

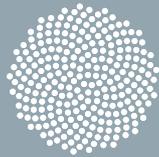


Irish Medtech
Association
Ibec

Inspiring girls, supporting female leaders

Ibec Medtech and Engineering
Leadership Development Taskforce





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Contents

Welcome	2
Sinead Keogh, Ibec Medtech and Engineering Director	
Ibec Medtech and Engineering Leadership Development Taskforce Strategy	4
Ciara Finlay, Ibec Medtech and Engineering Senior Executive	
Closing the gap on gender balance	8
Dr Kara McGann, Ibec Head of Social Policy	
Measuring success in manufacturing leadership	10
Geraldine Anderson, Ibec Head of Research	
Advancing diversity	20
Tony Neary, Medtronic Galway VP and General Manager Paula McDonnell, Medtronic Galway Product Development Director	
The five-point leadership plan	22
Lorraine Hennessy, Abbott Ireland Finance Director Operations, Diabetes Care	
Challenging STEM stereotypes	26
Alice O'Dwyer, Cook Medical Vice President HR, Cook Group Europe	
Supporting women in leadership	28
Anna Rafferty, Johnson & Johnson Campus Ireland, Director of Strategy	
Mentoring for success	30
Eithne Lynch, Boston Scientific Clonmel, Manager Process Development	
Growing with work-life balance	34
Michelle Buckley, Alcon Ireland, HR Site Head	
Life work integration	38
Brid Hallinan, Boston Scientific Clonmel, Director of Materials and Distribution	

Welcome

Sinead Keogh, Ibec Medtech and Engineering Director

To ‘Make Ireland a world leader for gender leadership in STEM’ was identified by member companies as priority in the Irish Medtech Association “Future skills needs analysis” 2020 report. Most sectors of the Irish economy shown improvements in female participation rates as well as management between 2001 and 2018 according to data from the Ibec Research Unit. But, horizontal segregation in certain occupations, and vertical segregation in certain grades or levels, both remain significant challenges notably for the sectors represented by Ibec Medtech and Engineering group.

There has been an increased awareness of gender and representation issues in the workplace. However, even when we look further afield women only make up 17% of corporate boards and 12% of executive committees across the G20. We must quantify progress to drive long-term progress and gauge which policies and practices are effective.

While we must refrain from making women tokens on boards, the problem of women in leadership starts long before this. The research from the LeanIn study “The Broken Rung” advised that the biggest obstacle to women’s progress in the workforce is not the glass ceiling but the very first steps on the corporate ladder, the initial promotion to management. The study found a “broken rung”, for every 100 men promoted or hired at the manager level, only 72 women were hired or promoted to manager.

Extensive research has identified a strong correlation between diversity in management, better organisational effectiveness and higher financial results, as well as widen the talent pool businesses can tap into. A recent McKinsey study found strong correlation between the presence of women in company top management and better financial results with a difference in return on equity of 47% between the companies with the most women on their executive committees and those with none, and a 55% difference in operating results.

Diverse teams outperform homogenous teams, whether they be all-male or all-female, and better reflect the customers they serve giving them a competitive edge with diverse perspectives. There are benefits to including both styles typically associated with both men and women in leadership. Female leaders are more likely to support participative decision-making, role-modelling, inspiration, people development and expressing expectations.

Better growth with more women in the workforce can have wider benefits as closing the gender gap could add €12 trillion to global GDP by 2025, according to McKinsey “Women Matters” report 2017. With 655 million fewer women economically active than men, women are one of the largest pools of untapped labour in the world.



Women still do a disproportionate amount of unpaid work such as housework, and caring roles with children as well as the elderly. Those who are active in the workforce also work fewer hours than men with many in part-time job, and are over-represented in lower-productivity sectors. Women in the workforce face a 'double burden', and those pursuing top careers must overcome structural barriers to succeed. Flexible work can help women, and parents, gain greater control by managing their work-life bias.

Additionally, unconscious bias makes it harder for women to reach top management positions. Women are as ambitious, and as willing to make sacrifices in their personal lives as men but they are less confident that they can succeed. Among those with ambitions to reach an executive leadership position only 58% of the women were confident they'd succeed versus 76% of the men.

The imbalance between men and women is clear only 25% of women in management positions despite representing 50% of the world's higher education graduates. Getting more women into high tech sectors like medtech and engineering would be good for women and good for the economy.

How do we close the gap? The first step is involving men in the discussion about better representation. Gender diversity is not seen as a priority by men with most not understanding the difficulties women face in the workforce or on their journey to top positions.

While a growing number of companies have said they are committed to diversity only 50% of companies have implemented gender diversity measures and only half of them are making real progress with diversity. What drives changes is the quality, not the quantity of initiatives implemented with actions initiated from the top-down with support from executive leadership.

Diversity and inclusion must be managed well, ensuring team cohesion is key to success. Managers who want diversity to work need to make people feel proud of their team and help people work together to achieve shared goals. Managers and the people in their teams must recognise and understand their differences which all can contribute to making teams stronger when working together.

There is no "silver bullet" as noted by McKinsey's "Women Matter" report which showed that interventions are successful when they are adapted to address each company's unique pain points and implemented together to create an ecosystem of change over time. However, there are five dimensions to build a comprehensive ecosystem that will foster inclusiveness and gender diversity at all levels of an organization namely, CEO and management commitment, transparency and indicator tracking, women's leadership development, diversity-enabling infrastructure, and inclusive mindset and processes.

You need the right structures in place with management held accountable. With good recruitment practices, coaching and succession planning you can support diversity.

We are grateful to all the companies who shared their best practice case studies with us in this special publication. Representation, across roles, levels of seniority, manufacturing industries, with both men and women participating in the Ibec Medtech and Engineering Leadership Development Taskforce is key for the group to make meaningful progress to drive practical change across industry.

Ibec Medtech and Engineering Leadership Development Taskforce Strategy

Ciara Finlay, Ibec Medtech and Engineering Senior Executive

The Ibec Medtech and Engineering Leadership Development Taskforce was established in 2017 to help increase the number of women working in the medtech, engineering, polymer technology and biopharma sectors by advocating for policies that make a positive impact on enabling more women to participate and rise in the workplace, as well as share industry foresight and best practice with businesses to help them make demonstrable progress.

This report represents an important milestone for the group as we've worked with Ibec to benchmark diversity in leadership in Ireland, and identified case studies setting out successful policies which manufacturing businesses can adopt to get ahead.

As we look to the future continued engagement and senior leadership support will be vital for driving progress. Thank you to all our members who participated in surveys, our strategy day, and shared their stories with us here.

Three Year Highly Achievable Goal

Increase the number of women working in medtech, engineering, polymer technology and biopharma in Ireland and progressing into leadership.

Capabilities

The following were identified as key areas to build capability:

1. Career Guidance
2. Diverse Slates
3. Flexibility

Activities

For each of the three capabilities identified, the following actions are required to achieve our 3 Year Highly Achievable Goal.



1. Career Guidance

- Measure the level of companies engaging in educational initiatives
- Identify and share best practice with business case studies
- Encourage companies to engage in existing activities, eg I WISH, SFI Smart Futures and the BT Young Scientist
- Evaluate any changes in the level of company participation in educational initiatives
- Measure the impact on girls using number of women in STEM courses as an indicator



2. Diverse Slates

In the hiring process, a Diverse Slate approach is when the hiring manager is provided with at least one candidate who is a member of an underrepresented group to fill an open role.

