



AdvaMed Advance[®]

Advancing Inclusion & Diversity
in the MedTech Industry

I&D Maturity Model



ADVAMED ADVANCE[®] MATURITY MODEL

Developed in collaboration with Korn Ferry



Our mission: Convene industry to develop, adopt, and continuously evolve a measurable framework for advancing inclusion and diversity that is applicable to all members.



Our journey

The “Maturity Model” provides a framework for organizations and the entire industry to map their journey toward full inclusion and diversity. It provides navigation checkpoints to help advance the I&D efforts.



Our map

The AdvaMed Advance[®] Maturity Model allows stakeholders to map their inclusion and diversity efforts to five key benchmarks:

- **Compliance**
- **Awareness**
- **Talent Integration**
- **Business Integration**
- **Market Integration**



Our industry compass

The Maturity Model can also connect industry stakeholders, providing a framework to better define and communicate the MedTech industry’s way toward higher impact inclusion and diversity standards.

“Every person working in the medical technology industry – from executive to front line employee – has an important role to play in our journey to make MedTech an industry committed to inclusion and diversity. Adopting a framework to help guide our journey is an important, actionable step toward this goal.”



AdvaMed

Advanced Medical Technology Association



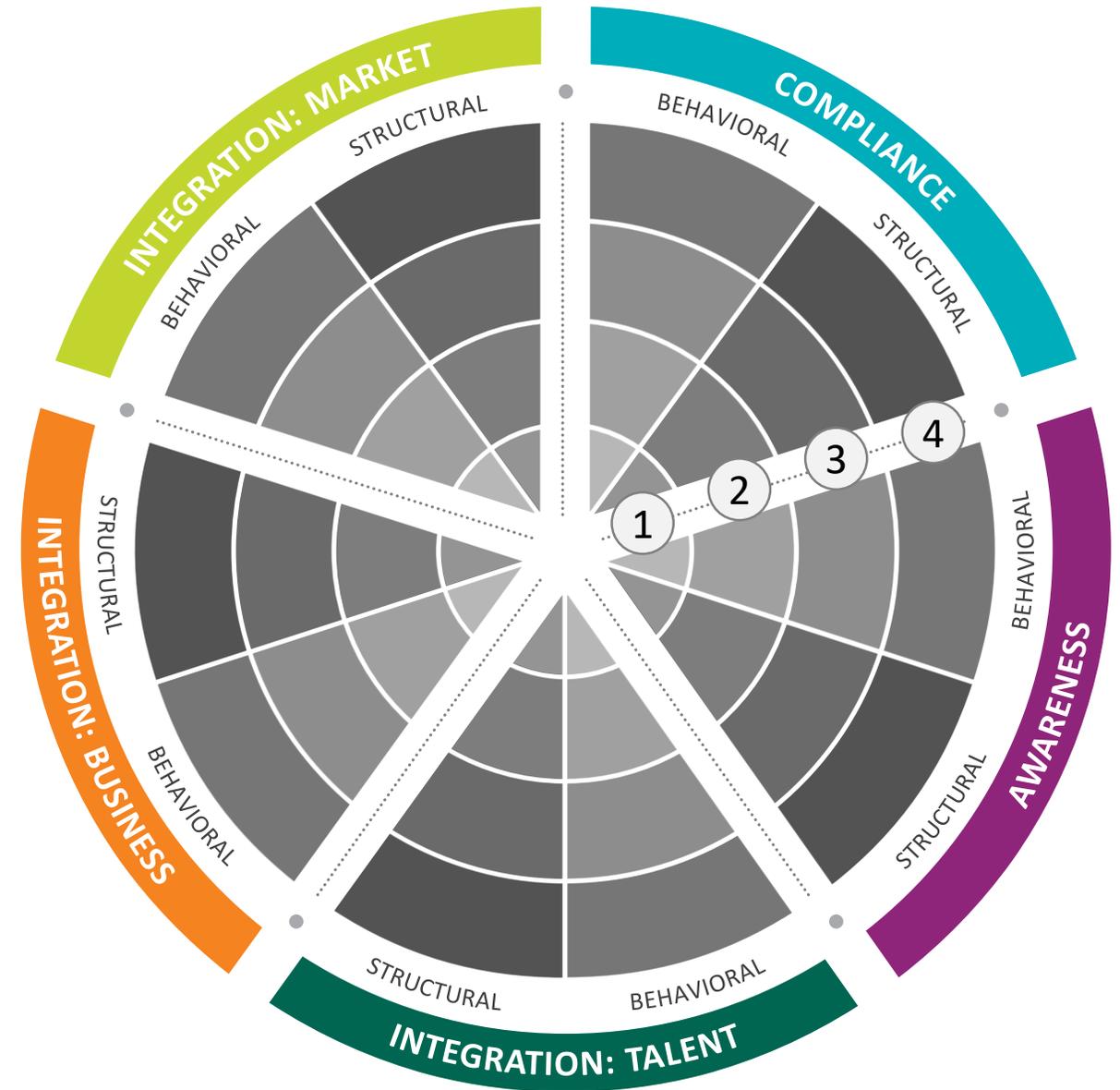
I&D Maturity Model

An organization's I&D journey can be plotted along each of the five dimensions along a continuum from Basic (1), which will generally be a narrow functional focus, to Advanced (4), where there will be full I&D ownership by the CEO, leadership team, middle managers, and employees.

