AdvaMed
Advanced Medical Technology Association

AdvaMed Industry Activation Playbook

2021

AdvaMed
Advanced Medical Technology Association

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Introduction

Inclusion and Diversity (I&D): The Time is Now

The I&D landscape is changing, and organizations are expected to do more by their investors/regulators, employees, and customer/consumers. The MedTech industry has the opportunity and responsibility to make a sustained commitment to a more equitable future.

The COVID-19 pandemic, coupled with recent attention to issues of social and civil injustice, has provoked a newfound expectation for businesses to make a commitment to **diversity, equity, and inclusion.**

Investors and Regulators

Public and private investors are increasingly demanding that organizations **disclose annual workforce composition data.** Meanwhile, new legislation on pay reporting is anticipated as part of Biden's first term agenda. Reporting pay equity and data transparency can be a proactive step for organizations and could preempt a need for future compliance.[1]

Employees

Nearly **50%** of Gen Z believe employers should be doing more to promote inclusion, and **72%** believe racial equity is the most important workplace issue today.[2]

Customers and Consumers

94% of Gen Z expect companies to take a stand on important social issues, and **90%** are more willing to buy products that benefit the environment or society.[3]

1. Pay Parity Post, "Democracy, Data, and DEI: How the New President will Transform the Pay Equity Landscape," December 10, 2020.
2. InsideOut Development, The Ultimate Guide to Generation Z in the Workplace, March 2019.
3. Sourcing Journal, "What Millennials and Gen Z Think of Your Brand's CSR Efforts, and What You Can Do About It," September 3, 2019.

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Why I&D Matters in the MedTech Industry

I&D is critical for driving meaningful outcomes and impact for key stakeholders across and served by the MedTech industry.

WHY I&D IS IMPORTANT…

for our people: Work environments that successfully **foster belonging** lead to high performing teams, increased creativity, and fulfilled, more productive people.

for our patients: Our common cause is to **deliver innovative solutions that promote patient and health equity related to race, gender, and other represented groups**. Making innovative advancements, delivering better outcomes, and enriching insights for all people requires us to have diversity of thought, approaches, styles, and backgrounds in our strategic decision-making, research, and development.

for our communities: We are an integral part of our communities and believe we have a responsibility to **improve the communities in which we operate**. Together, our industry has the power and influence to effect real, lasting change within communities that will transform and help foster a more diverse, inclusive, and equitable society.

for our industry: As **the world becomes increasingly diverse**, companies need to come together as an industry to **embrace and build a diverse environment**. A diverse and inclusive environment will attract an increasingly diverse talent pool, of which will ultimately help companies and the industry achieve stronger business performance over time.

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Definitions of Inclusion and Diversity

The following definitions of **inclusion and diversity** are provided to establish a common language and understanding of these two core concepts among AdvaMed member companies.

INCLUSION – Ensuring **that all employees are – and feel – free to bring their full selves** to work, offer true and unguarded perspectives, and find a welcoming and inviting place for those ideas.

DIVERSITY – The wide range of **visible and invisible differences that exist among people** – these include but are not limited to values, beliefs, physical differences, ethnicity, age, gender, experiences, thinking styles, backgrounds, preferences, and behavior.

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PLAYBOOK OVERVIEW

To unlock the power and potential of all talent in the Medical Technology (MedTech) industry, AdvaMed is seeking to better understand how to drive a sustained commitment to inclusion and diversity (I&D). This year, AdvaMed launched a comprehensive study to assess the current state of I&D in the MedTech industry. This Playbook contains recommendations and additional resources on key areas of focus for member companies to promote a culture of inclusion and diversity across the industry.

This playbook is intended to:

- ✓ Highlight takeaways and key findings from the MedTech I&D study
- ✓ Serve as a guide for AdvaMed member companies as they advance and accelerate their I&D journeys and take action
- ✓ Provide readers with digestible, easy-to-understand material to facilitate their I&D learnings

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Our Approach

I&D Study Methodology

The following inputs informed the content and insights shared in this playbook, with the ultimate purpose of advancing I&D throughout the MedTech industry.

Inputs

7

Targeted Interviews

with member company leaders to gain insights regarding the state of I&D in the MedTech industry and their vision for the future

120

Survey respondents

to customized survey utilizing methodology on the drivers of I&D

2

Employee Focus Groups

with AdvaMed member company I&D leaders to build upon survey insights

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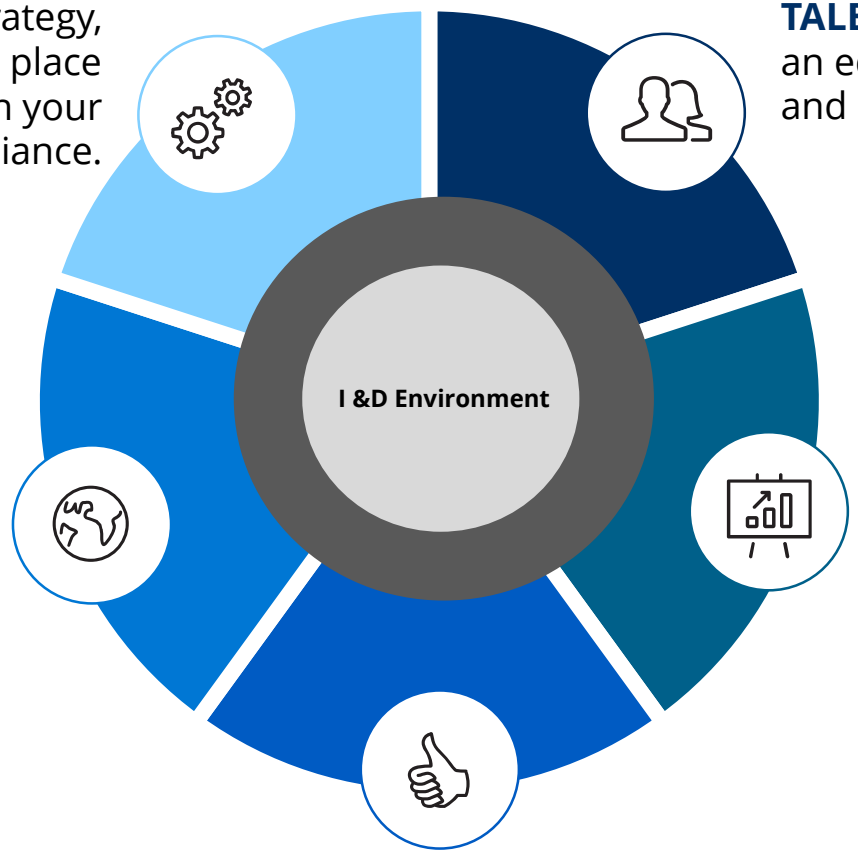
The I&D Environment

The I&D study inputs will be evaluated across the **5 key areas** below:

INFRASTRUCTURE: The strategy, governance, policies, and resources in place to support and promote I&D in your organization beyond compliance.