The following activities were identified to increase our Diverse Slate capability:

- Educate business leaders and HR managers about the benefits of diverse slates
- Identify and share best practice with business case studies
- Get commitment from senior business leaders to hold themselves, HR managers and their businesses accountable
- Measure number of companies implementing diverse slates



3. Flexibility

- Benchmark number of companies that offer flexible working programmes
- Identify and share best practice with business case studies
- Encourage companies to adopt flexible working programmes
- Measure number of companies adopting new policies and employee impact by gender as well as by level of seniority



Key Performance Indicators

The following Key Performance Indicators were identified to track progress towards our 3 Year Highly Achievable Goal.

- Number of women studying science and engineering in college
- Number of women who have selected STEM Leaving Cert subjects
- Number of companies that have a diverse slate strategy
- Percentage of people who feel they have flexibility in their work environment
- Number of schools that member companies have made contact with



The Irish Medtech Association recommendations for Government

- Make gender leadership a priority and ensure Government achieves objectives set out in 'National Strategy for Women and Girls 2017-2020' and 'Better Balance for Better Business'.
- Support labour market participation of women with appropriate gender pay gap reporting, fair tax treatment of second earners, and bringing Ireland's low adult-to-child ratio for childcare in line with other European countries.
- Ensure girls aren't cut-off from medtech and STEM careers by collaborating with guidance counsellors to promote routes to these careers and role models, with better access to STEM courses and qualified teachers.

Closing the gap on gender balance

Dr Kara McGann,
Ibec Head of Social Policy

The economic case for greater gender balance in senior management, executive committees and boards is undeniable with positive impacts on financial indicators, creativity and innovation as well as governance. Organisations are realising that gender parity will help them attract and retain the best talent, building the teams they need for a highly competitive and challenging world.

However, the World Economic Forum estimates that it will take 108 years to reach gender parity globally at the current rate of change. In Ireland, the first female chair was appointed to an organisation in 2004, yet 15 years later women account for only 16.4% of board members of the largest publicly listed companies in Ireland compared to an EU average of 23.3% and there remain a number of all-male boards on the EuroNext Dublin.

At a macroeconomic level, women make up half the world's population but currently only contribute 37% to global GDP. They represent an enormous opportunity for business not least because they represent more than half of the educated talent on the planet (50% of global higher education graduates are female). Yet while women are making rapid educational gains this is not typically reflected in the seniority of female employment. This is a clear failure to derive return on investment. At the microeconomic level companies face the challenge of attracting and retaining talent – by 2020 it is predicted that the global economy will face a talent gap of 38-40 million higher education graduates. Therefore, we will struggle to grow our economy without the full participation of the whole talent pool.

Research from Ibec, in 2019, shows real progress in female participation rates in management in comparing from 2001 to 2018 rising from 8% to 16%. It also identifies that there remain challenges which need to be tackled as a matter of priority for continued progress as men and women continue to be divided not only across different levels in our organisations but also different occupations and sectors.

The funnelling of men and women into gendered roles can contribute to the gender pay gap, reinforce gender stereotypes and impact men and women's access to particular jobs. While there were very high levels of female participation at Head of Function level in HR/Personnel (72%), Customer services (53%) and Finance/Accounting (39%) in 2018, the level for Manufacturing actually dropped from 15% in 2001 to 3% in 2018 and there was a modest improvement for Engineering from 5% in 2001 to 6% in 2018.

There is no single solution to the challenge of gender balance, change is hard and has to take place simultaneously at many different levels and structures and with many different stakeholders. The most progressive companies are shifting their focus from generating



awareness to taking concrete action to level the professional playing field. The narrative and focus is changing from “fixing women” and making them fit the organisational norms to fixing the system, a system that has generated a “leaky pipeline” and suppressed economic opportunity.

There are 3 key things as leaders that we can call out in our own organisations.



1. From the top, commit full-fledged support to gender balance:

Unless it features on the corporate agenda and is included as routine items of C-Suite or Board conversations, initiatives will stall.



2. Move from action to practice: Leaders have to model gender inclusive behaviour such as mentoring and sponsoring high-potential women and ensuring both men and women are represented. This can be reinforced in small ways like avoiding single gender panels at events and ensuring that candidate long and short lists are gender balanced before a role is closed.



3. Bring everyone along on the journey: This can involve having difficult and uncomfortable conversations about bias and privilege. Privilege is invisible to those that have it and comes in a myriad of forms. However, those who are the norm, which in leadership has typically been men, are usually unaware of their power and influence and instead can see things as more equally available to all than the reality often is. This means we need full engagement of men and women on this issue, making everyone aware of the business case and also that it is not a “zero sum game”.

Every major cultural, operational, or strategic change in business requires commitment and leadership by example, and gender balance is no exception. To achieve this means getting leaders to prioritize gender balance not as a women’s issue but a business and societal issue and understanding the cultures and systems that enable it and those that challenge it.

Measuring success in manufacturing leadership

Geraldine Anderson,
Ibec Head of Research

The manufacturing industry is making headway in implementing initiatives to support gender equality and women in leadership. However, research conducted by Ibec's Research Unit, in association with the 30% Club and DCU in 2019, on the range and scope of diversity and inclusion initiatives in place in Irish organisations reveals that there is still more to be done.

In all, a total of 117 manufacturing companies took part in the research. These companies were involved in a broad range of manufacturing activities, including medtech, chemical and pharmaceuticals, and electronics, as well as more traditional manufacturing enterprises.

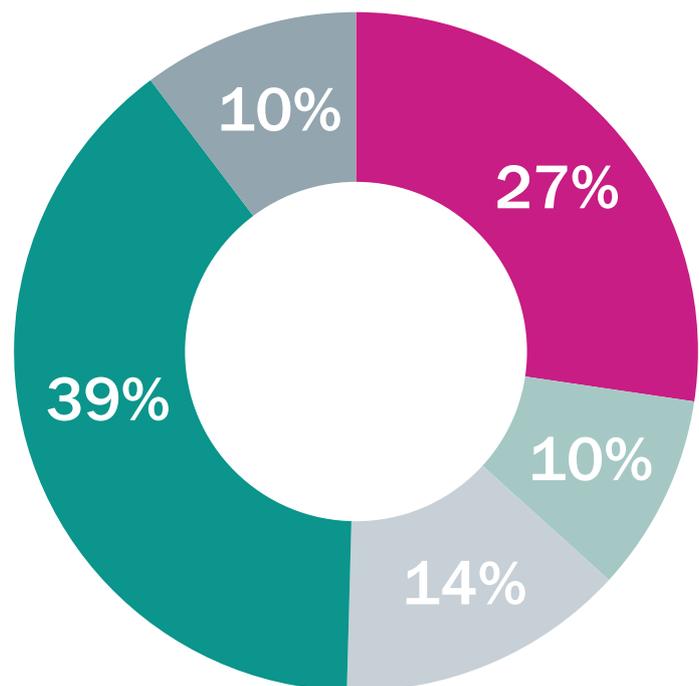
Manufacturing organisations within the survey have implemented a broad range of initiatives, with greater engagement in the last five years being evident. However, the relatively low number of career returners programmes (in place in 7% of organisations), sponsorship programmes (17%), formal career progression programmes (18%) and targets (15%) point to the need for the continued implementation of programmes that improve women's participation in the workforce.

Diversity and inclusion journey

Just over one in four (27%) manufacturing companies surveyed were at the beginning of their diversity journey, while around one in ten have had a well-established approach to diversity and inclusion in place within their organisation for some time.

