At Medtronic, our history of inclusion and diversity began with our Mission, written by cofounder Earl Bakken in 1960 well before diversity and inclusion efforts were proven to be key drivers of business innovation. Since then, our Mission continues to guide our global culture, directing us to serve all people in need of our therapies — to alleviate pain, restore health, and extend life — and to recognize the personal worth of all employees.
“The Mission unites employees from all corners of the world around a common purpose,” said Omar Ishrak, chairman and CEO, Medtronic. “The Mission also calls on us to foster an inclusive workplace where every employee can participate in an enriching personal work experience.”

What do we mean by an inclusive workplace? It means making sure that employees feel confident knowing they can be their best selves and grow a fulfilling career at Medtronic by embracing and celebrating their individual identities and backgrounds. It also means creating an enriching work experience and a healthy, diverse Medtronic community that truly reflects the world in which we live and work.

The Business Case for Diversity and Inclusion

An integral part of cultivating and sustaining inclusivity is actively increasing diversity in the workplace, which benefits the business in many ways. Studies show that greater diversity inherently drives better decision-making because different perspectives enable businesses to see challenges and solutions from new angles, address group thinking, and develop creative solutions.

“Running a business is ultimately about making decisions,” said Ishrak. “When we consider more diverse perspectives, we make better decisions. A more diverse culture also fosters a wider range of innovation. And that leads to a better business and better outcomes for patients,” added Ishrak.
With diversity in the workplace that mirrors our communities, we have better insights into the experiences of our customers and other partners. Ultimately, we will be able to better deliver technologies, services, and solutions that serve patients because we understand the specific needs of different populations.

However, having a diverse set of perspectives from employees is only valuable if they feel confident contributing and voicing their opinion without anxiety or fear. That’s why an inclusive workplace is so important.

Progress through Accountability
We are dedicated to examining and advancing all the processes, programs, and policies that influence inclusion, diversity, and equity at Medtronic. In 2015, we created a transparent way to hold ourselves accountable to making continued progress by setting five-year, aspirational goals around inclusion and diversity metrics, and by publicly reporting progress each year.

“We are focused on inclusion first, because we recognize that an inclusive culture is essential to attracting and retaining diverse talent and perspectives,” said Carol Surface, Chief Human Resources Officer, Medtronic. “To measure this, we’ve set an aspirational goal to be at or above the 80 percent world-class benchmark for inclusion, as reported in our employee engagement survey.”

In addition to inclusion metrics, Medtronic has committed to specific aspirational goals for diversity by 2020: to exceed 40 percent or more women in company leadership globally; and exceed 20 percent or more ethnic diversity among employees in manager level and above roles in the United States.

“By intentionally setting, consistently reviewing, and executing on programs and strategies to reach our goals, we are making meaningful progress,” said Surface. “We look at the data constantly to understand the dynamics at various levels of the organization and in different geographic regions, which helps us identify where we need to increase engagement. This level of granularity is critical to ensuring we’re moving in the right direction.”

*As measured by our employee engagement survey in the areas of value and voice*
To increase accountability for results, the 2020 aspirational goals are embedded into every Medtronic senior leader’s annual performance review. This ensures leaders create action plans that diversify talent at the leadership level, resulting in meaningful progress toward meeting our inclusion and diversity goals.

“We are a global company, and there are different barriers to overcome in each country,” added Surface. “But we are committed at every level of senior leadership worldwide and will continue to set new and higher goals that are in line with the population. In fact, our ultimate goal is to see women in leadership at 50 percent globally, which would truly reflect the world in which we live and work.” See Diversity in the Workplace: Women in Leadership.

A Company-wide Commitment at All Levels
Employee Resource Groups (ERGs) have been part of our company culture for more than 30 years, helping foster an inclusive culture across the business by uniting employees around a common interest. In 2019, more than 18,000 employees participated in more than 12 ERGs across 60+ countries. Groups for retirees, religious faiths, young professionals, LGBTQ, women, veterans, employees with disabilities, and more strengthen ties between employees of many different backgrounds, cultures and interests.

Medtronic also provides high-level support through four Diversity Networks: the African Descent Network, Asian Impact Network, Hispanic/Latino Network, and Women’s Network (Global).

- Women’s Network (Global)
- African Descent Network (US)
- Asian Impact Network (US)
- Hispanic/Latino Network (US)
- ABLED (Awareness Benefitting Leadership & Employees About Disabilities)
- AIERG (American Indian Employee Resource Group)
- CERG (Christian Employee Resource Group)
- MJC (Medtronic Jewish Community)
- Muslims and Friends
- MYP (Young Professionals at Medtronic)
- Pride (LGBTQ and Allies)
- VERG (Veterans Employee Resource Group)
Medtronic Women’s Network. Each Network is led by a chair and a CEO-designated sponsor from the Medtronic Executive Committee — hands-on roles that also offer a differentiated talent development opportunity for those individuals. The Networks are open to all employees and participation from everyone is encouraged to introduce others to diverse cultures and perspectives.