TALENT: The talent lifecycle elements that create an equal playing field for employees of all identities and backgrounds to succeed.



EXTERNAL: How you integrate your organization's I&D efforts with your customer, community, and patient strategies.

ANALYTICS: The metrics, KPIs, and practices around reporting that drive organizational accountability.

CULTURE: An environment that fosters an inclusive culture supporting diverse perspectives in working together and spurring innovation.

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The MedTech I&D Roadmap

Opportunity Areas by Organization Size

Opportunity Areas

SMALL AND MEDIUM

- **Talent** | Practices to expand **recruitment** to include contractors and advisory board
- **Analytics** | Methods to **benchmark and collect** workforce representation data
- **Infrastructure** | Methods to **lay infrastructure** dedicated to I&D
- **External** | Strategy to **refine and communicate business imperative** for I&D, including for funders

LARGE AND VERY LARGE

- **Talent** | Innovative methods, tools, and practices to **expand the talent pool and advance I&D in performance management** (e.g., pay equity reviews, financial incentives)
- **Analytics** | Resources for **global talent statistics** (e.g., demographics of talent pools outside of the U.S.)
- **External** | Strategies and tools to grow awareness of organizational and industry-wide I&D **brand**

What We Heard

*"For early stage companies, the challenges are different, **the mechanics are very different even if the principles are the same**."*

*"We have [a small number of] employees; we bat well above weight. **We have this entire next concentric ring of consultants, partners, in every aspect of what we do. We don't spend enough attention on that**."*

*"Continuing to **bring in talent from outside the industry is important**; not helpful to take each other's talent."*

*"Today we punch below our weight as industry with size we are, we are fighting against software and Tesla, Microsoft...**The spotlight on DEI is greater than ever but makes our challenge even harder - how do we stand out?**"*

Note: Organizations have been segmented by size based upon their revenue

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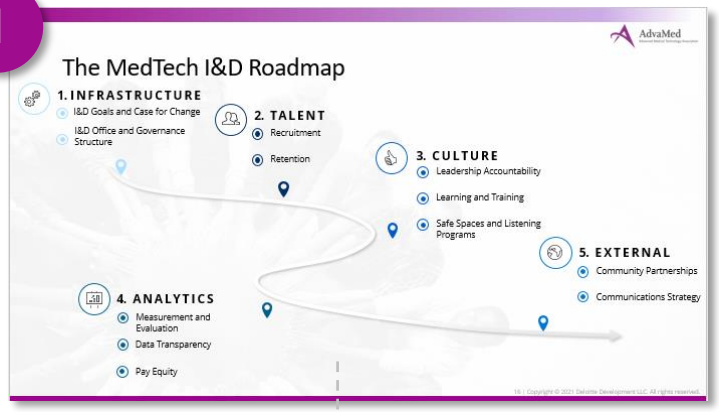
How To Use This Playbook

The content in this playbook provides a deep-dive on I&D topics useful for member companies, including **a summary of the MedTech study findings, leading practices, critical questions to guide member company action, and resources**.

1



An overview of the **specific topics by I&D focus** that will be explored in the playbook

Recommendations and leading practices based upon our understanding of I&D in the industry

2

Key questions to activate use of I&D leading practices

Tools and resources consisting of frameworks, guides, and more to activate leading practices

Discussion of why the bold play serves as a differentiator/activator

Description or brief explanation of the bold play

3

Explanation of the intended impact of the bold play and how it will turn the tide on I&D from an industry perspective

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The MedTech I&D Roadmap

1. INFRASTRUCTURE

- I&D Goals and Case for Change
- I&D Office and Governance Structure

2. TALENT

- Recruitment
- Retention

3. CULTURE

- Leadership Accountability
- Learning and Training
- Safe Spaces and Listening Programs

4. ANALYTICS

- Measurement and Evaluation
- Data Transparency
- Pay Equity

5. EXTERNAL

- Community Partnerships
- Communications Strategy

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Infrastructure| I&D Goals and Case for Change

Establish a clear case for change and goals to promote greater diversity and inclusion within and beyond your organization.

Case illustration: One MedTech company has created enterprise-wide goals that cascade through its business strategy through its talent strategy, customer strategy, and research strategy.

Key Questions

- ❑ Is there is a shared language around I&D?
- ❑ Is there a shared understanding/awareness of my organization's I&D vision, mission, and definitions?
- ❑ Can my organization's key stakeholders (e.g., employees, customers) articulate the case for change with respect to I&D?
- ❑ Can my organization's key stakeholders (e.g., employees, customers) articulate the value of I&D in my organization's initiatives, programs, and partnerships?
- ❑ Are my organization's strategy and goals aligned to specific gaps and opportunity areas in my organization?

Recommendations / Leading Practices

Conduct a robust, holistic I&D current state assessment
Conduct executive interviews and focus groups with key stakeholders to analyze the I&D ecosystem in order to quantitatively and qualitatively understand areas of opportunity for I&D strategy development.

Establish compliance measures
Ensure that your organization is compliant to rules and regulations governing I&D in the organization.

Align on I&D definitions that can be used globally
Develop enterprise-wide I&D definitions in order to ground the organization's I&D vision/north star, mission, and strategy, and establish a common language across the organization.

Document and socialize the I&D case for change
Define and document the need for enhanced I&D efforts for your organization and the MedTech industry, including I&D programming/training, sourcing diverse candidates, and I&D metrics. Senior leaders consistently communicate the case for change and update the I&D case on an annual basis.

Publish and cascade enterprise I&D goals
Socialize goals at all levels, refine based upon feedback, and implement action plans and accountability mechanisms to track progress.