Figure 1: Diversity and Inclusion Journey

- At the beginning
- Established diversity and inclusion approach in place for some time
- Not yet started
- Some structures or initiatives in place
- Not stated

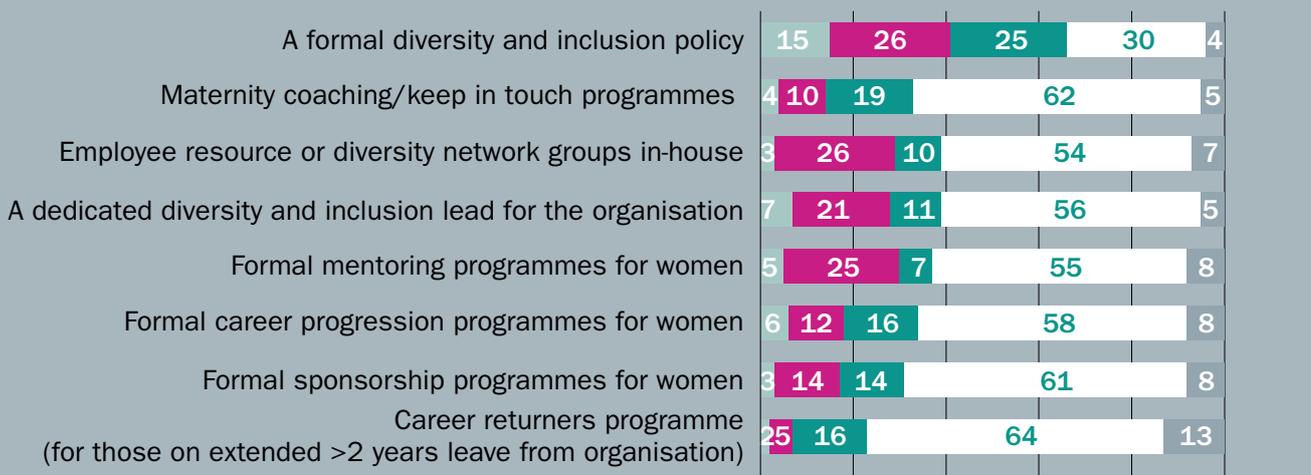




Policies and other supports

Some 15% of respondents had a formal diversity and inclusion policy in place for over five years, and an additional 26% of organisations had implemented such a policy in the last five years. Just over a quarter (28%) had dedicated diversity and inclusion lead in place for the organisation. Some 30% of manufacturing organisations had formal mentoring programmes for women and 18% had formal career progression programmes for women.

Figure 2: Diversity Policies and Other Supports



- In place over 5 years
- Implemented in last 5 years
- Under consideration
- No
- Don't know / N/A

Training and HR

Over a third of manufacturing companies (37%) provided training for HR staff in diversity and inclusion, while 35% provided similar training for interviewers. Unconscious bias training was offered by just over a quarter of manufacturing companies (28%). Around a quarter of manufacturing companies were considering the implementation of unconscious bias training, as well as training for interviewers and HR staff.

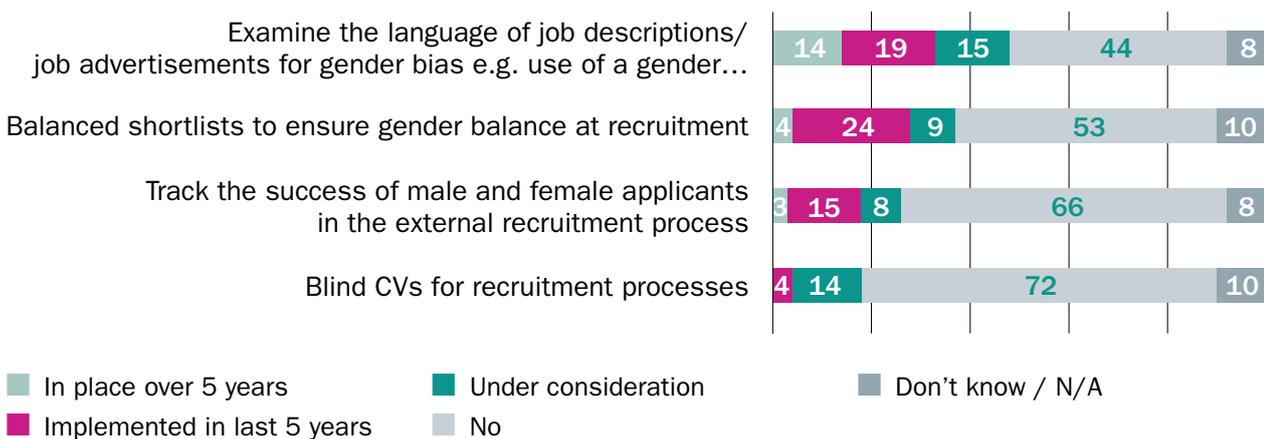
Figure 3: Training Initiatives



Recruitment

The importance of recruitment initiatives to support diversity cannot be overstated. Only 4% of manufacturing organisations utilised blind CVs for recruitment and 14% are considering their use. The use of language in job descriptions has a major impact on attracting job applications from women. Around a third of manufacturing companies used a gender decoder or otherwise examined job descriptions and advertisements for gender bias. Over a quarter (28%) had implemented balanced shortlists.

Figure 4: Recruitment



Initiatives in place

One of the key areas of focus for the research was to understand whether initiatives had been in place in organisations for long periods of time, or whether their implementation had occurred in the last five years. Maternity leave top-up was one of the most significant initiatives that had been in place for over 5 years in manufacturing organisations. Topped-up maternity leave was in place in three out of five manufacturing organisations and topped-up paternity leave in almost half. Paid parental leave was much less prevalent with fewer than one in ten (8%) of manufacturing organisations having this leave in place.

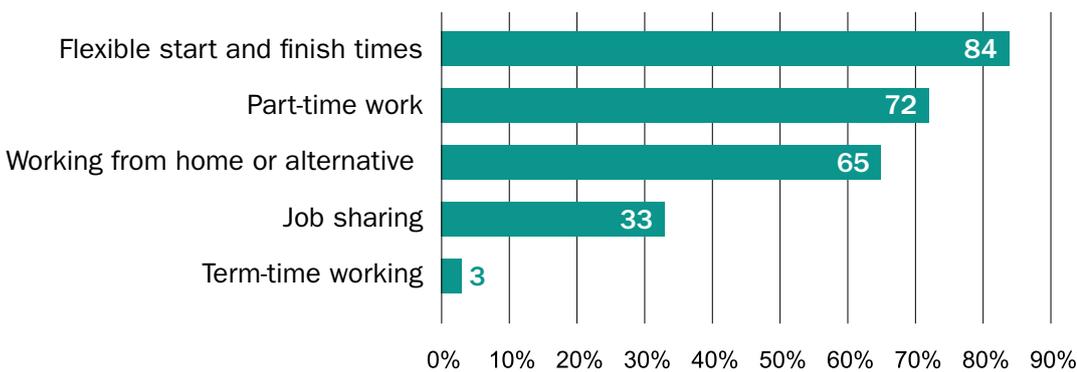
Figure 5: Leave and Childcare Supports



Flexible working arrangements

Concrete supports for women in the workplace include the availability of flexible working arrangements. Flexible working arrangements were in operation in over four out of five manufacturing companies (84%). Part-time working arrangements were available in 71% and working from home or other alternative work location was available in 65%. It is worth noting however that the availability of flexible working arrangements does not equate to their usage within organisations.