BEHAVIORAL & STRUCTURAL:

Behavioral Inclusion describes inclusive mindsets, skillsets, and relationships.

Structural Inclusion describes equitable and transparent structures, processes, and practices that work for *all* employees, customers, and patients.



A guide to using the model and scales



Behavioral

What does Behavioral Inclusion mean?

It describes inclusive mindsets, skillsets, and relationships. It focuses on people's actions.



Use the scale to help you think about and address Behavioral Inclusion.

Structural



What does Structural Inclusion mean?

It describes equitable and transparent structures, processes, and practices that work for all employees, customers, and patients.



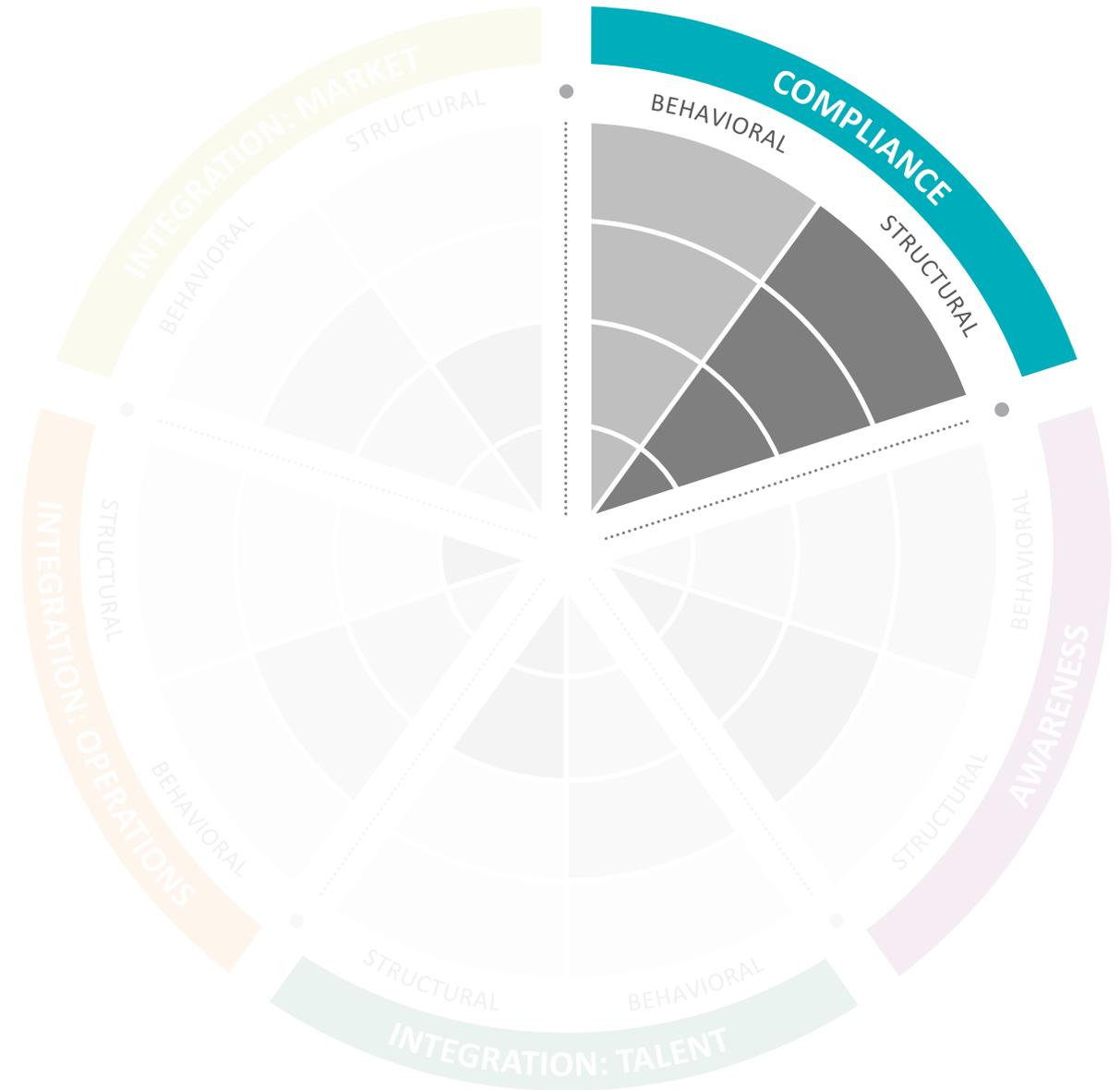
Use the scale to help you think about and address Structural Inclusion.

When you are considering your organization's journey, often it will be evident what is Structural and what is Behavioral. Yet, sometimes it will not be as clear to you. Plot it where you think it makes the most sense.

COMPLIANCE

What is it?

