

Collaborative *Women in the Workplace* Survey Highlights

2017 and 2018 Metrics

Source: McKinsey & Co., *Women in the Workplace*, HBA Collaborative Report, distributed 2019

Below is an executive summary of the impressive key take-aways from the *Women in the Workplace* survey results for the Collaborative cohort. 2018 was the second year of participation so year-to-year comparisons are now available along with comparisons to healthcare industry peers.

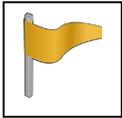
Survey Highlights:



- 1. Collaborative companies are showing robust increases in the percentage of women at all levels of management and continue to out-perform their Pharma/Med device industry peer group.**
 - The Collaborative cohort showed better [than industry peer group] representation of women in three of six management levels in 2017.
 - In 2018, Collaborative companies increased the percent of women in all six management levels, including an 8% increase of women at both the entry and SVP levels.
 - For 2018, the healthcare peer group companies showed minor increases in the representation of women at VP (+1%) and SVP (+3%) levels. There was no change in the percent of women in the remaining four role levels.
- 2. With our first look at Women-of-Color (WOC) data, Collaborative companies are making early progress on closing this gap.** Collaborative companies show the same or better WOC representation at all levels of management in 2018 vs 2017; and slightly better WOC representation at Manager and Director level than seen in the industry peer group.
- 3. The Collaborative companies are showing higher percentages of internal promotions for women at key points in the career ladder, increasing the pipeline of candidates for the most senior roles.** Data for 2018 for this cohort show:
 - A higher percentage of promotions for women at the Manager and Director level versus the industry peer group and versus their own performance in 2017.
 - A 3% increase in promotions for women at the C-suite level.
- 4. Collaborative companies are outperforming the industry at retaining SVP and C-suite level women** and have significantly reduced attrition at these levels versus 2017.
- 5. Collaborative companies are leveraging external hires to a greater extent than industry peers,** for Director level and above, accelerating increased representation of women.
- 6. Gender and racial diversity seem more important to the Collaborative companies than their industry peers:**
 - 42% of the cohort set use numeric targets to track gender representation versus 33% of companies in the industry.
 - 100% of Collaborative companies' rate both gender diversity and race/ethnic diversity as a top/important priority versus 80-90% of their industry peers.

7. Collaborative companies are addressing gaps in 'fairness'.
 - A greater percent of cohort companies report using specific evaluation criteria and evaluator training to eliminate bias in their performance process.
 - Collaborative companies provide greater work-life flexibility and key maternity benefits than their industry peers.

Areas for attention:



1. Even with a continuous flow of data that says otherwise, women and men in the healthcare industry report there is already equal representation of women and men in leadership positions. Caution is needed that this perception does not fuel complacency or slippage.
2. When provided with 8 potential barriers to advancing women, men in the healthcare industry do not think any of these are the root cause. If not these, which are?



3. With Collaborative companies, thirteen percent of men at manager level are being promoted versus 10% of women. Given the volumes of manager roles, even this small gap will significantly hamper gender parity for years to come.

Per McKinsey, achieving equal rates of promotion for women and men at the manager level could drive achievement of parity at all levels in five years' time.



4. Across all companies participating in the study, only 13 and 19% of men and women managers, respectively say they are "actively working to improve diversity & inclusion at your company?" That compares to ~45% of senior leaders.

Background / Context

Twelve Gender Parity Collaborative companies completed the McKinsey & Co., *Women in the Workplace* survey in Spring 2018. This was the second year of data capture for most companies.

The McKinsey team provided a summary of the 2018 metrics for this cohort along with comparisons to their 2017 data and the healthcare industry [defined as the collection of Pharma and Medical Products manufacturers participating in the research] on our 2019 Global Council virtual meeting on 4 Dec, 2019.

Each participating company has received an individual report showing their data/metrics and comparisons with the Collaborative cohort and the broader healthcare industry.