birth Leave for birth mothers; eight weeks paid Bonding Leave for partners; eight weeks paid Adoption Leave for adopting a child up to the age of seventeen • A domestic & family violence policy to support employees affected by domestic and family violence. Support includes paid leave and support from the company's employee assistance program provider • Other policies and support programs of women in our organisation
Advocacy	• Involvement with Male Champions of Change in STEM • WGEA Pay Equity Ambassadorship • Financial support of the "Day in the Life of STEM Program" • Financial support of the Women in STEM2D University Program (Undergraduate students) • Financial support of the Women in MBA program at Macquarie University • Financial support of BioMelbourne Network and AusBiotech Women in Life Sciences events/conferences • Participation in external speaking events focused on gender diversity, STEM and Medical Technology
Other Support	• Coaching support to help women returning from paternity leave • "Carers workshops" to educate employees about flexible working arrangements that are available to help manage caring responsibilities • Breast feeding and mothers room's facilities on site • Subsidised school holiday program. This school holiday program allows employees with caring responsibilities to bring their children to work during school holidays to attend a school holiday program • Routinely sends employees to external conferences and summits related to gender equality and women in leadership • The Women's Leadership and Inclusion (WLI) is a voluntary, Employee Resource Group globally. The WLI is committed to the development, advancement and retention of women leaders with a vision to "grow women to grow the business and our world"