The **Compliance** dimension measures to what extent an organization has the infrastructure, capabilities, and behaviors in identifying, quantifying, mitigating, and preventing I&D-related risks.



COMPLIANCE

Measuring I&D risk management effectiveness



Behavioral



- 1**
 - Leaders are often caught off guard when major incidents happen.
 - Foundational compliance training exists.
 - There is low understanding of the impact of I&D risks on the business and company's culture.
- 2**
 - Broader respectful workplace skill building introduced, including the bystander interventions.
- 3**
 - Focus on psychological safety and speak-up culture.
- 4**
 - Full awareness of risks and impact associated with workplace harassment, bullying, and discrimination by all stakeholders is evident.
 - Leaders and HR are skilled at dealing with negative behaviors and power dynamics.
 - Employees feel comfortable speaking up and reporting issues affecting themselves and others.

Structural



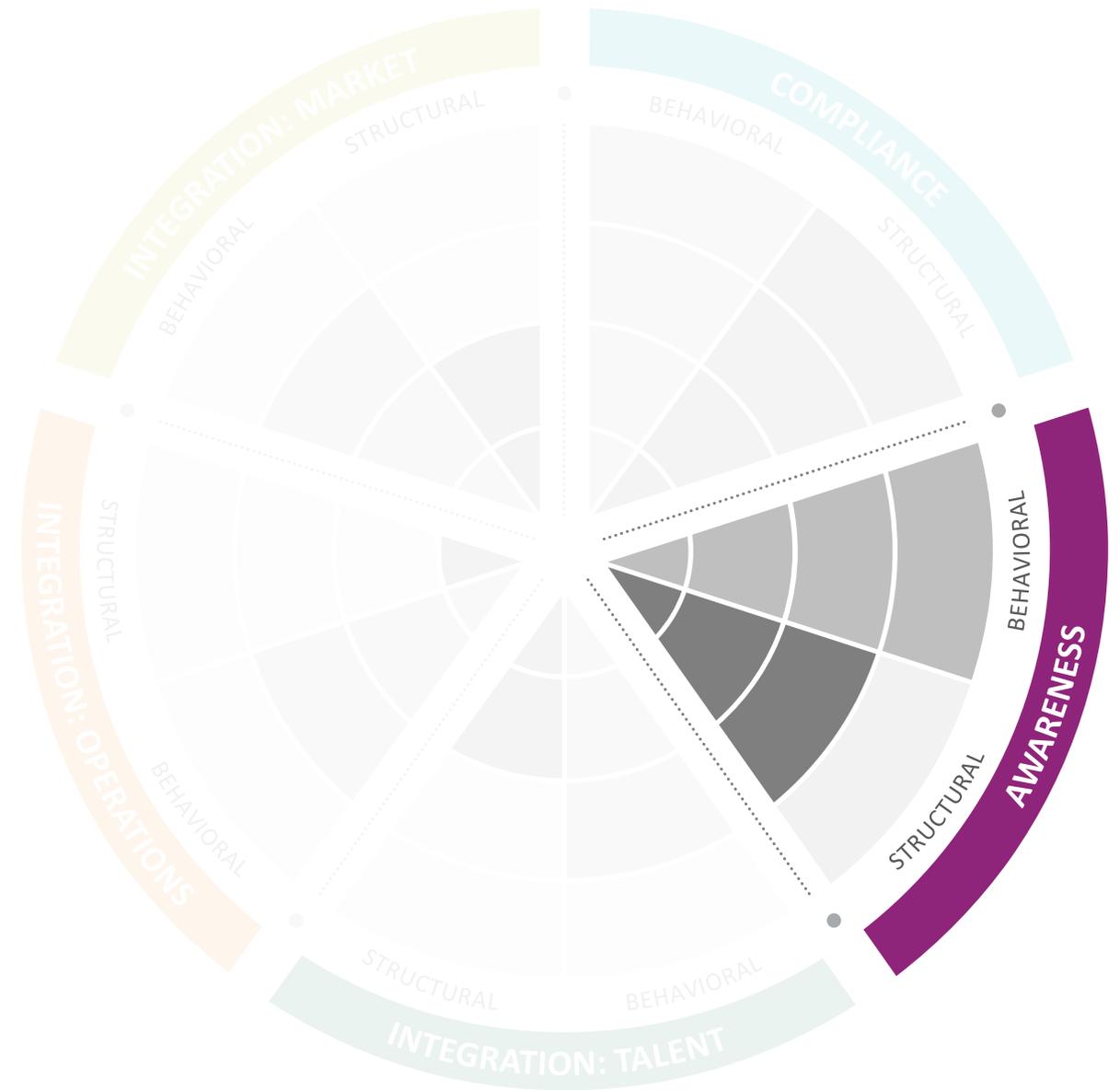
- 1**
 - Focus is on litigation avoidance.
 - Foundational non-discrimination compliance policies exist.
 - Representation data is tracked but there is no proactive action.
- 2**
 - Regular adverse impact analysis conducted.
 - CEO and Board starting to pay more attention.
- 3**
 - Focus on reputational risks in addition to the litigation avoidance.
 - Initial integration with broader risk management.
- 4**
 - I&D is approached from the broader risk management perspective.
 - HR, Leadership, and Board proactively monitor I&D risk.
 - There are consequences for those who do not adhere to company policies and values regardless of their level and status.