Tools / Resources

Example Inclusion, Diversity, and Equity Definitions

Deloitte's I&D Maturity Model

Information on U.S. Equal Employment Opportunity Commission (EEOC)

EEOC Data Collection Survey

Harvard Business Review (HBR): Adapt Your D&I Efforts to the Reality of the Crisis

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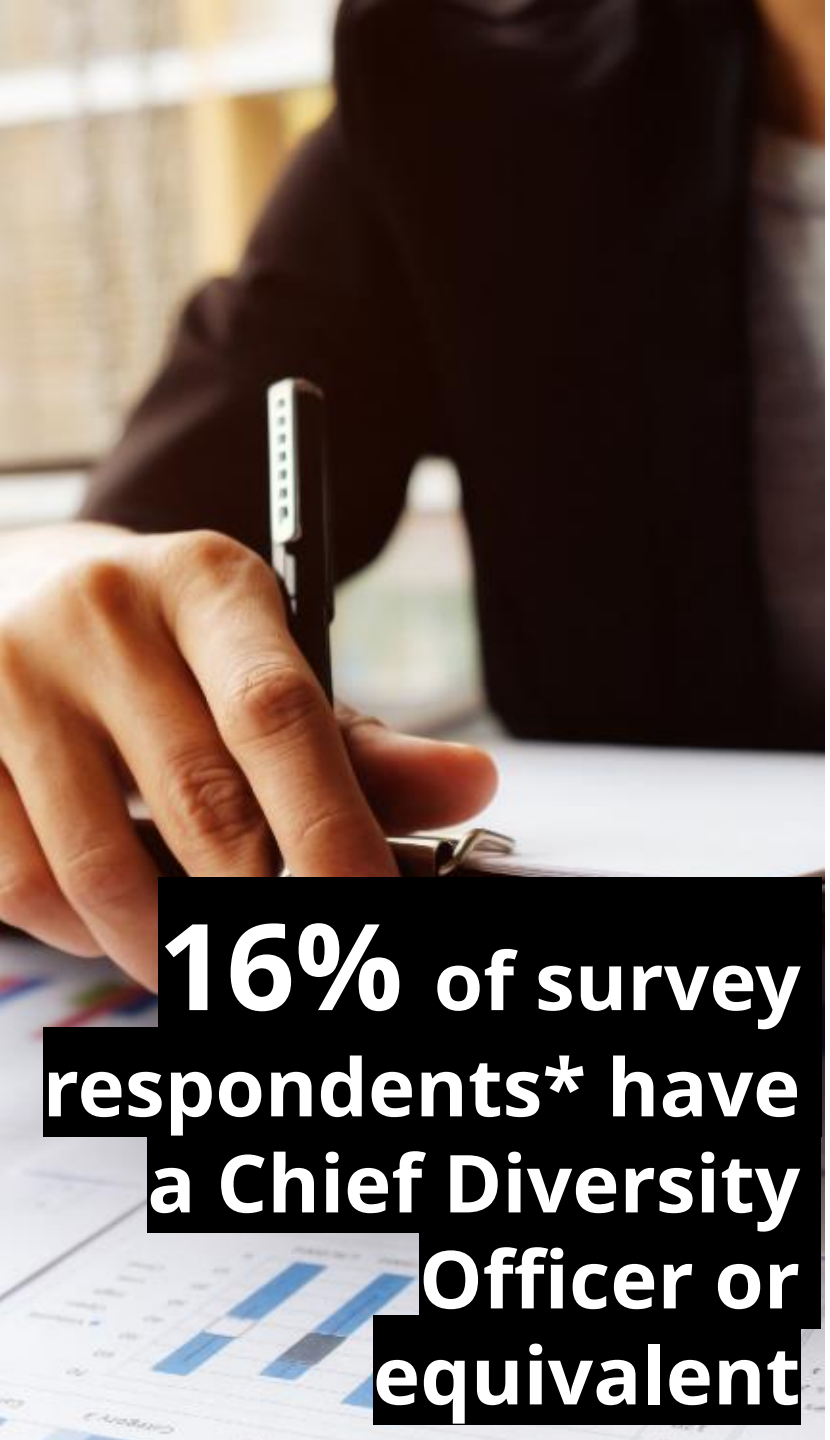

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BOLD PLAY: An Empowered Chief Diversity, Equity, & Inclusion Officer

WHAT IT IS

The creation of a Chief Diversity, Equity, and Inclusion Officer or a Chief Diversity and Inclusion Officer position that reports directly to the to Chief Executive Officer or Chief Operating Officer. Some organizations may elect to create a Chief Diversity Officer (CDO) as an equivalent.

WHY IT IS BOLD

Organizations that establish a Chief Diversity Officer (CDO) role that reports directly to the CEO or COO elevate the importance, influence and impact of I&D across the enterprise. In a more common governance structure, the CDO reports to the CHRO or equivalent, reinforcing an outdated perspective that I&D is an HR focus area. The new role demonstrates company prioritization in advancing inclusion, equity, and diversity. Companies that create a Chief Diversity Officer position:

- Apply an I&D lens to all aspects of business beyond talent outcomes (e.g., research and development)
- Elevate diversity, equity, and inclusion to a strategic business priority
- Create an infrastructure budget for the CDO that will enable the CDO to affect change across the entire enterprise
- Create new leadership accountability for inclusion and diversity goals

INTENDED IMPACT

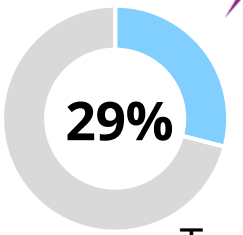
Companies that create a Chief Diversity Officer position:

- Communicate company commitment to I&D by moving I&D our from a subset of HR/talent focus areas
- Place I&D at the center of strategy and business decisions

**Note: Percentages are based on AdvaMed I&D survey response*

Infrastructure| I&D Office / Governance Structure

Set the operational, structural, and financial foundation for cultivating I&D success.



of survey respondents have **FTE dedicated to managing I&D.**

Key Questions

- ❑ Is there sufficient resources, skills, and capabilities to effectively drive I&D efforts?
- ❑ Are financial resources allocated effectively to drive I&D initiatives?
- ❑ Does the I&D Team (or individuals responsible for carrying out the I&D strategy) have the capabilities required to execute the strategy?
- ❑ Are there defines roles and responsibilities in my organization's I&D governance structure?

Recommendations / Leading Practices

Determine I&D operating model, organization structure, and capabilities
Determine the I&D capabilities needed to effectively drive the I&D strategy and what collaborations (e.g., across functions) and roles may be required to carry out I&D goals.

Establish an I&D budget to be managed by the I&D office
Outline the budget for key personnel driving the I&D strategy (e.g., I&D Team, HR) for the year based on the scope and structure of the I&D strategy.

Develop job profiles for all I&D roles
Identify job requisitions to fill the roles needed to support I&D and carry-out recruiting and hiring processes to fill these roles. Finalize optimal I&D governance structure including aligning names to roles and communicating new responsibilities.

Establish I&D governance structure and interaction model
Determine how the I&D office will collaborate with other groups within the organization (e.g., I&D business advisory council, Employee Resource Groups). Establish clear roles and responsibilities for each organizational group. Schedule regular touchpoints with each governance group(s) to monitor progress and iterate the governance structure as needed.

