



Association of British Healthcare Industries

# WOMEN IN LEADERSHIP INDUSTRY BEST PRACTICE

MARCH 2018





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## ABHI FOREWORD:

### PHIL KENNEDY, ABHI CHAIRMAN



**As an association, we are actively working to lead our sector to improve diversity and inclusiveness.**

September 2017 saw ABHI host our inaugural Women in Leadership event. Feedback from the evening was unanimously positive as over 70 delegates heard from a range of inspirational speakers from the world of healthcare, politics, engineering, law and the military. It was enlightening to hear their leadership experiences and approaches to improving diversity in their respective fields.

Alongside the inaugural event, ABHI created two diversity seats to allow our Board to co-opt two individuals with skills that would enhance the capabilities and diversity of our non-executive Directors. In November we were delighted to co-opt Jamie Leitner, Vice President and Chief Compliance Officer, LivaNova to the ABHI Board and just this month, Nikki West, Smith & Nephew's Senior Vice President of Global Talent, also joined. Their leadership brings added experience on all aspects related to business practice.

Six months on we are running our second networking event with an equally impressive panel sharing their experiences of leadership and gender diversity. While these events are inspiring and thought-provoking, we wanted to do more to ensure delegates had key takeaways that could inspire change.

This document gives five very different perspectives on how organisations are engaging with the gender diversity agenda both within and outside the HealthTech industry. The contributions include a spotlight on the 'HeForShe' campaign, the successful Baxter Women Leaders group, maternity mentoring, the current legal leavers and the personal experience of Emma Bowyer at Johnson and Johnson.

ABHI will, with our Members, continue to work on leading the industry on this important issue. We hope that as our work continues more organisations will contribute to this document and allow others to learn from their approaches and experiences. Our vision is to broaden diversity and to champion HealthTech as a career choice that is built on equality. This must be implicit right across our sector.

Gender diversity is an issue we should all be actively engaging with. The business case for improving it has been made and accepted. We hope this document will be another way to help inspire organisations of how they go about doing just that.

## CASE STUDY:

# BAXTER WOMEN LEADERS GROUP

The Baxter Women Leaders (BWL) group offers the opportunity to network, it supports women through a series of activities and workstreams and it enables women to contribute towards making the Baxter work environment a place where all women flourish. The group is comprised of women across our UK sites, in a variety of roles, at various levels within the organisation.

The mission of the BWL group is to facilitate a culture where women are inspired to advance their career and to develop their potential; the vision is to build a truly great company by developing, leveraging and promoting the capabilities of women, at all levels; and the strategy is to foster a culture that creates professional growth and opportunities for women.

The BWL group launched in the UK in December 2016 and since then have facilitated several events to support the mission, vision and strategy. These have included internal events to celebrate International Women's Day and International Men's Day, to promote equality, inclusion and diversity. Video interviews with individuals across the organisation to gain insights on the issues that women and men face within the workplace have been created and shared throughout the organisation. Other activities organised by the group have included running a training course on building resilience in the workplace, which was offered to both men and women in the organisation and run by an external trainer. Representatives from the BWL group also attended the Women's Forum at Westminster and The ABHI Women's Event in September 2017, and will be attending the ABHI Women Leaders Networking Event in March 2018.

The activities undertaken by the BWL group have proven to be very successful with many employees engaging with the activities and outputs, describing them as "uplifting" and "powerful." An example of an outcome which has come as a direct result of their work is the introduction of a mentoring scheme for women returning to work from maternity leave. The aim is to support the transition back to work.

The BWL group have received very positive feedback across the organisation in the UK as well as gaining wider recognition for their efforts from our Global Baxter team. We at Baxter look forward to what 2018 brings, for the ever-growing initiative.

## CASE STUDY:

# JOHNSON AND JOHNSON: EXPERIENCE OF EMMA BOWYER

**Job Title:** Test Engineer

**Years of Service:** 4

**Function:** Biomechanics,  
DePuy Synthes, part of  
Johnson & Johnson  
Medical Devices



### Has J&J changed positively over time and how?

In the four years I have been with J&J, I have definitely seen a growing focus on developing the talent pipeline, particularly in encouraging young people to follow an educational path that will lead to a career in a STEM (Science, Technology, Engineering and Maths) field. There are now several programmes that empower employees to engage with the local community to let them know we're here; what a career in healthcare sciences looks like and how they can get involved. At the moment, this is still largely centred on R&D functions, it would be nice to see this expand across the company – everyone who works at J&J has a STEM career – not just the engineers!