AWARENESS

What is it?

The **Awareness** dimension measures to what extent an organization's leaders and employees are aware of and committed to the value of I&D. The spectrum of efforts includes building awareness, advocacy, and knowledge of I&D, communicating its business value, driving employee engagement, cultivating grassroots initiatives such as employee resources groups (ERGs), establishing I&D governance, and driving external recognition of the organization's I&D efforts.



AWARENESS

Measuring the level of awareness and commitment to I&D as a value



Behavioral



- 1 • I&D is mostly seen as “the right thing to do” with no link to business results.
- Leaders and employees receive basic unconscious bias training and are building common I&D vocabulary.

- 2 • Buy-in and commitment from HR and some senior leaders.
- Large areas of resistance and indifference.

- 3 • Increasing recognition of the importance of inclusive leaders.
- Transition from “I&D passion” to “I&D competency” and from “unconscious bias” to “conscious inclusion.”

- 4 • CEO and business leaders fiercely advocate for I&D, are authentically role modelling inclusion and seen as “walking the talk.”
- Employees see a strong leadership commitment to I&D.
- Inclusion learning journeys are well established for all leaders and employees.

Structural



- 1 • Initiatives are focused on building I&D initial awareness.
- The focus is mostly on gender, race/ethnicity and LGBTQ.
- Early stage ERGs.
- No external recognition of company’s I&D efforts.

- 2 • I&D councils often in place.
- ERGs well established.

- 3 • More robust and integrated I&D governance and accountability (e.g., Councils, ERGs, metrics).
- Focus on broader diversity dimensions.
- ERGs are a strong voice of under-represented groups.

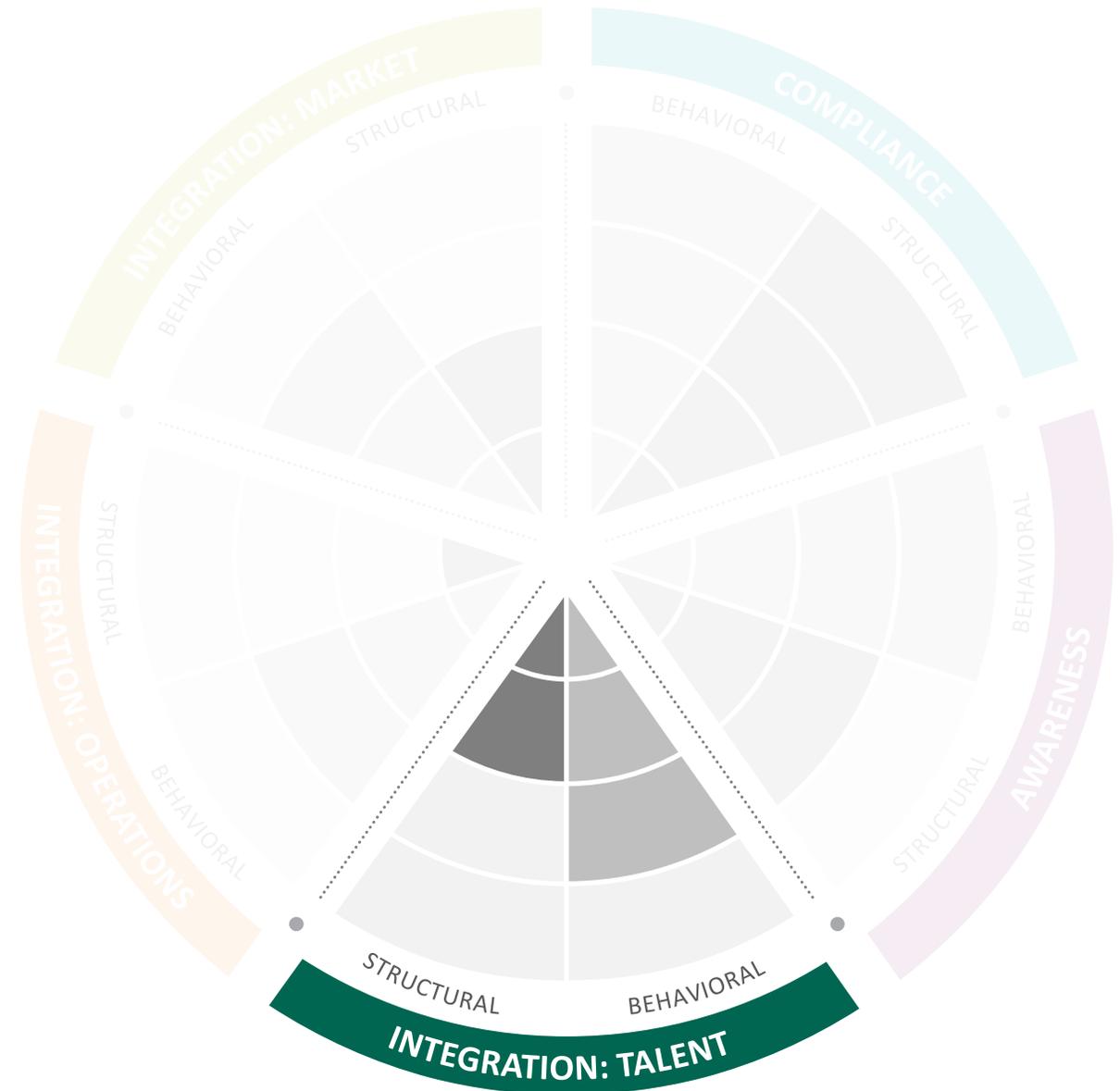
- 4 • I&D is a core company value – seen as key to patient centricity; a CEO and Board priority.
- ERGs are driving cultural transformation and contributing to the business.
- I&D metrics include employee engagement and representation tracking.
- There is strong internal/external recognition established.