Tools / Resources

Chief Diversity Officer Roles and Office Structure

Sample Chief Diversity Officer Job Descriptions

Determining the DEI Officer's Title

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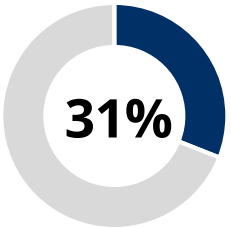
Talent | Recruitment

Develop an actionable recruiting strategy that mitigates biases and promotes inclusion to attract diverse, top talent.



of survey respondents conduct **audits to identify and eliminate bias** across the talent lifecycle (hiring to separation).

Key Questions

- What actions is my organization taking to prioritize recruitment of URM and women (e.g., metrics, internship programs)?
- How does my organization leverage its network of support (e.g., consultants, contractors, advisory group)?
- What sources does my organization use to develop a diverse talent pipeline?
- Who are my partners within the organization (e.g., employee resource groups)?
- What actions am I taking outside my organization to build a diverse talent pipeline (e.g., local schools)?
- How do I track demographic diversity amongst my organization's applicant pool?

Recommendations / Leading Practices

Audit talent acquisition / recruitment processes
Conduct a current state assessment of recruiting processes (e.g., source, screen, interview, and select) to identify and mitigate points of bias that impact decisions / outcomes.

Explore new talent sources to expand pool of available, qualified talent
Source high-performing talent from external industries to recruit URMs in all levels of the organization.

Develop formal interview training
Hiring managers and Talent Acquisition employees should undergo continuous compliance-driven training, such as unconscious bias training, to build their skills and minimize bias in the hiring process.

Conduct blind resume screenings
Identify process to conduct blind resume screening, incorporate screening process into review of talent lifecycle process, train talent acquisition team on new process, and review process to determine if there is an increase in diverse talent.

Establish diverse candidate slate requirements
Establish slate requirements (e.g., a minimum number of racially diverse candidates considered before hiring decisions are made) and minimize exceptions, especially for more senior roles.

Proactively track demographic data across talent processes
Analyze demographic data throughout the recruiting process in a strategic effort to promote diversity in hiring across employees of all levels.

Tools / Resources

The Role of I&D Across the Talent Lifecycle

Sample D&I Staff Recruiting Best Practices Guide

Questions to Minimize Bias in Recruitment, Hiring, and Onboarding

I&D Job Posting Websites

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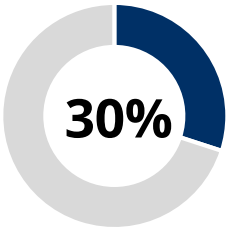
Talent | Retention

Establish programs and process that ensure employees feel accepted, valued, and supported to grow at the organization.



of survey respondents have **programs to develop racially diverse employees** (e.g., leadership development, sponsorship, mentorship).

Key Questions

- Does my organization have a more strategic talent strategy that retains more URMs and women?
- Does my organization track and analyze talent lifecycle data related to retention?
- Do URMs and women feel like they have the resources to grow and succeed in my organization?
- Are there ample mentorship and sponsorship opportunities available?
- Are the mentorship and sponsorship programs resulting in more engaged and satisfied employees?

Recommendations / Leading Practices

Audit retention processes
Conduct a current state assessment of retention processes (e.g., learning / development, performance management, compensation, succession planning) to identify and mitigate points of bias that impact decisions / outcomes.

Understand the specific needs of underrepresented segments of the workforce and provide targeted resources / support
Conduct focus groups with URMs and women to understand resources needed to increase retention and clarify potential career paths.

Establish sponsorship / mentorship programs
Develop enterprise-wide sponsorship and mentorship programs focused on developing and retaining women and URMs by better preparing them for career advancement into the leadership levels.

Embed I&D considerations into the performance management and succession planning processes
Link I&D strategy to succession planning needs in order to develop a successor pool with diverse representation.

Proactively track demographic data across talent processes
Analyze retention and attrition data to determine strategies to intervention to improve the retention of diverse employees.

Conduct regular pay equity reviews
Increase transparency in the performance management process and improved pay equity by standardizing mobility, promotions, and compensation processes in order to reduce opportunities for bias.

Tools / Resources

Questions to Minimize Bias in Talent Management and Development

Understanding Sponsorship and How it Differs From Mentorship and Coaching

HBR: Want more Diverse Senior Leadership? Sponsor Junior Talent

I&D in Succession Planning

How to Mitigate Bias in Performance Management

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BOLD PLAY: Technology Enabled Talent Acquisition

WHAT IT IS

Leveraging technology tools, such as Artificial Intelligence (AI) or Machine Learning (ML), to enhance the talent pipeline and broaden exposure of the MedTech industry to nontraditional demographic groups whose skills are transferrable to the industry.

WHY IT IS BOLD

Companies that use technology to enhance talent acquisition:

- Equip talent with new tools to assess the suitability of non-traditional candidate pools
- Create efficiencies in the rapid assessment of many potential candidates
- Introduce new levels of objectivity in the evaluation of candidates
- Use technologies in concert with other ethnical technology (algorithms) or tools that prevent bias

INTENDED IMPACT

Companies that enable talent acquisition with technology tools:

- Identify new pools of non-traditional candidates whose skills and experiences may be ideal for MedTech
- Provide leadership with confidence in the objective review of a broader set of potential candidates

**Note: Percentages are based on AdvaMed I&D survey response*

Culture| Safe Spaces and Listening Programs

Cultivate a culture that encourages and supports the diversity of identity, perspectives, and experiences to actively empower employees to bring their full selves to work.

Case illustration: One company in MedTech empowers an ERG to establish leadership goals and develop strategy; and is credited with the company's growth in women leaders.

Key Questions

- Does my organization have safe avenues for employees to share I&D feedback?
- Does my organization possess a culture where employees feel comfortable speaking up and voicing concerns / opinions?
- Do employees feel like ERGs provide support and enhance their career/personal development?
- Does my organization track ERG participation and survey its members, volunteers, and sponsors to understand how to improve engagement and impact?

Recommendations / Leading Practices

Establish Employee Resource Groups (ERGs)
Establish ERGs with business plans tied to the organization's I&D strategy to provide professional development, awareness, and community amongst diverse employee groups. Track ERG participation and survey ERG members, volunteers, and executive sponsors annual to measure overall engagement and impact.

Prepare leaders to host and facilitate listening programs
Ensure leaders are prepared to be visible and engage in open dialogue with their employees.

