

Executive summary

Gender Parity Collaborative, Global Council – January 8-9, 2020 | New Brunswick, NJ

I. ATTENDANCE

Member organizations of the *Gender Parity Collaborative* met for the annual Global Council meeting on January 8-9, 2020 in New Brunswick, NJ - the meeting was hosted by Johnson & Johnson.

- Group welcome by Kathryn Wengel, EVP & Chief Global Supply Chain Officer, Johnson & Johnson (day 1) and Alex Gorsky, CEO, Johnson & Johnson (day 2)
- Kick-off by Laurie Cooke, President and CEO of the Healthcare Businesswomen's Association (HBA) and Liz Coyle, HBA's EVP Value Offerings - review consortium's mission, 2019 data and progress and purpose of the meeting.
- Antitrust statement read by Laurie Cooke at the beginning of the meeting and distributed to participants
- 15 member organizations represented: 34% SVP and above, 45% VP and above, 21% Sr. Director/Director

Gender Parity Collaborative and meeting host Alex Gorsky, CEO Johnson & Johnson



15 Collaborative member represented to accelerate gender parity in the Healthcare/Life-Science industry

II. PROGRESS & OBSERVATIONS

Regrouping for its second Global Council since the Collaborative launched in November 2018, the following observations emerge:

After 12 months as a consortium, the first trend points towards progress and success for the Collaborative

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.
- Collaborative companies are outperforming the industry at retaining SVP and C-suite level women and have significantly reduced attrition at these levels versus 2017.
- Collaborative companies are leveraging external hires to a greater extent than industry peers, for Director level and above, accelerating increased representation of women at these 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.

III. MEETING HIGHLIGHTS

A. GLOBAL COUNCIL - GOALS

- Align and mobilize leaders, key influencers, and decision makers.
- Identify pathways to achieve sustainable progress, at an accelerated rate, toward gender parity.
- Co-create specific actions in support of those pathways to achieve measurable milestones.
- Identify markers to demonstrate business impact and competitive advantage for those who fully embrace and act.
- Provide participants with new leadership opportunities, and an environment to expand professional networks and create community .

B. JAN. 8-9 MEETING ACCOMPLISHMENTS

- Prioritized Collaborative priorities for 2020, having reviewed and assimilated group progress, 2019 priorities and new insights from external experts
- Expanded the network of executives actively participating in the Collaborative

C. 2020 PRIORITIES

Informing our strategic prioritization work for 2020, attendees

1. revisited our 2019 priorities and key focus areas
2. reviewed the Collaborative cohort's gender parity progress versus 2017 and the industry peer group
3. participated in a briefing regarding the impact and effectiveness of behavioral change alternatives for accelerating gender parity (versus mindset change)
4. leveraged 'design thinking' approach to uncover systemic and environmental obstacles to gender parity for 'middle management' and mid-level professionals

Resulting top priorities for 2020:

1. Men as allies – continue focus on strategies to build male advocacy as men remain in majority of decision-making positions
2. Address the 'broken rung' phenomena: focus on where high volume of advancement decisions are made i.e. lower/mid level management
 - Establish awareness and accountability for gender parity lower down in the organization
 - Neutralize/debias decision making points in talent management processes
 - Adapt/adjust recruiting and hiring processes
3. Revisit requirements for leadership roles and the process(es) in place to support development
4. Put an early light on gender parity in affiliates outside the US: Set expectations for gender parity accountability in all talent review processes
5. Maintain a lens for women of color in all strategies, solutions and action planning

Detailed results of participant voting:

	Priorities	BR	C-S.
1	Men as allies; expanding the community; increasing leverage	\$230	\$0
8	System to reduce bias - Interrupt and mitigate bias in hiring, promotion and calibrating processes; i.e. neutralize job description; structured interviews; role requirement clarity	\$210	\$30
9	News systems for recruiting and hiring - [Redesign] interviewing practices; eliminate panels; use structured interviews and data	\$200	\$30
1	Address the "broken rung"; establishing accountability for gender parity; creating awareness for with D&I goals; decision criteria; measurement and tracking	\$190	0
3	Revisit the "requirements" for leadership roles and the processes to develop those skills/competencies/experiences; revisit career planning practices.	\$160	0
6	Set expectations in talent review processes (which expose gen parity; hold leaders accountability)	\$140	\$100
16	Cross pollination male/female (mentoring, career coaching, etc)	\$100	0
13	Rewards, management and accountability	\$80	\$30
8	Develop leadership profile that outline specific behavior that supports gender parity	\$70	\$80
2	Incentives and scorecards	\$40	\$50
7	Engage with industry association on gender parity (Pharma, Bio, etc)	\$40	\$40
14	"Help make my life easier"	\$40	\$30
5	Educate on the business case (US and ex-US) - Clarify and communicate D&I aspirations; socialize biz case/rationale for gender parity; build practices of having D&I goals for leaders.	\$40	\$20
4	Pay equity pledge ¹	\$10	\$30
4	Develop global frameworks for sharing D&I approaches, solutions outside the US	10	0
12	Social norms and their role in gender parity	\$10	0
10	[Redesign] the performance review processes; advice vs feedback	0	\$10
11	Revisit the role and value of quotas and targets; exploit the value of targets.	0	\$10
5	RFP language; declaring expectation for diversity (influencing ecosystem)	0	0
6	Parental leave standardization	0	0
2	Evaluate infrastructure, support and (your) assumptions associated with expat roles and moves (aka obstacles for women).	0	0
7	Expand Collab. global focus: forums for global leaders; cross Collab. networking/influence support.	0	0
15	Retreats – Create thinking and development time	0	0
3	Apply WOC lens (not up for vote – "WOC lens" agreed by the group to be applied in everything we do)		

IV. GUESTS

1. Iris Bohnet, Author, *What Works: Gender Equality by Design*

- Albert Pratt Professor of Business and Government
- Academic Dean
- Co-director, Women and Public Policy Program
- Harvard Kennedy School

Follow-up links and information:

- [What Works Video](#)
- [HBR 7 Ways to Reduce Bias in Your Hiring Process](#)
- [HKS Polycast episode](#)
- [Evoke article We can't get rid of bias – but we can disrupt it by design](#)

2. Shideh Bina, Founding Partner Insigniam Catalyzing Breakthrough Results™

V. IMPORTANT UPCOMING DATES

- 7-8 April, 2020 Spring Solutions Summit (SVP/VP)
- 29-30 September, 2020 Fall Solutions Summit (SVP/VP)
- Nov. December, 2020 Global Council 2020 (C-LEVEL/SVP)

About the Gender Parity Collaborative

The Gender Parity Collaborative is a new consortium powered by the Healthcare Businesswomen's Association and focusing on accelerating gender parity in the healthcare-life-science industry. Members to date include: Advanced Clinical, Amgen, Bristol-Myers Squibb, Cardinal Health, Eli Lilly and Company, GlaxoSmithKline, Johnson & Johnson, Lundbeck, Medidata Solutions, Novartis, Pfizer, Quest Diagnostics, Genentech-Roche, Sanofi, Strongbridge Biopharma, Takeda and W2O. More member companies will continue to selectively join the consortium, growing its collective influence and impact on the industry.

- How the Collaborative will make measurable difference -

Each member organization has 2 to 3 committed senior executive champions. The executive champions represent the Global Council, which meet annually to set strategic priorities for the year to come. Members organizations then meet two other times throughout the year to work on and implement prioritized recommendations. Unlike other pledges or movement, the work of the Collaborative will be measured every year as a group and through a close collaboration with McKinsey & Co/LeanIn.org. and their *Women in the Workplace* annual study.



Gender Parity Collaborative Global Council 2019, hosted at J&J World Headquarters - New Brunswick, NJ