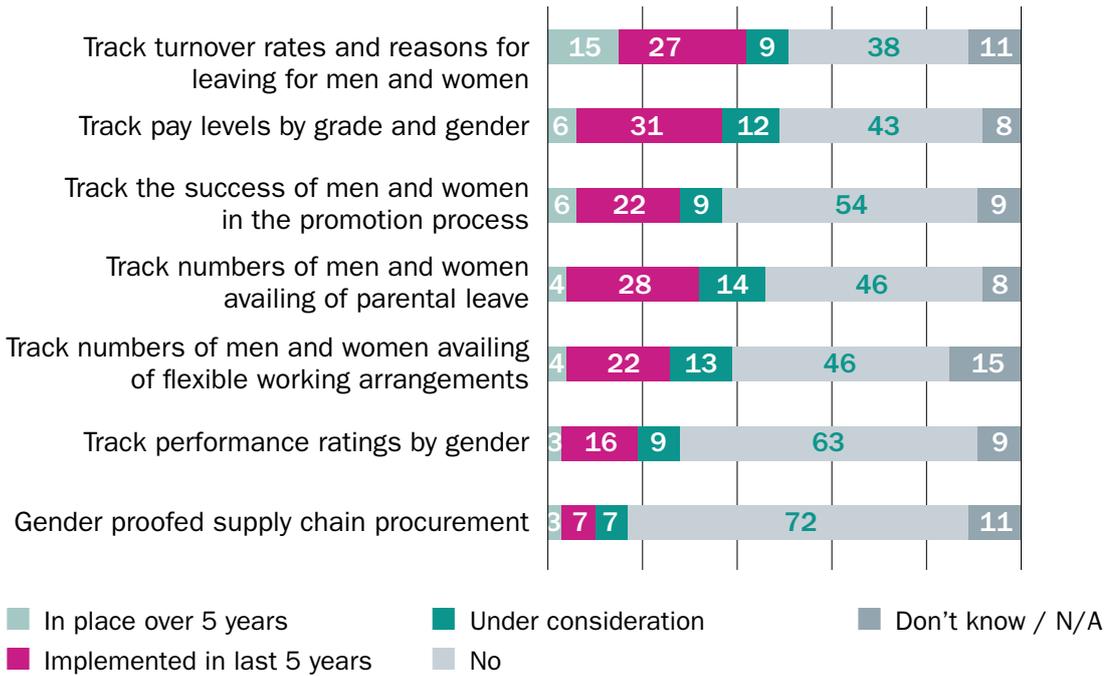
Figure 6: Flexible Working Arrangements



Use of metrics

Metrics can provide a guide to organisations on their progress in the area of diversity. Turnover rates for men and women as well as pay levels by gender were the most likely metrics to be tracked by manufacturing companies. Over a quarter (28%) tracked the success of men and women in the promotion process. The majority of these metrics were implemented within the last five years, showing an increasing focus on the collection of data to support diversity and inclusion initiatives and measure progress.

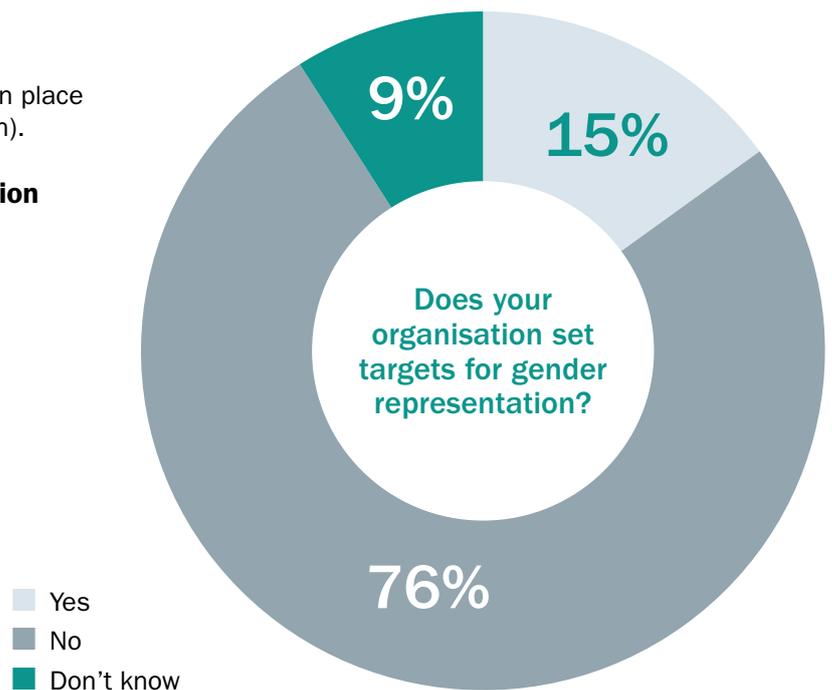
Figure 7: Metrics



Targets

Few manufacturing organisations had targets in place for gender representation (around one in seven).

Figure 8: Targets for Gender Representation



Difficulties implementing initiatives

Fewer than one in ten manufacturing organisations had experienced difficulties in implementing diversity and inclusion initiatives.

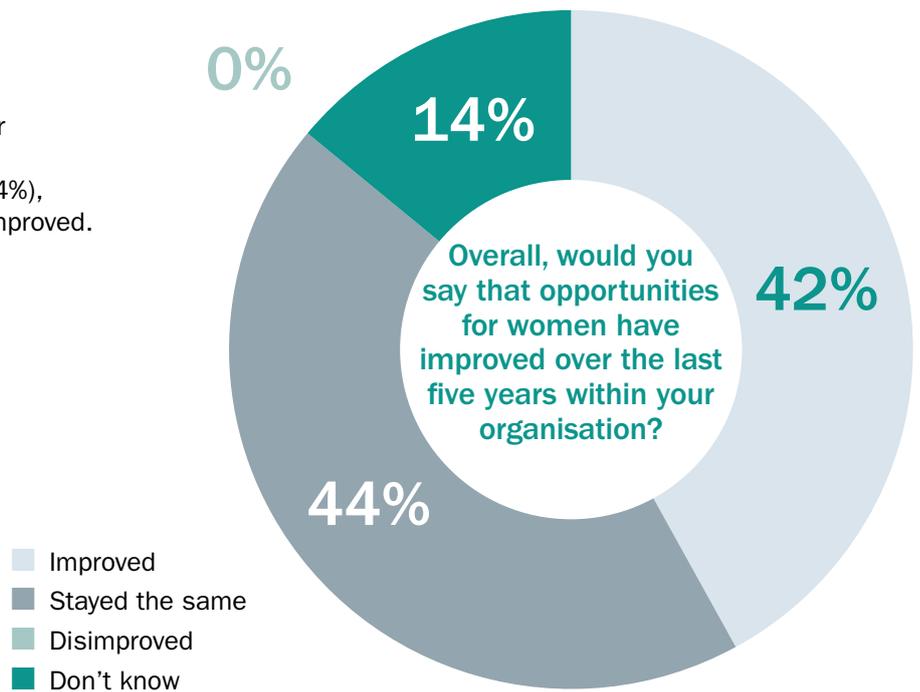
Figure 9: Difficulties Implementing D&I initiatives



Opportunities

The vast majority of manufacturing organisations felt that opportunities for women in their organisation had either improved (42%) or stayed the same (44%), while none believed that they had disimproved.