“Our grassroots ERGs are a critical component to cultivating an engaged and inclusive workplace culture, while Diversity Networks serve as our strategic arm to drive additional change,” said Sophia Khan, senior director, Global Inclusion, Diversity and Engagement, Medtronic. “The Networks aim to accelerate the careers of ethnically diverse leaders in the United States and women throughout Medtronic worldwide.

We are a global company, and there are different barriers to overcome in each country. ... But we are committed at every level of senior leadership worldwide and will continue to set new and higher goals that are in line with the population.

— Carol Surface
Chief Human Resources Officer
as well as influence key business strategies to meet the healthcare needs of the populations they represent.”

To help Networks make measurable progress, Chairman and CEO Omar Ishrak spends a full day every quarter meeting with Network leaders to assess their impact, review strategies, and provide support. These full-day reviews have the same rigor and time commitment as quarterly business reviews and are driven by the Network’s Executive Committee sponsors and chairs.

**Employee Engagement Initiatives**

Some of the key initiatives coming out of the Networks have led to strategic sub-groups that address specific employee populations. For example, Women in Science and Engineering (WISE) originated from the Medtronic Women’s Network and is designed to recruit and support female scientists and engineers at Medtronic and elsewhere. WISE has been so successful that Medtronic scaled the model to other areas of the company, launching a Black Engineers at Medtronic group and a Women in IT group.

As these initiatives have grown, they have expanded to include outreach to diverse engineering groups at the college and high school level.

“Increasing diversity in our technical talent pipeline represents a large opportunity for us, not only because of sheer size, but because it is an area where the proportion of women in leadership positions is lower than in other areas,” said Surface.

A group called Men Advocating Change, launched from the Medtronic Women’s Network, underscores the role gender equality has in creating a stronger workforce, and the role both women and men play in creating an inclusive culture. Medtronic also offers the Inclusive Leader Experience: a full-day workshop designed to help managers understand the value of inclusion and diversity to drive culture change. The program helps leaders develop action plans for building a more inclusive workplace.

The Asian Impact @ Medtronic Network (AIM) encourages the development of Medtronic employees of Asian descent. The Network recognizes the strong connection between personal development and an individual’s heritage and provides support to foster that connection. One example is a program where employees are provided support and funding to realize their own personal aspirations to improve access to healthcare in their home countries.
There are many initiatives within the African Descent Network (ADN) designed to recruit talented African-Americans and ensure they have the best possible support systems as they grow and progress at Medtronic. The group launched their own employee-led referral program, “GOT FRIENDS” to promote open positions with diverse candidates in their personal networks and increase representation at all levels. Due to program success, this referral program has been extended into other diversity Networks. ADN also supports a development cohort to elevate high potential African descent talent into leadership roles within the company.

“While each Network develops their own goals and strategies to elevate inclusion and diversity at Medtronic, a common theme among them all is the need to bring more diversity into customer-facing roles,” said Khan.

For example, MWN runs a program aimed at increasing female representation across the global sales organization, and ADN’s field resource group provides career support and networking opportunities for African-Americans in the Medtronic sales organization. AIM leads a strategic initiative to improve the representation and engagement of Asian descent employees in customer-facing roles, and HLN supports a program that engages and develops Hispanic/Latinos in the sales field. These Network-led groups provide a platform for growth, development, and organizational change across the Medtronic commercial organization.

“Representation matters. It’s critical that employees reflect the diversity of the customers and the patients we serve,” added Khan.
Representation matters. It’s critical that employees reflect the diversity of the customers and the patients we serve.

– Sophia Khan
Senior Director, Global Inclusion, Diversity and Engagement

Enriching Our Global Culture and Guiding Our Future

The experience of working in a vibrant, diverse community transforms us all. An inclusive Medtronic gives every employee inspiration, energy, and creativity to work toward a common goal and fulfill our Mission. It’s not only our employees and business that benefit. A stronger and united Medtronic means we’re continuing to drive innovation and devise powerful solutions that help our partners deliver better patient outcomes and contribute to human welfare.

“By taking an integrated and holistic approach to inclusion and diversity, we are making meaningful progress that results in a better workplace for our employees,” said Ishrak. “A strong, diverse, and innovative business also enables us to create technology that better serves a diverse range of customers and patients—allowing us to fulfill our Mission and improve even more lives around the world.

“Driving diversity through inclusion is what our Mission calls on us to do, and it’s the right thing to do to be a better company,” added Ishrak.

www.Medtronic.com/citizenship