TALENT INTEGRATION

What is it?

The **Talent Integration** dimension measures to what extent I&D is embedded into all talent management processes and the degree to which inclusive behaviors are demonstrated throughout the entire talent management lifecycle.



TALENT INTEGRATION

Measuring the degree of I&D integration into the talent management lifecycle



Behavioral

1

- HR and I&D don't feel empowered to drive change.

2

- HR and I&D are enabling senior leaders to make talent decisions that allow ALL talent to succeed (e.g., equal access, opportunity, support, rewards).

3

- HR, I&D, and senior leaders are enabling middle managers to make better talent decisions and lead diverse teams inclusively.

4

- Inclusive behaviors become part of the entire talent management lifecycle and show up in key talent decisions.
- Leaders and employees display inclusion skills and leverage talent diversity for better decision-making and team performance.

Structural



1

- Focus is mostly on recruitment of underrepresented talent.
- HR is not enabled to integrate I&D into talent management.
- I&D is seen as a standalone initiative.

2

- Audit of talent management practices with I&D lens.
- Insufficient resources are allocated to make changes.

3

- Greater integration of I&D and talent strategies.
- Key metrics tracked and used for decision-making (e.g., talent flows, talent practices equity, and employee perceptions).
- Well resourced I&D initiatives.

4

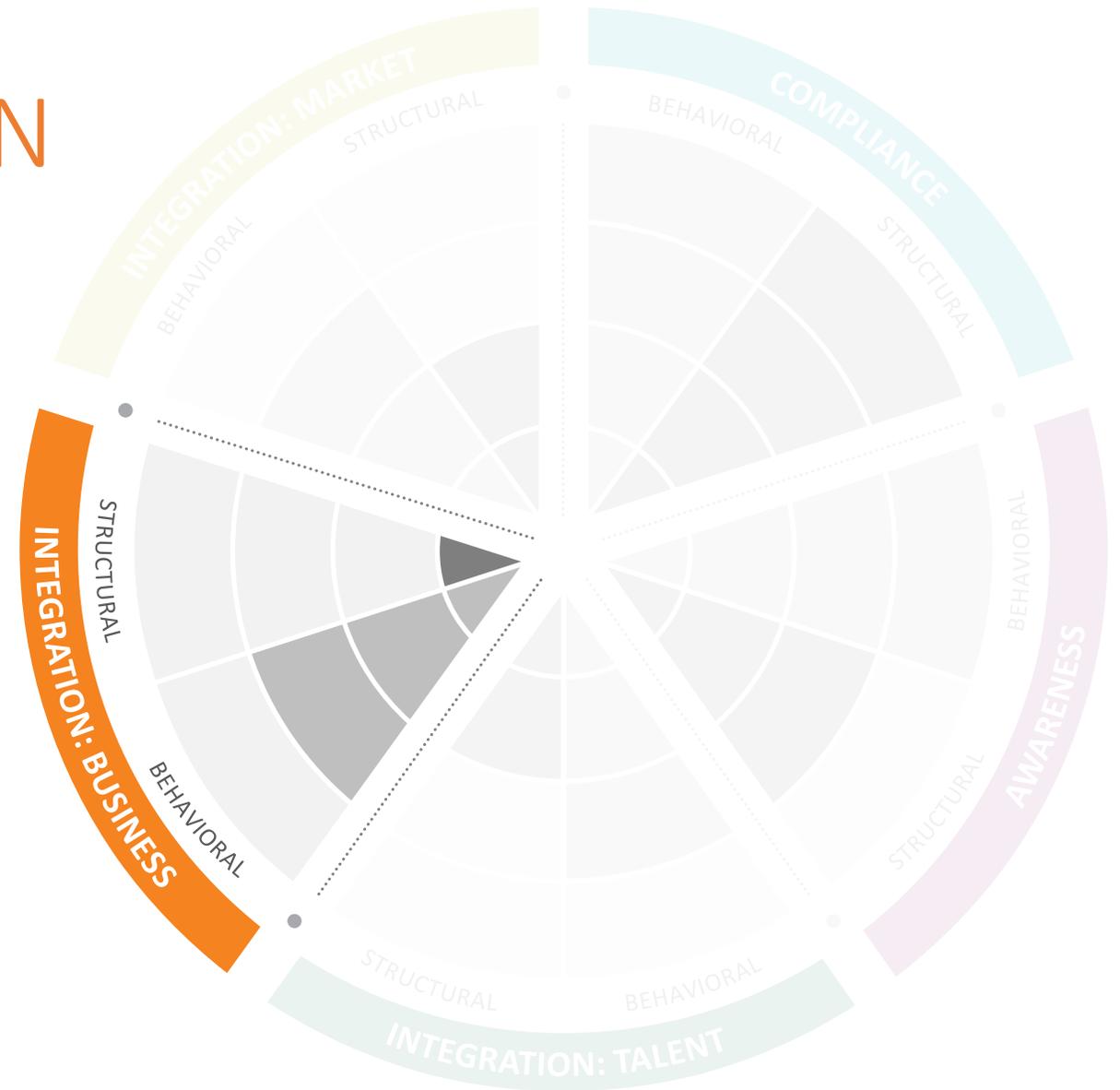
- I&D and HR are true partners enabled by the CEO and leadership team.
- I&D strategy fully integrated with business and talent priorities.
- Leaders are accountable for I&D integration in talent management.
- Robust talent analytics are applied to inform talent decisions.
- Partnerships are made with diverse professional associations.