### What Programmes have you been involved in (particularly to support women) and how have you benefitted?

I have been heavily involved with the WiSTEM<sup>2</sup>D (Women in Science, Technology, Engineering, Manufacturing, Maths and Design) programme since 2015. It's been exciting, and at times challenging, bringing a UK point of view to what started as a heavily US based team. The other members involved have really allowed me time and space to contribute to the discussions and help guide the direction of the WiSTEM<sup>2</sup>D Youth Pillar. It's been an education in creativity, leadership and corporate culture.

### What flexible working/family friendly benefits have you taken advantage of?

I have been able to take advantage of periods of working from home during a family illness and bereavement, and felt very supported throughout it. There is a lot of focus around women, and men, who have children, and allowing flexible work patterns, which is absolutely critical. Last year, J&J launched a new initiative that sees new fathers entitled to receive eight weeks of bonding time at 100% of pay, which I know many of my male colleagues have found invaluable.

In tandem with this, J&J also needs to continue to work to ensure that those without children are not inadvertently expected to pick up the slack and recognise that childcare is not the only issue that might limit a woman's progression in the company.

### What it is like to work as a woman at Johnson & Johnson?

When I joined the workforce, I was concerned about how I might be negatively, or positively, discriminated against as a woman in an engineering role, rather than judged on my ability. However, I haven't felt like that has been the case. I believe my colleagues, and the wider company, recognise and reward hard work and talent regardless of gender.

### STEM Outreach Programme

1. **The initial aim or issue trying to be solved** – To inspire a young and diverse talent pipeline to consider a career in MedTech.
2. **The plan or 'key deliverables'** – A STEM outreach programme that includes employee engagement opportunities hosting on-site Healthcare Insight visits and running workshops and career spotlight talks at local schools and colleges. As part of the dedicated WiSTEM<sup>2</sup>D programme, the STEM team in Leeds, led by Emma, is delivering STEM activities and showcasing strong female role models to the local community. Emma comments: "Through all of our STEM activities we are giving young people, especially young women, the tools, skills and inspiration they need to excel in a STEM career and to become role models for their own peers."
3. **Impact of change or outcomes** – In 2017, the J&J Leeds STEM outreach programme reached over 2,000 young people through 23 events, highlighting the STEM career opportunities available to them linked to Healthcare Sciences.



## CASE STUDY:

# BAKER MCKENZIE: THE HeForShe CAMPAIGN

### **The commercial, community and moral value**

As members of the UN Women's Corporate Advisory Group in the UK, Baker McKenzie is a global signatory of the Women's Empowerment Principles and has integrated the HeForShe campaign within the UK for the past 12 months and with further campaigns planned across our global offices.

Baker McKenzie's Code of Conduct ensures that our guiding principles form the basis of our decisions and behaviours across the firm. By actively supporting the HeForShe campaign, Baker McKenzie is re-affirming our position as a responsible employer, treating all our people fairly and with dignity, and by role modelling the right behaviours to demonstrate transparency and trust in all that we do.

### **The plan**

Baker McKenzie are working towards a gender balanced global firm and our targets have been designed to support an organic and organisational shift in identifying, supporting and celebrating female talent in our pipeline.

Our HeForShe plan centres around profiling positive male role models and their 'click' moment when they realised that there wasn't a global level playing field for women. This was supported by a comprehensive internal communications plan, whereby our employee profiles were displayed through a number of channels, including intranet messaging, posters, infographics and slide decks displayed within our staff restaurant. In addition, we have hosted two events in 2017 as part of our celebration of International Women's Day and in 2018, will continue this drive to promote our commitment to gender equality through our forthcoming celebrations with employees and with clients.

Additionally, we profile the successes of our female colleagues and how we manage alternative leadership styles and ways of working to achieve commercial value. We demonstrate positive leadership through active listening town halls where we support each other to constructively challenge and collaborate together at all levels to make our culture positive and sustainable.