Provide multiple mechanisms for employees to share feedback/perspectives
Partner with a communications team to understand current avenues to collect employee feedback. Identify I&D activities that require feedback fir employees and pilot methods for receiving anonymous feedback.

Tools / Resources

Intersectionality Worksheet

How ERGs Activate Strategy

Out and Equal toolkit for corporate advocacy and best practices for public policy engagement within ERGs

HBR: Giving feedback

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Culture| Learning and Training

Design, develop, and tailor I&D learning and training opportunities to build an inclusive and diverse workforce.

Learning must be authentic to the company. Since we created this [unconscious bias] program, popularity has grown. – Industry Executive

Key Questions

- Does my organization regularly conduct a training needs assessment to ensure effectiveness of learning?
- Do all stakeholders of my organization have a shared understanding of unconscious bias and inclusive leader traits?
- Do managers have actionable tools to tackle day-to-day challenges related to I&D?
- Are employees and leaders held accountable to complete trainings?
- Has inclusive leadership trainings increased consistency in open dialogue around – and accountability for – inclusive leadership?
- Has unconscious bias trainings reduced biases across the talent lifecycle process?

Recommendations / Leading Practices

Develop persona-based I&D learning strategy and curriculum
Develop personas to create a learning strategy tailored to employee and organizational needs.

Deliver unconscious bias, inclusive leader, and anti-racism trainings
Deliver trainings for employees of all levels. Design training on these topics with examples and scenarios specific to the organization so that it is not generic. Collaborate with Talent Acquisition teams to require trainings during onboarding of hires and promotes, and for discussion in annual review.

Provide allyship training
Provide employees with trainings on how to be an ally in order to educate employees on the disparities their peers experience everyday. The training will consist of how to make the transition from ally to co-conspirator in order to encourage action.

Track I&D learning metrics
Track I&D training completion and effectiveness (e.g., measure inclusive leadership behaviors amongst people leaders). Collect feedback to continually refine training.

Develop an I&D learning toolkit
Create a toolkit of techniques and trainings to provide ongoing I&D resources. The toolkit will help provide people leaders with the skills to identify personal biases and develop diverse and inclusive teams.

Tools / Resources

Catalyst: Allyship and Curiosity Drive Inclusion for People of Color at Work

Unconscious Bias Introduction

Types of Unconscious Bias

Unconscious Bias and Improving the Employee Selection Process

Six Signature Traits of Inclusive Leadership

Anti-Racism Resources

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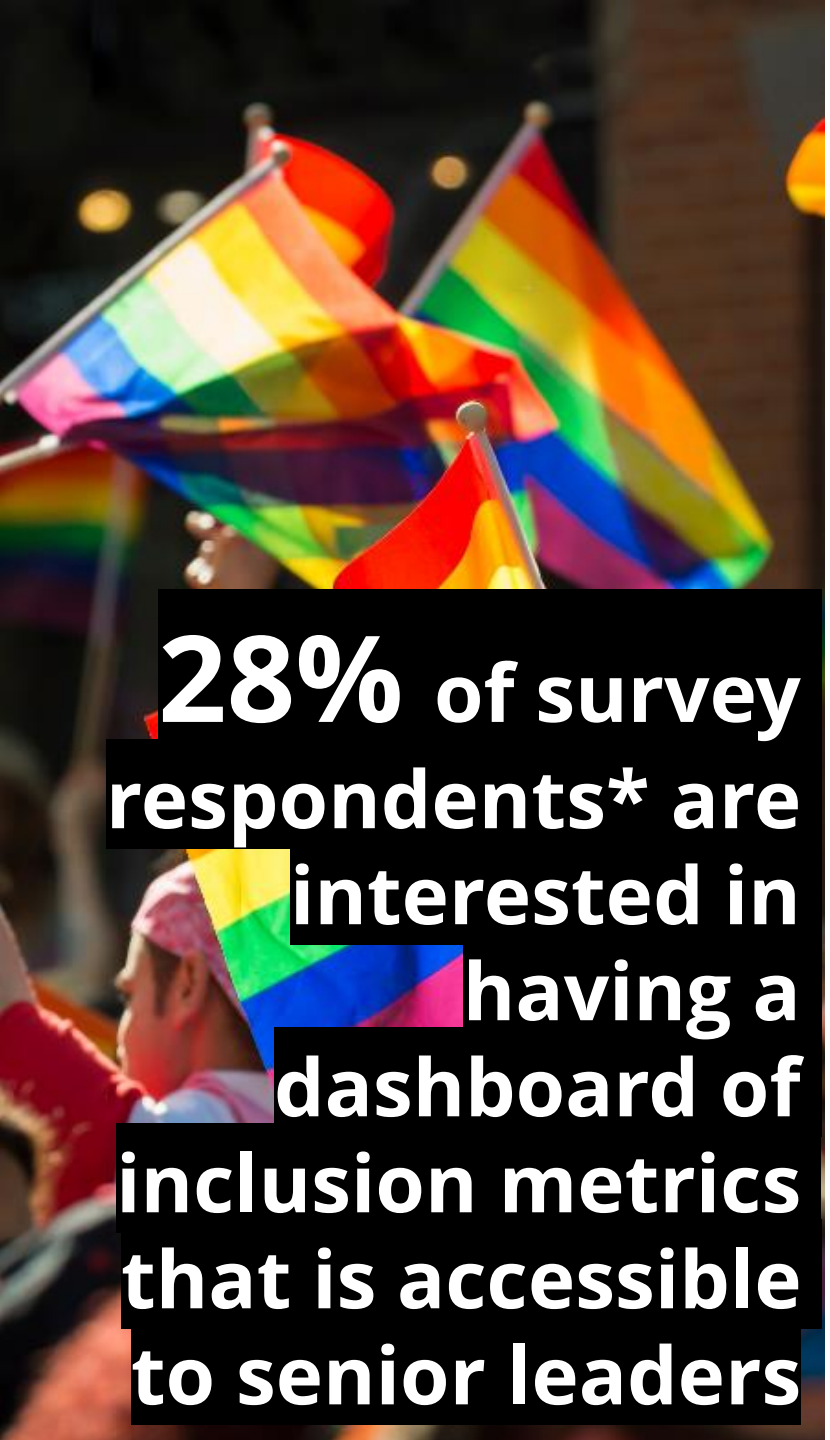

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BOLD PLAY: Measuring Inclusion

WHAT IT IS

Using tools such as organizational network analyses and open-source social media data to understand employee experiences, and feelings of inclusion and belonging.