BUSINESS INTEGRATION

What is it?

The **Business Integration** dimension measures to what extent an organization's I&D efforts are driven by operational effectiveness and are leveraged as a catalyst for innovation and an enabler of business results. It also measures to what degree inclusion shows up in the decisions and actions of business leaders.



BUSINESS INTEGRATION

Measuring the degree of I&D integration in business operations



Behavioral



- 1 • Business leaders see I&D as “one more thing” they need to do and don’t connect inclusive leadership to better business results.
- 2 • Business impact of I&D starts to become “top of mind” for business leaders and starts influencing their decisions.
- 3 • I&D integration with operations becoming the regular “way of doing business.”
- 4 • Business leaders and middle managers are role modeling inclusion and displaying inclusive leadership skills.
 - High-performing diverse-by-design teams are routinely deployed and are effectively led.
 - All leaders apply their I&D skills to making major operational decisions (e.g., M&A, restructuring, etc.).

Structural



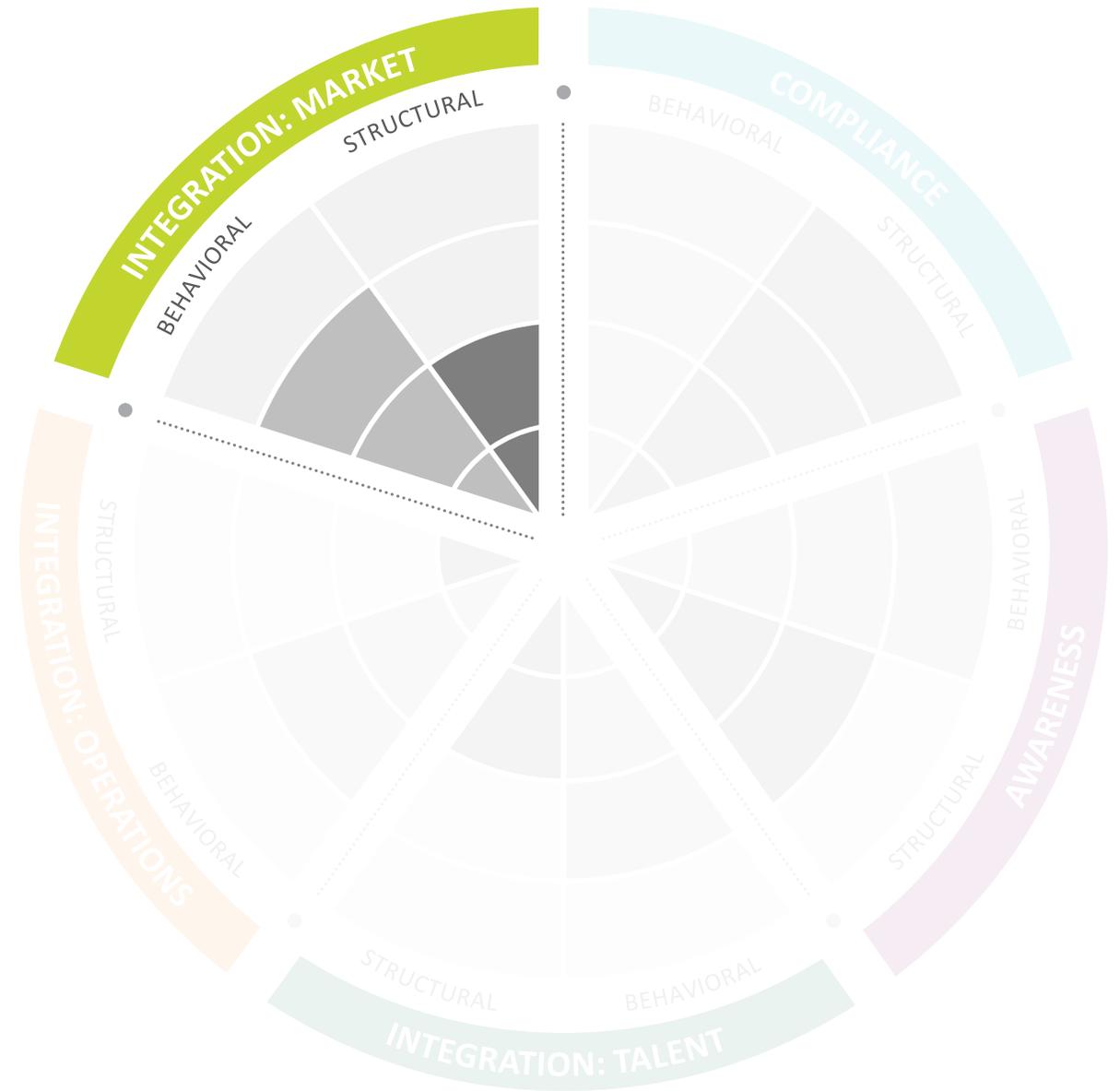
- 1 • I&D is not recognized as a driver for business results.
 - I&D is not integrated into operations, e.g., teams’ performance, safety, productivity, R&D.
- 2 • Initial integration of I&D with select business processes (e.g., R&D).
- 3 • More business processes approached with I&D lens (e.g., safety, productivity, etc.)
- 4 • Business leaders fully own I&D and are evaluated on integrating I&D with business processes and decisions.
 - I&D embedded within the operations ecosystem (e.g., suppliers, physicians etc.).
 - R&D and other functions fully leverage I&D to boost innovation, collective intelligence and problem-solving in teams.



