

## Executive summary

Virtual Spring Solutions Summit, Gender Parity Collaborative | April 7<sup>th</sup>, 2020

Topic: Engaging Men as Allies

### I. ATTENDANCE

Member organizations of the *Gender Parity Collaborative* met for the annual Spring Solutions Summit on April 7<sup>th</sup>, 2020. Originally planned to be hosted at Advanced Clinical in Chicago, IL, the event was held virtually due to the covid-19 pandemic:

- Spring Summit – part 1: Engaging Men as Allies (virtual)
- Spring Summit – part 2: Tackling the Broken Rung (June 2-3 - TBC)
  
- Kick-off by Laurie Cooke, President and CEO of the Healthcare Businesswomen's Association (HBA) - review consortium's mission, discuss current events and read antitrust statement.
- External guest speaker Mita Mallick, Head of Diversity and Cross Cultural Marketing at Unilever.
- 13 member organizations represented including:
  - 5 % President/CEO, 64% SVP/VP/Heads, 27% Sr. Director/Director and 4% Sr. Manager
  - 2/3 returning participants; 1/3 new leaders from existing Collaborative companies

**Reminder: If you want to be put in touch with companies, reach out to Marie Strok who will make the connection**

Collaborative members fully connected and engaged on virtual platform



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

### ➔ Recommended action for member companies

Iris Bohnet, a Harvard professor and gender equality expert who spoke at our January meeting, shared with us that behavioral scientists suggest the pathway to behavioral change is not a change in individual beliefs, but instead, a change in the socially shared definitions of appropriate behavior – **social norms** or leveraging natural “herding behavior” to change individual behaviors and organization-wide outcomes.

As follow-up action, we’re asking Collaborative companies to reflect on the norms proposed and discussed during breakout room #2. At our Spring Summit part 2 on June 2-3, we would like to hear from you: which norms might you work to implement within your organization? (see next page)

## Reminder: BOR#2 questions

- What managerial behaviors, if elevated to a 'company norm', would significantly increase the number and impact of male allies?
- Identify 3 -5 things that could be done to establish these behavior as a company norm within the next 12 months.

## Here is a list of norms identified and discussed:

1. Hiring managers expect talented diverse slates, and they get them.
2. Our HR team has the authority to block recurring, non-diverse hiring and promotion practices.
3. We have an average of 50% women on all our leadership teams and strategic projects.
4. We acknowledge and talk about bias; we expect our managers to acknowledge and talk about bias
5. All employees are accountable for their own behavior and know they will be called out if they behave inappropriately
6. All managers to expect appropriate D&I behavior from their team / direct reports
7. We train our managers to appreciate and hire for diversity.
8. Our leaders are expected to speak up and speak out regarding behaviors not aligned with allyship; courage and speaking out is expected
9. Men are expected to encourage each other to be more gender-neutral/less biased
10. We expect our female and male leaders to sponsor and mentor both female and male employees
11. We expect male leaders to support and attend our women's ERG events
12. Men and women are both expected to use their full parental leave benefits
13. Our job descriptions are expected to be gender-neutral
14. Other?

Please reflect on which norm(s) you might work to implement within your organization – we will regroup in June.

## Meeting recap and information

### II. GENERAL OBSERVATIONS

Regrouping for its first summit in 2020, the following observations emerge:

- Gender Parity is NOT de- or re-prioritized due to current pandemic
- Having the right people in place is important and lead to better processes, practices and results
- Covid19 brings many people and companies "back to basics" and taking care of their employees and patients in a time of high uncertainty
- Due to company-specific situations, some leaders are seeing renewed and/or stronger interest in gender parity

### III. VIRTUAL MEETING ACCOMPLISHMENTS

- Successfully convened Collaborative leaders through virtual "re-imagined" forum
- Engaging men as allies was confirmed once more as an enabler, accelerator, and sustainable factor to gender parity
- Continued and expanded solutions-sharing and discussions on "engaging men as allies"
- Shared benchmark of Collaborative organizations' current status and progress on "engaging men as allies"
- Expanded the network of executives actively participating in the Collaborative
- Overall participants valued getting together and keeping the focus of the Collaborative work, despite current challenges

*Men as Allies toolkit under production*

Current overview of Collaborative companies' effort on engaging men as allies.

- 13 companies submitted their roadmap
- Following results should be interpreted similar to a heat map:
  - **thick line** circles represent a larger number of companies around the numbers indicated
  - **thin line** circles represent a lesser number of companies around the numbers indicated

Gender Parity Collaborative		Road Map for Action Engaging Men as Allies										
Consortium aggregate data – April 2020 (informational)												
Phase	Roadmap milestone	Select/circle the number that best represents the current state of your organization*										
1	Implemented awareness / 'training' program for senior leadership (CEO to VP) focused on increasing the depth and breadth of male allies in the organization.	0	1	2	3	4	5	6	7	8	9	10
	Ensure Internal Women's Networks/ERG strategies include initiatives supporting the expansion, increase and/or inclusion of Male Ally's.	0	1	2	3	4	5	6	7	8	9	10
2	Implemented awareness / 'training' program for senior and mid-level leadership (Directors and above) focused on increasing the depth and breadth of male allies in the organization.	0	1	2	3	4	5	6	7	8	9	10
	Ensure employees are made aware of the company's point of view with regard to male ally ship.	0	1	2	3	4	5	6	7	8	9	10
	Recognize, communicate and celebrate Male Ally role models within the organization	0	1	2	3	4	5	6	7	8	9	10
	Create a community of Male Ally role models within the company who coach/mentor others, are spokesmen for environmental and systemic change and connect with allies from other organizations to share best practices.	0	1	2	3	4	5	6	7	8	9	10
3	Collaborate with academia to ensure training/attention on Male Ally-ship at Univ/Grad/Biz schools.	0	1	2	3	4	5	6	7	8	9	10
	Company participates in consortium research project to quantify effort and demonstrate return on Male Ally-ship investments.	0	1	2	3	4	5	6	7	8	9	10
	Company speaks/publishes externally regarding importance of Male-allies; represents Collaborative best practices.	0	1	2	3	4	5	6	7	8	9	10