Figure 10: Opportunities over the last five years

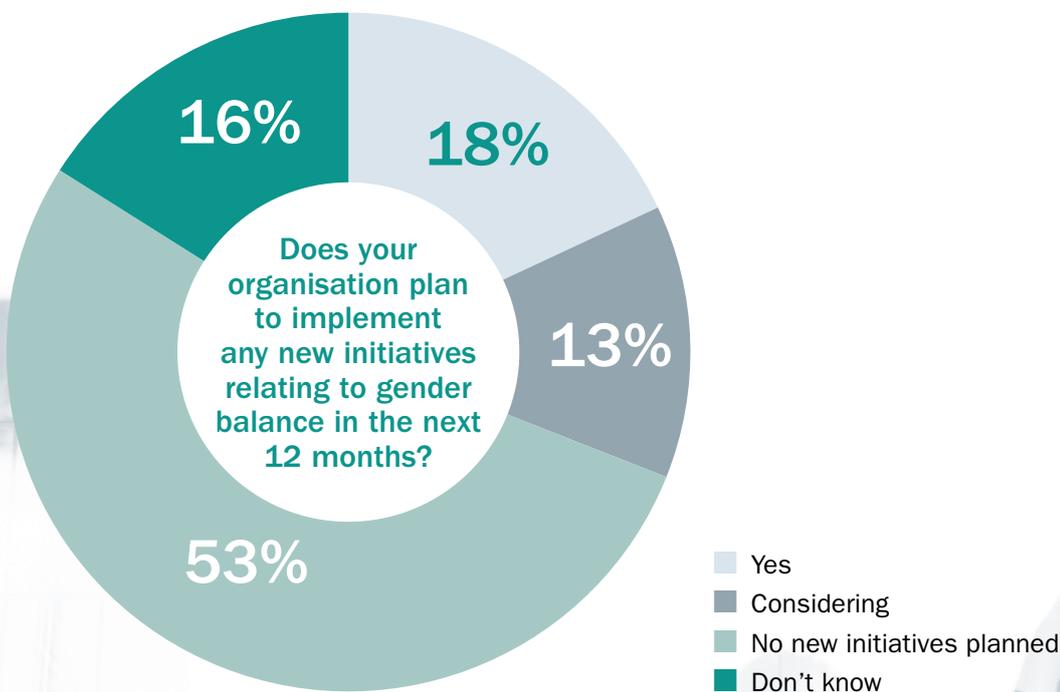


Future initiatives and priorities

Almost one in five manufacturing organisations expect to implement new initiatives in the area of gender balance in the next 12 months, while a further 13% are considering such initiatives. Just over half of the respondent manufacturing organisations have no plans to implement new initiatives in this area in the short-term.

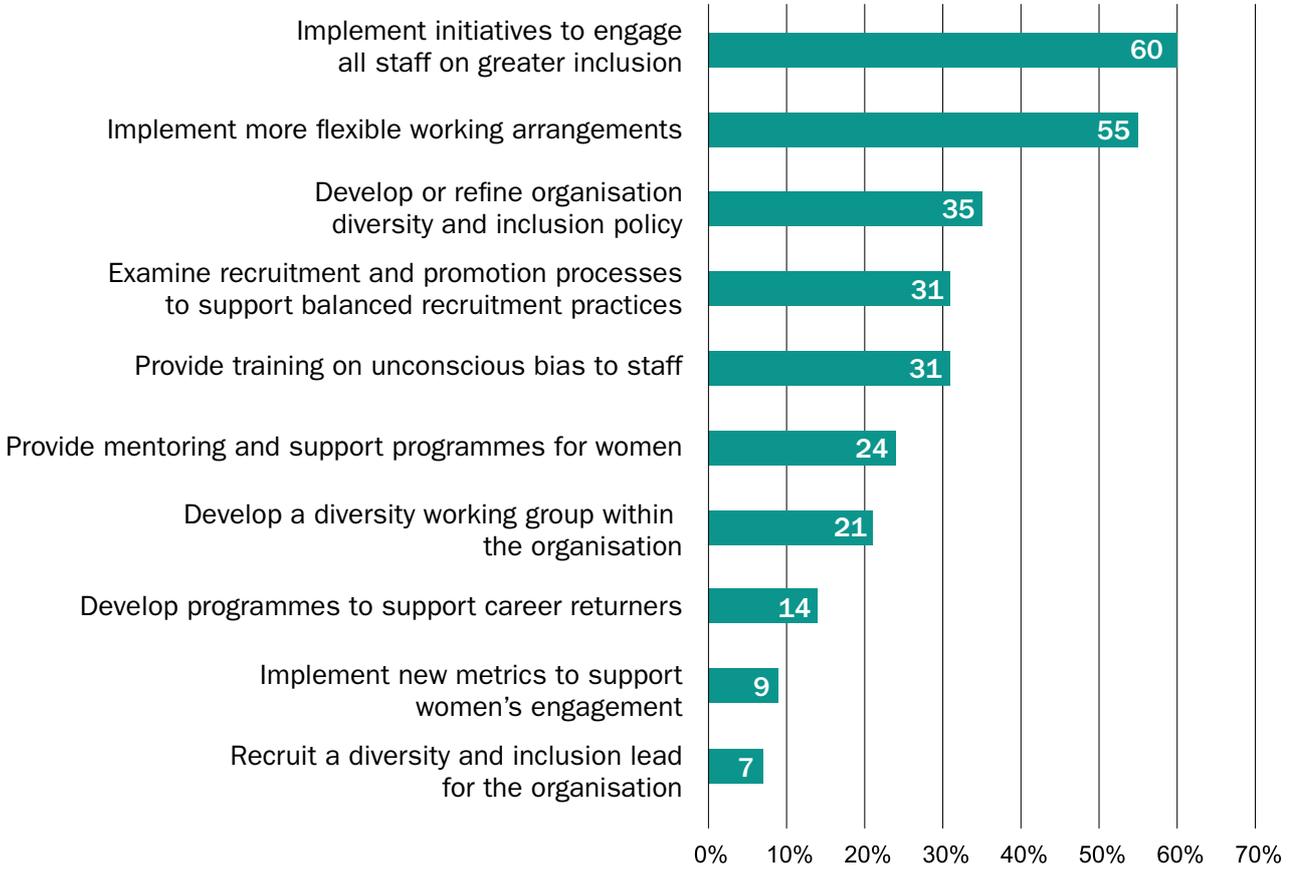
The range of initiatives currently in place make it clear that supporting women in manufacturing, along with diversity and inclusion, is being embraced by a growing number of business leaders and HR practitioners as a priority that benefits both employees and business.

Figure 11: New Initiatives on Gender Balance



In terms of the areas of focus for further initiatives, around 60% of manufacturing organisations expect to implement initiatives to engage all staff on great inclusion, and over half (55%) expect to implement more flexible working arrangements.

Figure 12: Future initiatives







Advancing diversity

Tony Neary, Medtronic Galway
VP and General Manager

Paula McDonnell, Medtronic Galway
Product Development Director

What is the problem we are trying to address?

Medtronic is committed to creating a diverse workforce that reflects patients, physicians, and customers. The business case is simple - it is well established that diverse teams have better outcomes and who would not want better outcomes? At Medtronic this is our key motivation factor when it comes to developing our talent pipeline. From a diversity perspective there are many factors at play – we not only focus on female diversity as there are clear advantages to having employees with a wide variety of backgrounds and geographies with differing experiences. If we all remain grounded in the principle of ensuring we have diverse teams for an overall better outcome, it helps us to focus on the decisions we make when establishing teams and building our talent pipeline. It is also well established that the pool of available female talent diminishes through the career progression cycle making it difficult to ensure we have a good balance of gender diversity at senior leadership levels.