MARKET INTEGRATION

What is it?

The **Market Integration** dimension measures to what extent an organization's I&D efforts are integrated with market, customer, community, and patient strategies, and are being utilized in enhancing the competitive advantage in the marketplace. It also measures the degree to which inclusion and cross-cultural competencies are applied in key decisions and market initiatives.



MARKET INTEGRATION

Measuring the degree of integration of I&D with markets, customers, communities, and patients



Behavioral



- 1** Leaders and employees are not yet able to recognize and approach diverse markets and customers with authenticity and cultural competency.
- 2** Business leaders start to explore how to utilize cross-cultural competencies to deliver better outcomes for customers, communities, and patients.
- 3** Business leaders and managers actively influence change by embedding cross-cultural competencies across markets and initiatives.
- 4** Leaders and employees recognize their own need for cross-cultural competency development and seek out further education.
 - Managers role model inclusion and display inclusive management skills and cross-cultural competencies.
 - Authentic and trusted relationships with diverse patients and physicians are created.

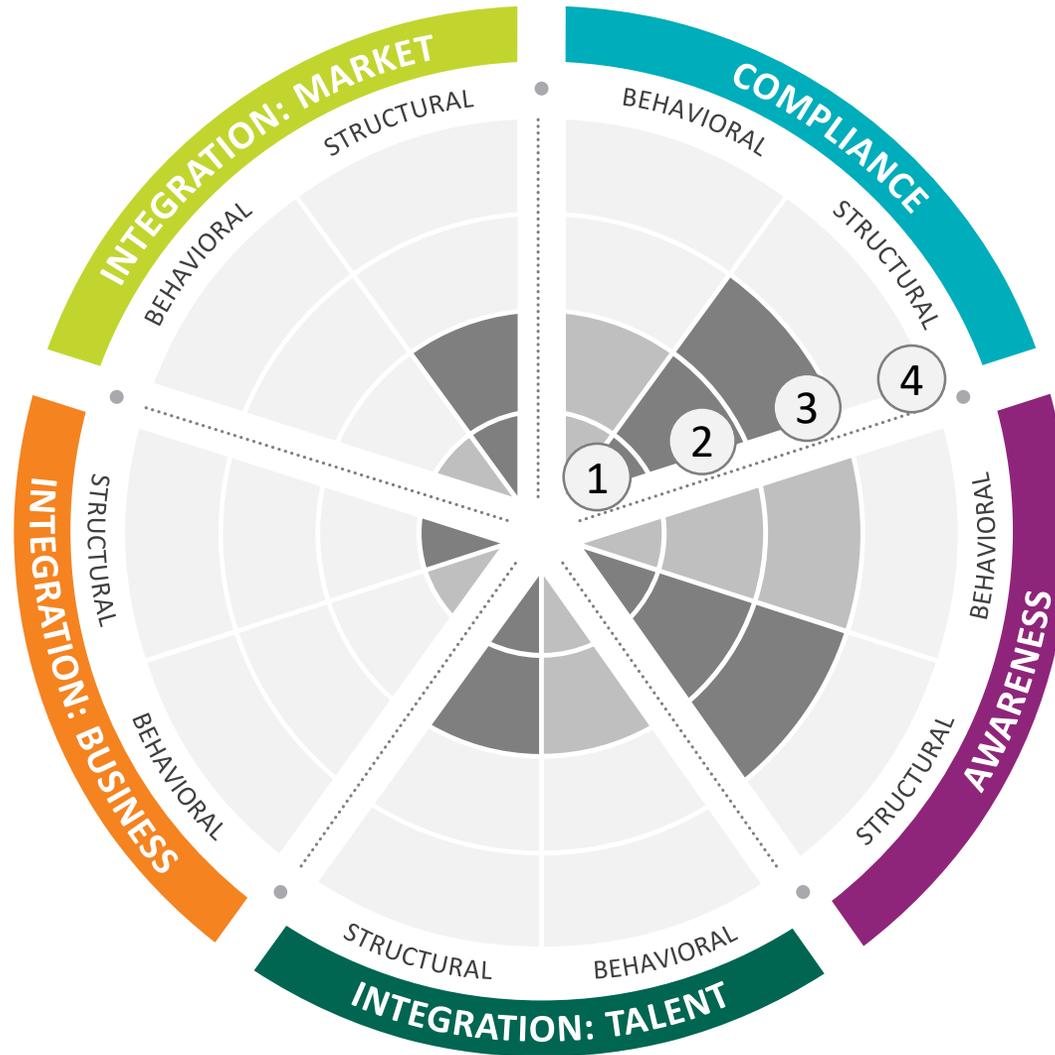
Structural



- 1** There is no strategic approach in working with diverse markets, customers, communities and patients.
 - I&D is not fully integrated with marketing and sales functions.
- 2** Establishing “listening channels” to build deeper understanding of diverse markets and patients.
- 3** Expanded relationships with diverse markets, customers, communities and patients.
 - Inclusion of diverse customers and patients becomes perceived as part of organization’s brand.
- 4** I&D expertise is distributed throughout marketing and customer service functions.
 - I&D metrics are embedded in all lines of management in all markets, and business outcomes are regularly evaluated to ensure sustainability.
 - Active partnerships with diverse community and professional organizations.
 - ERGs help generate innovative solutions for diverse markets, customers, and patients.



I&D Maturity Model – an example of an average organization



Examples of specific talent practices identified by Advamed Members

Areas of focus	Level 1	Level 2	Level 3	Level 4
Talent Integration: Making the Case for Diversity	Facilitated meeting with executive leadership that can find them where they are at and bring them along. Begin to make the case for your business that ties to your culture, innovation, competitive edge and patients.	Develop specific business rationales backed up with data. Create forums for sharing rationales and personal stories. Create tools leadership teams can use to communicate value. Demonstrate a united front.	Regularly communicate the continued importance of diversity and impact on ROI. Encourage dialogue on driving advancement	Celebrate success by highlighting and rewarding leaders demonstrating success criteria. Communicate success to staff, investors and stakeholders. Leaders are recognized by outside organizations.