\* 0 Not considered at the moment | 1 – 2 Under consideration/evaluation | 4 - 5 Budgeting/Implementation | 6 - 7 Activity completed | 8 -9 Impact measurement | 10 Sustainable impact

Property of HBA Gender Parity Collaborative. Not to be shared outside Collaborative member companies without the written consent of HBA.

IV. MEETING GUEST SPEAKER

**Mita Mallick**, Head of diversity and cross cultural marketing at Unilever

Unilever announced they have achieved gender balance in 2020, achieving their goal; Unilever is also the 2020 recipient of the prestigious Catalyst award.

[Unilever achieves gender balance across management globally](#)

[Unilever - Catalyst award winner](#)

Mentioned during the meeting:

**Asha Santos**, Shareholder at Littler Mendelson

*Empowering the Bystander* intervention training program

V. IMPORTANT UPCOMING COLLABORATIVE DATES

- 2-3 June, 2020 TBC      Spring Solutions Summit – part 2 (SVP/VP)
- 29-30 September, 2020 TBC      Fall Solutions Summit (SVP/VP)
- 2-3 December, 2020      Global Council 2020 (C-level/SVP)

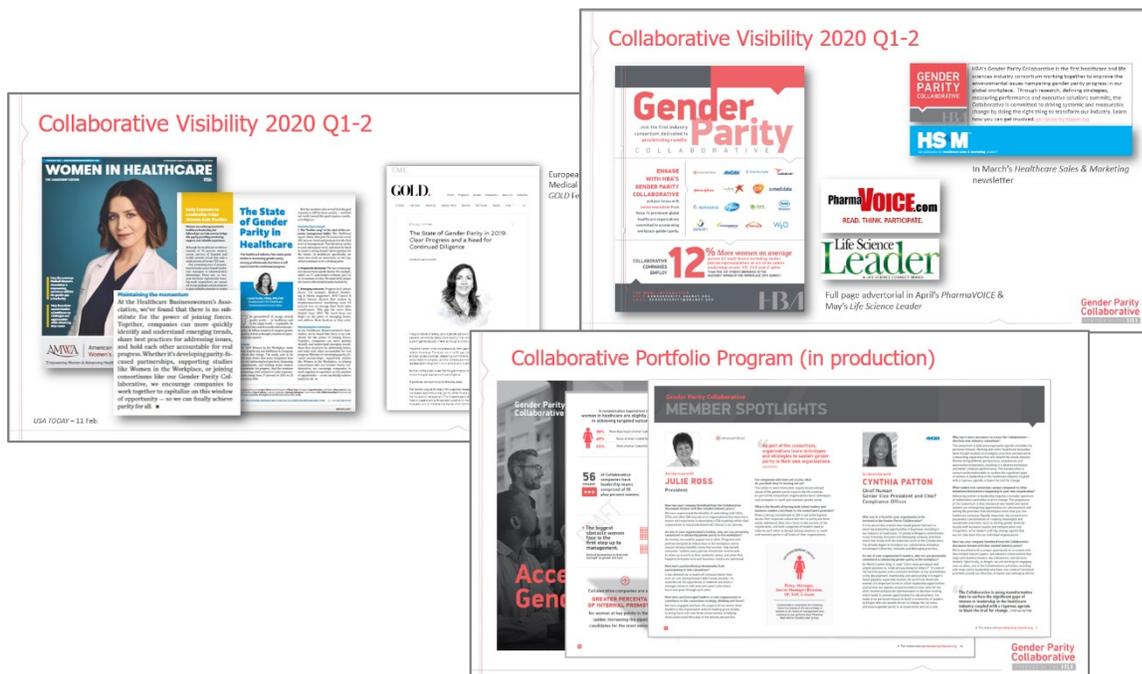
## VI. REMINDER - 2020 RESULTING PRIORITIES

### 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/de-bias 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

## VII. COLLABORATIVE IN THE NEWS

The Collaborative is gaining visibility and was featured in USA Today and in the European Medical Group's Gold magazine—a call to action pointed readers to the [Gender Parity Collaborative website](#). HBA media partners are also leveraging to garner visibility; a Portfolio Program (under production) showcases the series of [Q and A articles](#) we've been publishing since late last year AND also includes a look at the data specific to the Collaborative cohort in the McKinsey Women in the Workplace survey.



## About the Gender Parity Collaborative

The [Gender Parity Collaborative](#) is a new consortium powered by the Healthcare Businesswomen's Association focused on accelerating gender parity in the healthcare-life-sciences industry. Members to date include: Advanced Clinical, Amgen, Bristol Myers Squibb, Cardinal Health, GlaxoSmithKline, Johnson & Johnson, Lundbeck, Medidata Solutions, Novartis, Pfizer, Quest Diagnostics, Genentech-Roche, Sanofi, Strongbridge Biopharma, Takeda and W2O. More 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 (Jan. 2020), hosted at J&J World Headquarters - New Brunswick, NJ*