Advancing Women Matters, research shows it's simply good for business.

- Companies with diversity out-innovate and out-perform. 45% more likely to report a growth in market share and 70% more likely to report capture of a new market. (How Diversity Can Drive Innovation, Harvard Business Review, 2013)
- European firms with highest proportion of women in leadership roles had 64% increase in stock value over a 2-year period vs 47% among those that didn't. (Moving Women to the Top, McKinsey Quarterly, 2010)
- Fortune 500 firms with the best record of promoting women to high positions are between 18% and 69% more profitable than the median. (European Project on Equal Pay, Adler, 2010)

What initiatives have you put in place to tackle it?

Medtronic Women's Network (MWN) is an enabling network to create and sustain an environment that inspires, develops and advances women to achieve their potential. The MWN focuses on three broad areas:

- Ensuring we build a talent pipeline with skills that meet future business needs.
- Developing partnerships that enhance business and career development.
- Engaging employees in articulating their career aspirations and driving their own career development.



Women in Science and Engineering (WISE) is a collaborative initiative that aims to drive innovation by increasing the representation of women at all levels within engineering.

The WISE ROAD's vision is to create engineering and scientific organisations that out-perform and out-innovate by leveraging gender diversity in our teams. The WISE ROAD focuses on research and development culture, outreach, acquisition and development.

- From a culture perspective it is trying to create inclusive R&D cultures which leverage diversity to achieve improved business results.
- From the outreach perspective, its focuses on broadening community outreach so Medtronic is recognised as a leader in STEM and WISE.
- From an acquisition perspective it is looking to enhance effective hiring pathways to attract top talent
- From a development perspective is it focusing on developing leadership and technical skills to provide equal access for growth opportunities.

Through WISE, a number of initiatives for women in Research & Development have been rolled out including:

- Supporting female employees through work life balance challenges including family, return from maternity leave and flexibility within roles.
- Getting women back into the workforce with its 'Career 2.0' programme. This is a re-entry programme for women engineers who have been out of the workforce for a period of time.

How have you made progress and what lessons have you learned?

We began this journey a number of years ago by starting a conversation and have made progress by turning conversations into tangible actions. We consider the work we do in this space a smart way of running a business. It needs to be a multipronged approach and our progress this far can be attributed to a number of factors – our MWN and WISE programmes incorporated with the real and visible commitment of senior leadership and engaging men as advocates and change agents. Our key lesson learned is that our work in this space must be embed in the core principles and practices to which we operate every day.

The five-point leadership plan

Lorraine Hennessy, Abbott Ireland
Finance Director Operations,
Diabetes Care

What is the problem you're trying to address?

Abbott has a long tradition of and commitment to diversity and inclusion. Our CEO, Miles White, states: "The business case for a diverse workplace is clear: companies with more diversity among their people think more creatively and adapt more quickly to changing markets. We're a global company; we need a wide diversity of ideas and perspectives to understand the people we serve and be relevant to their lives".

Abbott has employee networks that help us create a globally inclusive and successful work environment. While each network has its own initiatives, all promote the growth and development of participants and are open to all employees.

Our Women Leaders of Abbott (WLA) network strives to increase women's leadership roles within our company, while achieving business objectives. WLA takes a proactive role in connecting women and offering dynamic programs and initiatives to enhance their leadership experiences and career development. It provides opportunities to network with experienced professionals, flex leadership muscles and foster bonds across the world. Its mission is to help women leaders maximise their potential. In Ireland, our objective is to increase women in leadership roles.

Abbott employs over 4,000 people in Ireland, with six manufacturing plants across our nutritional, medical devices and diagnostic businesses, as well as commercial operations, a financial shared services hub in Dublin and global business service operation in Galway.

Abbott's life-saving technologies require the best talent in the science, technology, engineering and math, or STEM, fields. Our challenge, along with others in our sector, is that STEM is still dominated by men. We'd like to see more equitable representation of women.

It takes commitment at an early age to build successful careers in STEM. The Central Statistics Office estimates that women make up less than 25% of STEM jobs today and closing that gap will mean giving girls opportunities in these fields.

"When women are under-represented in any field, the world misses out on their brain power to collaborate and solve the biggest problems," said Corlis Murray, our top engineer.

What initiative(s) have you put in place to tackle the problem?

WLA initiatives to improve gender balance in the workplace range from mentoring programmes, speaker series and networking events. Additionally, our supportive senior leadership in Ireland is paramount to ensure our success.

We established sub teams in each site and events that the sites own and co-ordinate. This allows for flexibility and benchmarking, as well as local ownership and responsibility.



At the start of our journey we developed a five-point plan framework:

1. Culture

It's important to us that we have a culture of advancing and supporting women in Ireland, that any woman can consider herself a future leader of our business and all leaders are supported and nurtured. Consistent feedback from our members helps to ensure we are addressing their needs. Once we understand their interests, we plan our site-specific events accordingly.

We also look outside of Abbott to engage with thought leaders on diversity, inclusion and career advancement. External events like the ASPIRE WITH ABBOTT STEM event, which occurred in Sligo, Longford and Clonmel, can also ensure we secure a pipeline of female talent into our organisation. We also support and attend the annual UCD Women in Leadership event, which was established by a UCD alumni and an Abbott employee, Eimear O'Flynn, from our nutrition business.

2. Personal and professional development programmes

WLA hosts a wide range of development programmes that include workshops on our internal career planning tool and development goal planning. Each site works with their local learning and development lead to host programmes that best suit the needs of their local WLA members.

3. Opportunities: mentoring, sponsorship and networking

Around the globe, our formal mentoring programme gives employees the opportunity to work with fellow co-workers in structured, year-long developmental partnerships. And our relationship-oriented culture supports informal mentorships through regular career events and networking opportunities.

More recently, our peer mentoring pilot in Donegal facilitated learning across a group by establishing relationships where women will support each other on their career journeys. After an incredible response from participants, who found like-minded individuals looking to progress their careers, the plan is to expand this across the country.

4. Set targets

Metrics are key and keep us focused on progress. Our senior leaders in Ireland monitor this closely with us, including improvement in the number of women in the succession planning pipeline at each site – particularly in engineering and manufacturing.

5. Employment practices

Abbott offers flexible working opportunities to help employees manage the important aspects of work, family and other responsibilities.



How have you made progress?

Personalisation has been a key focus in 2019, so that the work of WLA is genuinely meeting the needs of each member and driving impact. Mobilising our site teams to work on a site-specific calendar and survey ensures the needs of their WLA members were being addressed.

In order to give personal support navigating careers, we realised that we needed to offer tools to help individuals understand how to advance their careers. We wanted to give support and tools to help them take the next step. Our peer mentoring has been successful in this area – it offers support at a team level, made up of career-focused individuals on the early steps of their career journeys. The peer mentoring is topic-focused, giving thought-provoking themes and collaboration between the members.

We looked at middle managers to share their career story with colleagues. This has been extremely beneficial to help someone understand the role at the next level. It helps them look outside their current work environment and at lateral moves.

It's critical from a diversity perspective to have people who challenge you, to ensure you are not comfortable with your initial thoughts and you can work to get the optimal outcome for the business. We only achieve this by having diverse teams. As a network, we work to ensure everyone understands our purpose and how much we need and value such individuality.