Talent Integration: Employee Training	Unconscious bias training focused on breaking down barriers, interview skills training, mentoring and sponsorship training for senior executives and newly formed ERG leaders.	Conscious inclusion training, expansion of mentoring and sponsorship programs, training for leaders on identifying and addressing biases.	Training for managers on leading diverse teams and eliminating bias from performance reviews. Create rotation programs for middle management leadership development. Create flash mentoring programs.	Ensure diversity training is customized for each tier of leadership. Have leaders become the trainer of key courses. Continue to monitor and adapt programs.
Talent Integration: Fair Hiring and Promotions	Gender neutral job descriptions, workplace fairness assessment, employee training specific to hiring.	Set goals for diverse interview panels, diverse interview slates and criteria for number of candidates that must be interviewed per role. Blind resume screening.	Hi-potential candidate pools are tracked and consistently monitored. Analyze how talent flows in order to identify change indicators and key bottlenecks.	Annual review process is centered around competency, results and core values that include I&D.
Talent Integration: Accountability and Results	Obtain baseline data and begin to track representation by gender and race	Track progress in representation. Hold senior leaders accountable in their goals for progress on metrics. Progress is relentlessly tracked. Set expectations on behavior changes.	Hold managers and directors accountable for progress on gender diversity. Share key metrics with employees.	Share a majority of metrics with stakeholders demonstrating progress and commitment. I&D outcomes are evaluated for ROI impact across business
Talent Integration: Work Life Balance	Introduce policies for all staff that allow telecommuting, extended family leave, child care assistance and flexible work schedules	Signal cultural acceptance of programs, highlight senior leaders use of programs. Set targets for program outcomes. Address culture barriers that may discourage program acceptance..	Survey staff to ensure programs are meeting the needs of the employees as well as targeted outcomes. Promote program success stories that demonstrate the programs effectiveness	Programs regularly result in outside recognition as being a great place to work. Top candidates apply for roles because of this recognition.

AdvaMed Advance Leaders



Martha Shadan

CEO, Miach Orthopaedics
AdvaMed Advance Board Chair

<https://www.linkedin.com/in/marthashadan/>



Jennifer Brearey

CFO, AdvaMed
Advamed Advance Staff Lead

jbrearey@advamed.org

<https://www.linkedin.com/in/jennifer-brearey-8162176/>

Korn Ferry Project Leader



Alina Polonskaia

Partner, Korn Ferry
alina.polonskaia@kornferry.com

<https://www.kornferry.com/consultants/alinapolonskaia>

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