WHY IT IS BOLD

Organizations typically report difficulty in quantifying an inclusive culture. Organizational network analyses can give leaders relationship-based analytic insights into who is being included – and who is not. Organizations that employ the technology:

- Evolve understanding of employee engagement beyond traditional surveys and self-report
- Create new analytics on inclusion from which to make strategic I&D decisions
- Are equipped with data on systemic discrepancies for key populations
- Are enabled with data to determine the effectiveness of programs (e.g., mentorship)

INTENDED IMPACT

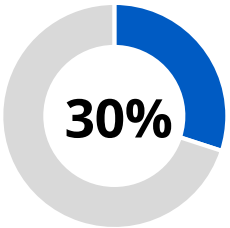
Companies that use technology to understand the employee experience regarding equity and access to opportunities:

- Create new leadership accountability for achieving I&D goals
- Enable more sophisticated decision-making for talent priorities and initiatives

**Note: Percentages are based on AdvaMed I&D survey response*

Culture| Leadership Accountability

Provide leaders with the tools to demonstrate inclusive leadership behaviors and leverage I&D metrics and inclusion to transform culture and drive business strategy.



Ranked **leadership and accountability** as a top priority.

Key Questions

- Do leaders in my organization practice inclusive leadership behaviors?
- Does my organization have processes in place to measure and track accountability of inclusive leadership behaviors?
- Does my organization incorporate I&D in its core leadership competencies?
- Does my organization reiterate I&D expectations of leaders and connect accountability to measures such as performance management, compensation, and recognition?
- Does my organization's board and senior leadership team have substantial representation from women and URMs?

Recommendations / Leading Practices

Define inclusive leadership metrics/KPIs
Create I&D-related objectives or leaders/managers and integrate them into performance management, compensation, and recognition. Integrate I&D objectives in compensations for leaders (e.g., leaders who participate in executive sponsorship programs, I&D working groups).

Establish a program to recognize I&D efforts aligned to the I&D strategy/goals
Identify opportunities to recognize and reward leaders for inclusive behavior. Develop standardized framework to incentivize leaders to focus on and progress against the organization's I&D goals.

Promote peer and best practice sharing amongst leaders
Create discussion forums (live or virtual) to provide leaders with the opportunity to share personal examples of utilizing tactics outlined in the toolkit or provide additional activation ideas for consideration.

Tools / Resources

HBR: Leaders Aren't Great at Judging How Inclusive They Are

HBR: Two Powerful Ways Managers Can Curb Implicit Biases

Market Examples of Tying I&D Metrics with Compensation

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Analytics| Measurement and Evaluation

Drive organizational accountability by consistently tracking and reporting on I&D practices and data.

Of all organizations, **57%** track **veteran status** , **49%** track **disability**, **13%** track **sexual orientation**, and **25%** track **gender identity**.

Key Questions

- ❑ Does my organization have a centralized tracking and collection of I&D data?
- ❑ Does my organization develop and track inclusion metrics?
- ❑ Does my organization provide the talent acquisition team with industry analytics (including global demographic statistics)?
- ❑ Is there alignment on how data will be used to inform I&D related decisions?
- ❑ Are analytics used to compile consistent I&D reports related to talent management?

Recommendations / Leading Practices

Establish an I&D baseline
Establish an I&D data baseline (e.g., workforce representation, inclusion scores) to inform I&D strategy and goals.

Launch a self-ID campaign to enhance understanding of the organization's workforce
Use a self-ID campaign to promote awareness of workforce diversity and gather information on workforce data.

Develop interactive dashboards to track and report agreed-upon I&D metrics/KPIs
Centralize tracking and collection of I&D data and enable segmentation (e,g., enterprise view, business unit/function specific, geography).

Tools / Resources

HBR: How to Best Use Data to Meet Your DEI Goals

Vital Signs Tool: Understand Your Workforce Through a Diversity and Inclusion Lens

Questions That Can Help Managers And Senior Managers Assess And Quantitatively Measure Diversity Work

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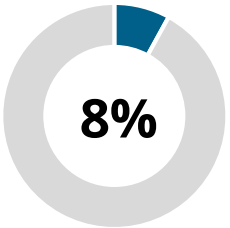
Analytics| Data Transparency

Establish a centralized I&D dashboard and benchmark workforce data in order to assess, track, analyze, and share I&D-related data in order to inform organizational decision-making.



of survey respondents publish an **annual I&D report**.

Key Questions

- ❑ Does my organization promote transparency on goals and progress?
- ❑ Does my organization promote transparency on workforce representation data?
- ❑ Does my organization take an active role in proactively responding to needs emerging from data analysis?

Recommendations / Leading Practices

Develop I&D analytics strategy and dashboard inclusive of I&D metrics/KPIs

Ensure analytics support the broader I&D strategy, set governance, and include data reporting cadence. Develop a diversity dashboard featuring cutting-edge data visualizations that illustrate the I&D business case. Enable employees to explore diversity in their organization by level and geography so they can understand the current state of diversity.

Develop and publish annual I&D report

Establish the data and information (e.g., goals) that will be shared in the report and what metrics will be needed to report on progress made for each initiative and goal. Determine the timeline for I&D report delivery and develop timeline for collecting data and metrics needed to build the report. Share annual I&D report internally and externally, including the business case for I&D, programming and training, sourcing diverse candidates, and the current state of I&D metrics.

Tools / Resources

Sample U.S. I&D Dashboards

Sample Annual I&D Reports: **Deloitte**, **Salesforce**, **Microsoft**

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Analytics| Pay Equity

Use analytics to identify and ensure pay equity.

We conduct annual reviews and when we fine disparity, we correct it. And we feel good about it.
- Industry Executive

Key Questions

- Does my organization conduct a pay equity analysis across gender, race, and ethnicity?
- Does my organization have a strategy to proactively address pay inequities at time of hire and during each compensation cycle?
- How do approaches in the U.S. differ from pay equity reporting globally?
- How do we create transparency around pay equity internally?

Recommendations / Leading Practices

Conduct regular pay equity reviews
Analyze pay disparities in compensation by gender and race/ethnicity powered by advanced analytics. After identifying key pay disparities, generate equal pay metrics. Conduct this review on an annual or regularly scheduled basis.

Identify the root cause of pay bias
Analyze current HR policies and practices for pay bias. Specifically look for pay bias in common HR programs, such as hiring, performance management, and pay administration.

Communicate significance of pay equity
Establish a culture of pay transparency by distributing key findings and an action plan to reduce pay gaps.

Develop pay equity dashboard
Develop a visual analytics dashboard that analyzes compensation data to identify disparities impacting women and URMs.