What lessons have you learnt?

- Communication is key to our purpose and the overall business benefits of diversity. We need to remain self-advocates of that message.
- Leadership support is paramount. To be successful, leaders need to be active within the group and present at events.
- The five-point plan framework worked well, and the key is to have targets set, measure them and do a yearly review to ensure improvement.
- WLA provides guidance and support for career development. However, we are clear in our message that career ownership is a personal responsibility and each individual needs to take that next step. Our hope is that we facilitate our women leaders to do just that.

Challenging STEM stereotypes

Alice O'Dwyer

Cook Medical Vice President

HR Cook Group Europe

What is the problem you're trying to address?

Cook Medical is a bit of an anomaly in Ireland's medtech industry, at present 33% of our engineers are women and across the organisation women account for 60% of our management roles. Our family friendly culture means that we are an attractive employer to working parents and as a result we have a diverse workforce of committed scientists and engineers.

Our challenge is tackling the gender stereotypes surrounding STEM in our schools and growing the talent pool for future innovation in Cook and Ireland as a whole. At present no all girls' school in Ireland teaches engineering at second level, and only 7% of Leaving Certificate students studying engineering in Ireland are girls.

At Cook Medical, we are actively trying to change the perception that engineering is for boys and encourage girls to pursue the subject and consider opportunities in this field. We are investing our time and resources to promote STEM at primary, secondary and third level, both locally and nationally. We are committed to sparking interest and nurturing talent across the spectrum, to guarantee Ireland's continued growth and success in medical technology.

What initiative(s) have you put in place to tackle the problem?

Cook Medical has a number of initiatives that encourage increased participation and interest in STEM subjects from a young age. At primary level we send our engineers to local schools to build awareness of STEM and the work that we do. Each year during medtech week we host a family event for the children and families of Cook employees to showcase our innovations and demonstrate the wide variety of careers in science and engineering.

At second level we welcome transition year students onsite for work experience in the Medtech industry and provide financial support for STEM programmes in our partner schools. We offer career coaching and host CV workshops for Leaving Cert students and we recently launched a subsidised grind programme for children of our employees for STEM subjects.

Cook also supports regional events such as Limerick for Engineering, an organisation dedicated to promoting engineering as a subject of choice among school-going children and the BT Young Scientist and Technology Exhibition promoting STEM on a national stage.

Finally, at third level we have established a scholarship in Limerick Institute of Technology (LIT) in support of young women studying medical technology.



How have you made progress?

Each year a large number of second and third level students come through our doors and while we have undoubtedly seen the impact of our influence inspiring these young minds, we believe we can have a greater impact by focusing our efforts on primary school children and their parents in the early stages of their education.

STEM as a topic of conversation continues to be at the fore of the education agenda as Ireland works towards becoming Europe's STEM leader by 2026. We plan to build on our success by using our professional networks and government affairs function to influence advocacy and policy at a national level. Internally we will embed our STEM education and outreach programmes in our work culture and encourage our team of almost 900 people in Limerick to influence future generations.

What lessons have you learnt?

In Cook we believe in putting the right person in the right role irrespective of their gender. When given equal opportunities we have found that women excel in roles that are historically male dominated. Women bring a lot to the table and help our business thrive which is why it is so important that we invest in young women as the future engineers, scientists and leaders of tomorrow.

School subjects play a significant role in shaping the interest of younger generations, and if the educational structure continues to restrict access to STEM subjects for some girls, then the prospect of pursuing a career in the field is limited at a very early stage.

Introducing future generations to the world of STEM from a young age and providing parents and teachers with the supports to breakdown perceived barriers are central to increasing female participation in STEM. We will continue to raise the profile of STEM and the Medtech industry and nurture bright young minds to develop the medical devices of the future.

Supporting women in leadership

Anna Rafferty, Johnson & Johnson
Campus Ireland, Director of Strategy

What is the problem you're trying to address?

At Johnson & Johnson, we believe that in order to be able to truly understand and meet the needs of our diverse patients, consumers and customers, we need a workforce that truly represents and appreciates the diversity of the world around us. We know that out of almost 118,000 people working in STEM-related fields in Ireland, just a quarter are women. We also know that at times people take a step back from their STEM2D careers be that to welcome a new baby to the world, or to otherwise shift their focus to another area of their life that requires their full attention. We know that it can be difficult to shift back to the professional world. We want to be there to support these people and women to reach their full potential.

What initiative(s) have you put in place to tackle the problem?

As part of J&J's commitment to building a diverse scientific community, we developed our WiSTEM2D initiative. It stands for Women in Science, Technology, Engineering, Mathematics, Manufacturing and Design. J&J's strategy on promoting more female representation in STEM2D careers is based on three distinct pillars: youth, university and professional.

The Youth pillar aims to 'Spark Enchantment' and inspire the next female generation to imagine what is possible for them in STEM2D. This is achieved by helping girls under 18 years of age to use technology to have fun but to also find creative ways of problem solving. J&J employees in Ireland have visited schools and conducted interactive workshops with students to explore the world of science and technology and inform them of the opportunities available for those who choose to study in the areas of STEM2D.

The second pillar of the WiSTEM2D programme is focussed on undergraduate females in STEM2D courses. In Ireland, almost 60% of 30 to 34-year-old women have a third level degree, yet women are continuously and disproportionately missing from the STEM2D higher education and workforce. The WiSTEM2D programme aims to address the shortage of women in STEM2D careers and increase the number of undergraduate women enrolling in these fields. It is a high intensity programme which Johnson & Johnson is running in partnership with the University of Limerick (UL) and University College Cork (UCC). Key elements of the programme include formal research into understanding the barriers to attracting and retaining women in STEM2D disciplines and grants to support students studying STEM2D disciplines. Additionally, ongoing mentorship, career workshops and site visits are provided to female STEM2D students by Johnson & Johnson leaders to enable the students to visualise and experience first hand what a career in STEM2D is like.



The third pillar of the strategy is the professional one. The Re-ignite programme is a return to work programme for professionals who have taken a career break. Parents often opt to take time out of their careers to care for their children and can find it hard to re-integrate into the workforce or even find employment when they seek to go back to work. The Re-ignite programme offers six-month assignments with the opportunity to apply for full-time roles at the end of the assignment.

How have you made progress & what lessons have you learnt?

Sponsorship of the programme at a very senior level of the organisation has been crucial. At J&J Kathy Wengel, Executive Vice President and Chief Global Supply Chain Officer has been the sponsor and a passionate advocate for this programme.

Over the last 4 years more than 100 women from UL and UCC have come through the WiSTEM2D programme. We are now seeing many of these women joining our J&J family or other STEM2D companies which is a strong indication of the progress being made and the strong impact of the programme. We also see the setting up of WiSTEM societies in both universities as an appreciation of the importance of strong peer support which was a clear observation from the programme.

We currently have five Re-ignite Associates and two associates are now full-time employees. We expect to have three more Reignite associates joining our workforce by the end of the year. The programme has now eight open positions for Reignite in the coming year which is testament to the business commitment to this area and the results we have seen to date.

During our journey we have learnt of the importance of having a diverse workforce throughout all age groups and disciplines. We need women who can mentor and guide young women in their career choice and who are there to help them to unlock their potential. We have learned just as much from the young Women in STEM2D as they did from us.

Mentoring for success

Eithne Lynch, Boston Scientific Clonmel, Manager Process Development

What is the problem you're trying to address?