### The impact

Since Baker McKenzie launched our HeForShe campaign, over 75% of the male partners based in London have become HeForShe Ambassadors and their stories have been shared across the firm widely. Our BakerWomen employee network has since appointed two male partners to its leadership team, and we regularly see greater gender balance at all BakerWomen meetings.

Specifically, we have developed 6 bespoke firm-wide commitments that allow all our HeForShe Ambassadors to embed the gender equality lens in all that they do. These commitments include:

- Being vocal (at all times) in support of gender equality
- Being mindful of the balance and diversity of teams for pitches, deals, projects, speaking arrangements etc.
- Embedding gender neutral language in our interactions
- Being mindful of our core gender diversity data
- Actively supporting and attending our BakerWomen network events
- Demonstrating support for gender equality by supporting external gender equality partners and charities to engage the wider supply chain and client engagement.

Baker McKenzie appreciate the journey is not yet complete, however, we are committed to building a gender balanced firm, where all elements of our diversity are recognised, celebrated and our people empowered to engage with trust, friendship and integrity.

## CASE STUDY: VIRGIN MONEY: MATERNITY MENTORING

### Overview

When colleagues take time out of the workplace for family leave it can be daunting coming back to work. Working with a mentor either before, during or after you return from maternity or shared parental leave can support people during that period.

Whilst Keeping in touch (KIT) days help colleagues to stay up to date with what's going on whilst they are away from work, they don't always offer the level of support people are looking for.

A mentoring relationship provides a space for colleagues to collect their thoughts and work through hopes, concerns and challenges.

In 2016, Virgin Money launched 'Mentor Me'. The scheme aims to provide all colleagues with the opportunity to work with a mentor, become a mentor or both! A key element of the scheme was maternity mentoring, where colleagues going on maternity leave can work with a mentor if they feel it would be of benefit. Men are also offered the chance to work with a mentor before during and after their shared parental leave.

Nearly 12 months' on, we have over 100 colleagues engaged in the scheme.

### Action Taken

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#### STEP 1

##### Engage with the business

Speak to key stakeholders in the business about maternity mentoring /executive team/management teams/colleagues who have recently returned from maternity leave. Gauge initial support from colleagues who might be interested in being part of the mentoring scheme. Hold focus groups with colleagues who have recently returned from maternity leave to seek their views on what a successful maternity mentoring relationship/scheme would look like. Use this information to inform the design of your mentoring scheme.

#### STEP 2

##### Identify and train mentors

Proactively communicate the scheme with colleagues asking for people to be mentors. Mentors don't need to be people who have had children, it can be colleagues who have experienced time away from work through, for example, career breaks. You will need a range of mentors to support colleagues with their varying needs and wants from the mentoring relationship. Some women may want support in achieving a good work-life balance, others may want career development support.

Once you have mentors signed up to the scheme, it's important to equip them with the tools and skills to be brilliant mentors. Consider developing a workshop/online learning for all mentors to attend. The aim is to provide them with details on how the scheme works, and how to get the best out of the mentoring relationship.

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**STEP 3**  
Start talking

Once you have mentors signed up, start talking about the scheme. Use varying media to raise awareness of maternity mentoring. Make it easy for people to get involved.

Once mentees are signed up, consider supporting them to prepare for their mentoring relationship. This could be through a mentee workshop or online learning. It's important that they have clear information on how the mentoring scheme works and their role in the relationship.

**STEP 4**  
Mentor  
Matching

Ensure that someone has overall responsibility for the scheme. The matching process isn't science. It's important to get to know the mentors and mentees to understand who would make a good mentoring partnership. Set the initial meeting up as a chemistry check meeting and ask the mentor and mentee to update you afterwards to confirm if they want the relationship to continue.

**STEP 5**  
Check in

Once the relationship is established have regular check in points to see how things are going and do a formal evaluation a few months after the colleague returns to work. These check in points can be as simple as a phone call to the mentor or mentee, or short email evaluation.