Tools / Resources

Pay Equity Case for Change and Approach

I&D External Compensation Scan

Why Pay Inequity Exists and How to Combat it

Opportunities for Bias in Compensation and Rewards and Universal Mitigation Strategies

The VICE Media Group 2020 Pay Equity Report

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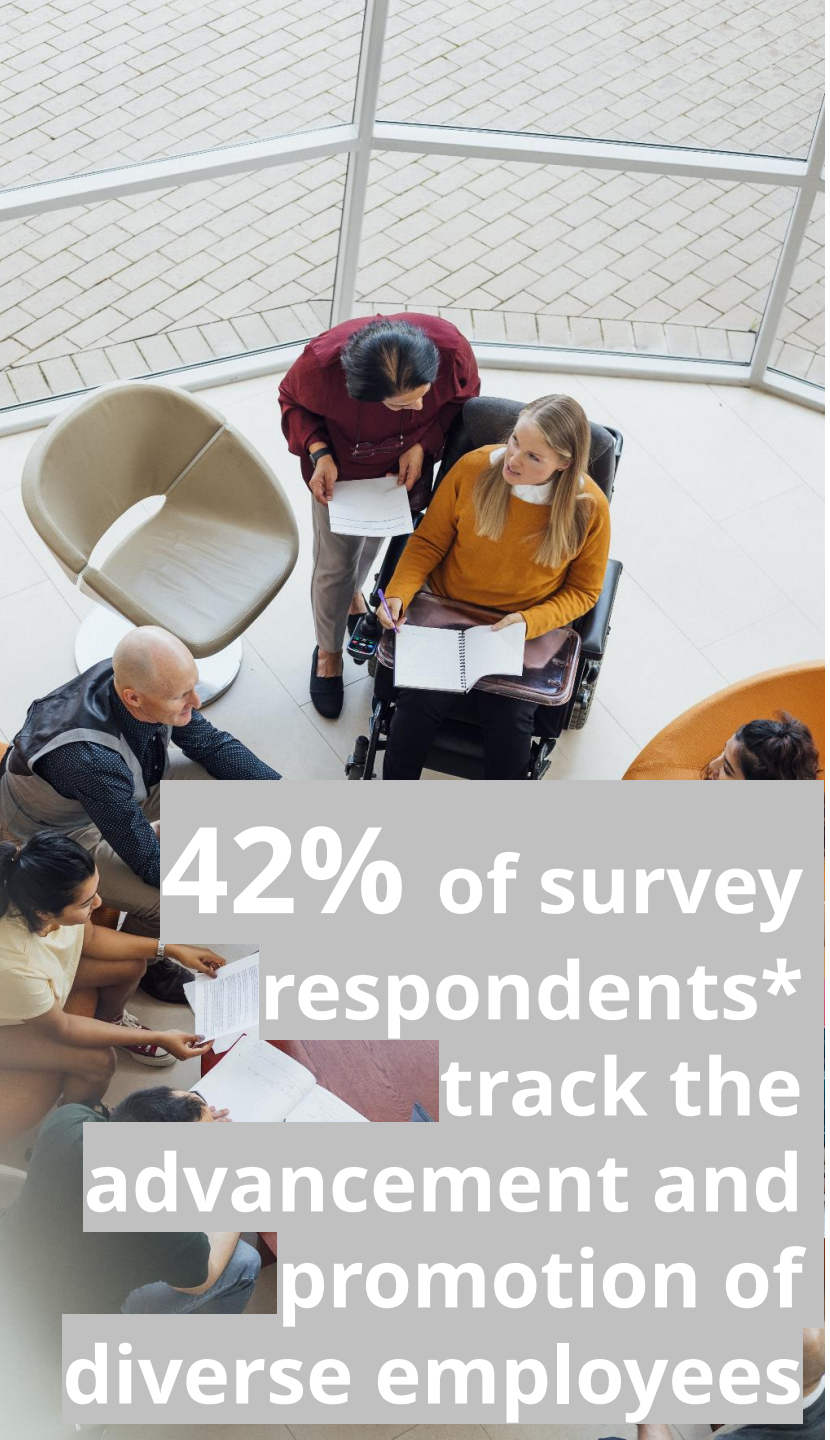

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BOLD PLAY: I&D Data Transparency

WHAT IT IS

Full disclosure of I&D data, including I&D goals, in company annual reports or other publicly accessible reports is an important driver of organizational I&D progress.

WHY IT IS BOLD

Companies that make I&D data and goals, including workforce representation data across functions and key populations (e.g., gender, racial/ethnic groups, sexual orientation, disability, and veteran status) as well as pay and performance parity data, available to the public:

- Provide transparency on I&D in the organization to all stakeholders
- Create a record of I&D progress
- Lead I&D practice ahead of anticipated regulatory change

INTENDED IMPACT

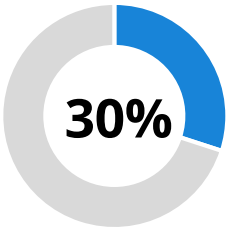
Companies that make I&D data transparency a priority:

- Attract and retain top talent
- Create accountability to drive real change
- Demonstrate visible commitment to enhancing I&D
- Enhance organizational reputation

**Note: Percentages are based on AdvaMed I&D survey response*

External| Community Partners

Engage with external community stakeholders – community organizations, suppliers, partners, the public sector etc. –in support of the organization's broader I&D goals.



of survey respondents have partnerships or programs for youth (K-12) educational investment to **develop diverse student populations and a future pipeline**.

Key Questions

- Is there a connection between my organization's internal and external statements on current events and employee expectations?
- Does my organization link barriers to diverse talent with opportunities for external engagement to expand the talent pipeline (e.g., offer STEM programs to underserved / diverse candidates and provide a 2-year rotational contract to work at organization)?
- Are employees aware of opportunities, and incentivized to participate, in formalized volunteer opportunities?
- Does my organization cultivate a sense of community for employees by serving the communities in which offices exist?

Recommendations / Leading Practices

Formalize volunteer opportunities for employees
Leverage ally groups to identify opportunities for corporate employees to volunteer (e.g., a single day of service). Publish service opportunities for employees and create a standard report to track and measure participation.

Invest in future talent for the industry
Partner with organizations in prioritized communities to advance I&D outcomes externally. For example, partner with local schools and HBCUs through STEM education, mentorship, and other program formats to build interest in MedTech and build a diverse talent pipeline.

Integrate I&D lens into Corporate Affairs / Corporate Social Responsibility (CSR) strategies and efforts
Embed I&D in the organization's CSR strategy to ensure the company's philanthropic strategy prioritizes inclusion and diversity.