In 2015, the senior leadership in Boston Scientific Clonmel had become aware of a lack of women in leadership and began to work to understand the issues and try to close the gap. As part of focus groups, it was highlighted that, in the absence of women role models, there was a desire to develop a strategy around mentoring to support women in their development. As part of a bigger strategy covering a wide range of issues, mentoring was adopted as a key activity of the Women's Network, supported by the leadership team on site.

What initiatives have you put in place to tackle it?

Often, programs exist within the wider network of an organisation that have not been widely implemented. Boston Scientific mentoring program is a structured program which drives the mentor to really understand the issues they are experiencing and so ensures that the process is effective. Mentoring is a self-directed program, which will only be successful if you are clear in your objectives and prepare well.

Initially the process was piloted within the Women's Network team and was supported by the senior leadership team. The mentee selected the appropriate director, ensuring the no one was mentored by someone who would have direct influence on pay or promotion. Avoiding the direct influence relationship is key as it ensures that the conversation does not drift between mentoring and coaching.

Once the pairings were made, the meetings were set up and the relationships started form. Not all pairings were successful – some found little common ground between mentor and mentee and found that there was not a benefit seen in the process – but by in large, the relationships were successful and those initial pairings are still in place today. While initially there was a structured cadence of meetings, over time these relationships have moved to a more adhoc format, with the mentee using the mentor to help in their development when needed.

Over the first year, we learnt about the process and figured out whether there was an appetite for this on site. From our initial launch, people on site became more aware of the process and it was clear that both men and women wanted to partake in the process.



How have you made progress and what lessons have you learnt?

At the end of 2015, the process was refined and we then reached out to all employees to sign up. By March 2016, 17 employees had signed up for the process and the interest level had increased across the site. Mentoring continues to be a successful strategy for the Women's Network, with approximately 50 active pairings and is still being managed through this ERG.

Over the duration of this project we have learnt the following:

- Mentorship is not confined to the path to leadership – over the years we have moved from looking at women interested in moving to leadership roles to creating mentor relationships across the full breadth of the organization
- You need to put the work in upfront to make the process work and so the mentee needs to ensure they have a good understanding of what they want to learn from their mentor
- Not all mentor/mentee relationships work, even when the work is put in. People are different and some relationships do not work
- What is good for the goose is good for the gander – while this started as an initiative targeted at women, it has developed into a process the both women and men are using and gaining value from.

Mentorship is not confined to the path to leadership – over the years we have moved from looking at women interested in moving to leadership roles to creating mentor relationships across the full breadth of the organization





Growing with work-life balance

Michelle Buckley,
Alcon Ireland, HR Site Head

What is the problem you're trying to address?

Alcon Ireland recognizes the importance and benefits of creating an environment where employees can balance their work and personal commitments. We are committed to providing employees with the opportunity to successfully integrate elements of their work and personal lives. Implementing a Flexible Working Program has aided the company to attract and retain talent to the site while enhancing morale and engagement. Alcon Ireland is committed to promoting flexible ways of working and recognizing the diverse life stages of its employees, understanding all employees' needs are different. While recognising and supporting the diverse needs of employees in attaining a greater work-life balance it also ensures the necessary support to the business. Finding ways to accommodate the work life balance for employees can help provide an atmosphere where everyone can thrive both personally and professionally.

What initiative(s) have you put in place to tackle the problem?

Alcon Ireland implemented a Flexible Working Program. The program consists of a number of different initiatives which may benefit Alcon employees at different stages of their lives. The program was initially implemented over the last number of years but has continued to evolve and grow year-on-year. Flexible working options may differ depending on specific roles within the company therefore each role is assessed in line with the business needs. The company endeavors to accommodate employees where operationally possible. Supervisors and employees then work together to find ways of meeting business needs while providing greater flexibility to employees.

Culturally, this program was a change for the company and the promotion from senior leadership was vital to ensure a smooth implementation. Training was provided to all people leaders to ensure a consistent application of the program was applied across all departments.



Some of the Flexible Working options Alcon Ireland offer includes:

- Ability to build up flexi-leave to take upon application (paid leave)
- Core hours
- Working from home
- Job-sharing
- Flexible starting & finishing times
- Paid Marriage leave
- Paid Compassionate leave
- Unpaid leave
- Paid Exam leave
- Paid Driving test leave
- Medical leave
- Flexible parental leave
- Time in lieu
- Paternity leave
- Onsite Gym access for employees
- Onsite car wash facilities
- Paid maternity leave
- Paid paternity leave

How have you made progress?

The leadership at the site have really gotten behind and promoted this program to their employees. They have become the site champions, recognizing the importance of work life balance for employees and the business. The program continues to evolve and grow but overall the program was seen as a very positive step taken by the company.

The introduction and promotion of Flexible Working Program has provided employees the chance to balance their work and home commitments, this has benefited the employees while resulting in increased employee engagement and retention of key talent for the business.

Life work integration

Brid Hallinan, Boston Scientific Clonmel, Director of Materials and Distribution

What is the problem you're trying to address?

Boston Scientific is committed to providing a work environment where employees can achieve a balance between their work life, personal interests and obligations. Accommodating 'Life Work Integration' practices help us to keep talented employees motivated and satisfied. The company recognises that at different life stages, interests and priorities vary. People at different stages of life have different needs. Boston Scientific is committed to finding a balance for employees by supporting flexibility with the reasonable needs of the business.

What initiatives have you put in place to tackle it?

The Workflex option was introduced in 2016 to meet both business and employee needs. Workflex helps to create an arrangement that suits everybody by engaging with the person seeking flexibility.

The first step for implementation requires assessing the nature of the job, the impact the change will have on other team members and the proposed duration of the new arrangement. This helps those involved to reach an informed decision on how to proceed.

In addition to assessing the situation from the individual perspective, business needs are assessed starting with the nature of the job and the potential impact of changes on others. The expected cost of the proposed Workflex option are also considered.

As a global organisation, employees are frequently required to conduct work across multiple time zones. But thanks to technical advancements that promote virtual collaboration and communication, Workflex can better accommodate the personal and business needs now.

Lastly, the company's interest in keeping employees motivated, satisfied and retaining talented is a key factor in promoting the successful Workflex programme.



Some of the work life integration facilities Boston Scientific Clonmel offer includes:

- Career breaks
- Working from home
- Part time
- Paid maternity leave
- Paid paternity leave
- Flexible starting and finished times
- Flexible parental leave
- Banking on site
- Time in lieu
- Job sharing

How have you made progress and what lessons have you learnt?

The promotion of flexible work arrangement on site has given high performing female employees the chance to balance work and home life commitments resulting in greater diversity, employee engagement and talent retention.

Accommodating 'Life Work Integration' practices help us to keep talented employees motivated and satisfied.

About the Irish Medtech Association

The Irish Medtech Association is the business association within Ibec representing the medtech sector.

The Irish Medtech Association has more than 250 members and represents over 90% of the employment in the sector. The Irish Medtech Association's vision is that Ireland will be a global leader in innovative patient-centred medical technology developments, products and solutions.

- Ireland will be a globally significant medical technology hub and the location of choice for the industry due to our expertise and pro-business environment.
- Irish medical technology developments, products and solutions will be major contributors to global healthcare and the global economy.

The Irish Medtech Association is led by a Board of Industry CEOs and Executive Leaders. Strategy implementation is coordinated through working groups and taskforces.

www.irishmedtechassoc.ie



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