**Results**

Here are some comments from some maternity mentors who signed up to the Virgin Money Mentor Me Scheme:



*For me, having recently come back from maternity leave I would have loved to have a mentor who specifically focussed on some of the extra challenges relating to coming back after maternity. The transition back in to work after having a child means needing to address the guilt of being away from your child, the challenge of getting the child settled into the childcare arrangement and the lack of confidence associated with having being away from work for an extended period and the fundamental change in your identity. Talking to someone else who has been through this helps to really put it into context and to think of ways of maybe helping to address some of the issues. At a minimum feeling like you are not alone or unusual at feeling so unsettled is really valuable. From a personal perspective, being a mentor has given me the opportunity to share some of my experiences and to really feel like I am making a difference.*

**Claire Haswell**  
Lead Category Manager



*Being a maternity mentor is a brilliant way of giving back to others. I remember what it was like for me having my first child and being a mentor means you get to help people find some time in a crowded day to have the space to think. And you can visibly see doubts, worries and concerns being dealt with. We all have to work hard to retain our talented people and this is one way you can contribute towards achieving our gender balance of 50/50 by 2020.*

**Emily Cox**  
Director of Public Affairs



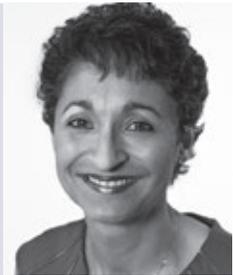
**What's next?**

Following the success of the maternity mentoring scheme we have listened to colleagues returning from maternity leave regarding what would make coming back to work easier. One of the suggestions made which we have now implemented is a coffee catch up on their first day back.

**CASE STUDY:****SIMMONS AND SIMMONS:  
GENDER DIVERSITY – THE LEGAL LEVERS**

After more than 50 years of discrimination legislation focused on gender and pay equality at work, recent efforts have focused on non-legislative provisions and maximising talent and the business case. The Equality Act 2010 did not change significantly legal rights and obligations save in two areas: new powers to introduce gender pay gap reporting and positive action.

**Audrey Williams Of  
Counsel Simmons and  
Simmons LLP**



Diversity and inclusion within the workplace goes further than gender however, getting systems and processes in place that are inclusive and do not disadvantage women, supports other work and underpins broader inclusion. In February 2018 the government announced that it would be commissioning a new investigation on progress in diversity at work led by Business in the Community: this will focus BAME issues and harassment, progress and the ethnic pay gap, but it would be wrong to assume that this means the focus has moved from gender to ethnicity.

Employers are now in the eye of the storm with the first gender pay reporting deadline looming for large employers (of 250 employees or more), numbering some 9000 organisations within the UK. These businesses are coming under greater public scrutiny, which will increase with more changes to diversity reporting coming in the next 12 months from the financial reporting council.

Gender pay reporting may lead to a sea change not just in the gender pay gap but gender participation within the workforce. Inevitably (and we will no doubt see this in the narratives and action plans) more organisations will look critically at their workforce profile, progress of women into senior roles – not just at the executive level but middle managers.

There are two key legal provisions which were strengthened in the Equality Act 2010 which support these plans: sections 158 and 159 deal with positive action and what is often referred to as the “tie-break” provision.

- Dealing first with the tie-break provision (section 159), which is seldom used and quite controversial: it allows an employer to appoint or promote a woman ahead of the man or other male candidates where that employer is looking at two or more individuals who are as qualified or to put it less legalistic, are equally qualified for the job. It is a section fraught with problems and the risk of challenge.
- More useful are the provisions in section 158 which enables employers to run mentoring and sponsorship schemes, returnships, training schemes and provide additional coaching focused on women. These positive action initiatives give support, encouragement and extra training. An employer must first be clear that there is an underrepresentation, but also identify that underrepresentation is caused by some disadvantage or different need(s) as well as that the underpin representation is disproportionate. For example disadvantages such as out of date skills (career breaks), low applications and confidence levels (mentoring and additional training) fewer female internal and external candidates (targeted campaigns).

The case studies in this publication demonstrate the variety of things that can be done and are to be encouraged, but an employer must do their homework and ensure the legal thresholds to be legitimate tools are met. In introducing these initiatives and setting targets, employers must ensure the line is not crossed between positive action and positive discrimination.

Having taken steps towards greater participation, even if later an employer is confident relying upon the tie-break provision, all candidates including those females who have been encouraged to come forward, must be assessed and go through selection processes on an equal footing. With the narrow section 159 provision no one should be preferred because of their gender – which would be, in the eyes of many, reverse discrimination and unlawful.

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