Develop an enterprise-wide supplier diversity strategy and program
Conduct an assessment of current suppliers. Partner with suppliers that share similar I&D values and meet I&D requirements (e.g., living wage and medical benefits for employees).

Tools / Resources

Full list of HBCUs

Critical Partnerships that Drive I&D Success

List of Potential Partner Organizations

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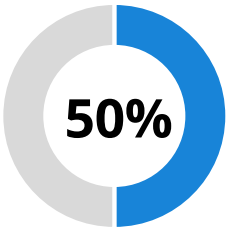
External| Communications Strategy

Engage with the community and stakeholders in a way that clearly communicates the organization's I&D goals.



of survey respondents have **I&D as a focus embedded in their marketing and banding strategy and materials**.

Key Questions

- Does my organization have clear and consistent plan to ensure that our I&D messages reach the right audiences?
- Does my organization develop an annual I&D report and publish an external version?
- Are diverse and inclusive imagery included in my organization's promotional materials?
- Does my organization's take I&D into consideration when developing its products and services?
- Does my organization's communications improve my organization and industry brand in the community?

Recommendations / Leading Practices

Identify external stakeholder groups who should be engaged around your organization's commitment to I&D
Identify key stakeholders and members of the community to communicate organization-specific and industry-specific I&D mission, vision, and strategy.

Establish an enterprise-wide I&D communication plan
Develop external POVs in the form of a videos, letters, employee stories and podcasts that explain the mission, vision, strategy behind I&D in the MedTech industry (e.g., communications about the annual I&D report). Develop a plan for leaders to release POVs related to I&D and health equity.

Partner with the organization's brand team to embed I&D considerations into elements of the organization's brand identity
Establish I&D review as part of the established creative review process and leverage ERGs and advisory boards when employee diversity perspective is needed.

Develop internal and external-facing I&D website
Socialize enterprise-wide I&D mission, vision, goals, annual I&D report, and other I&D-related news internally and externally on the company-wide website.

Tools / Resources

Sample Communications Tracker

I&D Glossary

Proposed Internal and External Communications

Implementing a High Impact Diversity Initiative Communication Strategy

Diversity and Inclusion Strategic Planning Toolkit

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BOLD PLAY: Supplier Diversity

WHAT IT IS

An intentional strategy and program focused on supporting diverse suppliers or vendors.

WHY IT IS BOLD

A focus on supplier diversity enables organizations to expand their I&D impact above and beyond their talent and workforce. While increasing spend with qualified diverse suppliers is often a key component to a supplier diversity strategy and programming, other leading practices and considerations include:

- Building institutional capacity (e.g., knowledge capital, mentoring, training, and access to financial tools, where appropriate) for minority owned suppliers
- Understanding synergies between organization I&D strategy and that of the supplier/vendor to identify areas of overlap and opportunities for collaboration
- Ensuring that supplier requirements include living wage and medical requirements
- Integrating supplier diversity program success into broader enterprise-wide goals and success measures

INTENDED IMPACT

Companies with supplier diversity strategies and programs in place:

- Evolve supplier diversity beyond ownership metrics to a more holistic response to supporting minority owned business
- Contribute to the growth of a broader supplier and vendor pool
- Achieve long term financial reward
- Enhance reputation as I&D leader among stakeholders

**Note: Percentages are based on AdvaMed I&D survey response*

I&D Pulse Check

This high-level checklist includes I&D leading practices discussed in this Playbook to provide AdvaMed member organizations with a resource to routinely check and review their I&D progress and priorities.

INFRASTRUCTURE

- ❑ Have we conducted a current state assessment of I&D in the org?
- ❑ Are we compliant with I&D rules and regulations?
- ❑ Does my organization have definitions for I&D, mission, vision, goals?
- ❑ Have we socialized and documented the case for change?
- ❑ Have we developed job requisitions and a governance structure to optimize I&D roles?
- ❑ Do we have a cadence of regular touchpoints?

TALENT

- ❑ Does my organization prioritize recruitment of URM and women?
- ❑ Are we optimizing our partners within the organization? External to the organization?
- ❑ What are we doing to retain URM and women (e.g., successful mentorship and sponsorship programs available)?
- ❑ How are we tracking progress across the talent lifecycle?

CULTURE

- ❑ Do we have forums in which employees can openly share I&D feedback (e.g., ERG)?
- ❑ How do we measure the effectiveness of these programs?
- ❑ Do we have an up-to-date learning strategy or practices that include actionable tools?
- ❑ Do employees understand unconscious bias and inclusive leadership?
- ❑ Does my organization incorporate I&D in its core leadership competencies?
- ❑ How do we track accountability of inclusive leadership behaviors?

ANALYTICS

- ❑ Do we have metrics in place to understand the current state of I&D in the organization?
- ❑ Where is the data housed?
- ❑ Do we have a well documented and socialized framework to track progress against?
- ❑ Who has access to our I&D data and progress reports?
- ❑ Do we use pay equity analysis across gender, race, and ethnicity?

EXTERNAL

- ❑ Does my organization have strategic partnerships in place with partners in the community to advance our I&D goals?
- ❑ Does my organization have a communications strategy that promotes our I&D strategy/goals/principles to external stakeholders?
- ❑ How effective is my strategy (e.g., what do we track)?

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Additional I&D Resources

Additional I&D Resources

I&D Deloitte Eminence

1. Deloitte: The Racial Equity Imperative
2. Deloitte: Support Your Black Workforce Now
3. Deloitte: The Inclusion Imperative for Boards
4. Deloitte: Redefining Leadership: The Inclusion Imperative
5. Deloitte: The D&I Revolution
6. Deloitte: Intersectionality

External Resources

1. CEO Action: CEO Action for Diversity & Inclusion
2. Fast Company: When it Comes to Diversity in Tech, History Doesn't Have to Repeat Itself
3. Forbes: Why Diversity Matters in Tech
4. AMA: How COVID-19 is Affecting Physicians of Color Across the Country
5. BlackHealthMatters.com: Representation Matters: The Importance of Diversity and Inclusion in Clinical Trial
6. The Washington Post: Millennials and Gen Z Workers Want Proof of a Diverse Workforce and Clear DEI Benchmarks
7. Podcast: Helping Men Help Us
8. Out Leadership: Visibility Counts: The LGBTQ+ Board Opportunity
9. Podcast: AI, Accountability, and Power
10. TED Talk: How to Foster True Diversity and Inclusion at Work (And in Your Community)
11. WSJ: Big Companies Disclose Details on Gender, Race in Workforces

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