

Life Sciences: Equality, Diversity & Inclusion Report

Putting workforce diversity at the heart of the Life Sciences sector



ACKNOWLEDGEMENTS

The Science Industry Partnership (SIP) wishes to thank all of the employers who responded to the online survey. The responses provide valuable insight on the specific issues that are present within the UK Life Sciences industry in regard to Equality, Diversity & Inclusion (ED&I).

This report delivers on one of the recommendation set out in the 'SIP: Life Sciences 2030 Skills Strategy' - to develop and implement an Equality, Diversity & Inclusion strategy for the sector that promotes best practices. The report has been produced by the SIP Futures Group – a collaboration between SIP employers, Office for Life Sciences (OLS), Association of the British Pharmaceutical Industry (ABPI) and Bioindustry Association (BIA).

The SIP also wishes to give special thanks to Pfizer, Sanofi, and Victrex, who have contributed time and resource to provide this report with a comprehensive, wide-ranging collection of case studies that helps to illustrate some of the fantastic work already taking place in UK Life Sciences companies.

Thank you to all our contributors

Charlotte Leversha
Dagmar Albers
Dhawal Chelani
Felicia Pinto
Harpreet Sehra
Helen Forrest
Jessica Long
John Shaw
Karl Treacy
Marco Carosi
Nicola Checksfield
Rebecca Jackson
Sally Mashiter

CONTENTS

Chair's foreword	4
Foreword	5
1. Background and methodology	6
2. Survey results	7
3. Workforce demographics	8
4. Creating an inclusive workplace	9
4.1 Organisational culture	9
4.2 Meaningful change	10
4.3 Employee engagement	10
4.4 Employee Network Groups	11
5. Advancing and increasing diversity	12
5.1 Careers Outreach	12
5.2 Apprenticeships and Social Mobility	13
5.3 Mitigating the impact of bias	14
5.4 Positive Action	15
6. Career progression and retention of under-represented employee	16
6.1 Unequal access	16
6.2 Transparent processes	16
6.3 Succession planning and mentoring	17
6.4 Employee wellbeing	18
7. Measurement & accountability	19
7.1 Diversity managers	19
7.2 Collecting data and setting diversity metrics	19
7.3 Pay gap reporting	20
8. Equality, Diversity & Inclusion Checklist	21
9. Appendix - Case Studies	
1. Superheroes Series. <i>Pfizer Case Study</i>	24
2. Diversity and Inclusion Project. <i>Sanofi Case Study</i>	25
3. OPEN UK. <i>Pfizer Case Study</i>	26
4. Science in a Box. <i>Pfizer Case Study</i>	28
5. Supporting Ethnicity Diversity through STEM Careers Outreach. <i>Pfizer Case Study</i>	30
6. "Lets talk about race". <i>Pfizer Case Study</i>	32
7. Women in Science. <i>Victrex Case Study</i>	34
8. Equity benefits everyone. <i>Pfizer Case Study</i>	36

CHAIR'S FOREWORD

An equal, diverse and inclusive environment is one we should all strive to achieve. Diversity, in all its forms, is central to creating a successful and vibrant organisation, allowing for diversity of thought and experience. Greater diversity of thought opens up opportunity, influences change and drives equality. The Life Sciences sector is no different, and this report makes a valuable contribution to the sector's work on Equality, Diversity & Inclusion (ED&I).

The Life Sciences 2030 Skills Strategy highlighted that young people are increasingly seeking career agility, equality and social purpose in their work. It is crucial that our sector responds effectively, in order to encourage, attract, and nurture the next generation of talent. They are the future experts, the world class innovators and they will become the change makers.

The vision is clear: a progressive, diverse and inclusive culture that inspires, attracts and retains people from all communities and backgrounds, and is reflective of UK society.

Improving social mobility is a complex task and requires a collaborative and coordinated approach. The use of apprenticeships as well as other specific changes in recruitment and selection practices, as emphasised in this report, go some way to improving social mobility and promoting diversity in the workforce.

Equality, Diversity and Inclusion benefits everyone and I know that many of our members will already have well established practices in place. This is evident from the strong selection of best practice examples highlighted throughout this report. Many may also be working their way towards their own internal goals and strategies. However reassuring this is, we can see that as a sector we still have more to do, to nurture, develop and retain talent.

The world of work is changing. Technology and innovation is transforming both our industry and the way we work. Workplaces that offer and embrace more flexible and agile working opportunities are more successful in engaging and retaining their talent. It is therefore encouraging that 85 % of survey respondents have already introduced Flexible Working Practices.

The next step will be to see employers self-assessing against the ED&I Checklist to measure activities and share best practice. This will be a sector wide challenge that will help us to manage and meet the expectations of the modern workforce.



Malcom Skingle
Director, Academic Liaison, GlaxoSmithKline
Chair of Science Industry Partnership

FOREWORD

The success of the UK Life Sciences industry has always been dependent on highly talented people coming together to achieve great things. Greater workplace diversity therefore not only serves to broaden the pool of available talent, but it enables us to drive new technologies, foster collaboration and deliver breakthrough innovations. Through this report, our aim is to give everyone the same level of opportunity and access to the skills they need to build a successful career in the Life Sciences sector.

Our industry is forward thinking in nature, continually living at the very frontier of human advancement. This should be mirrored in the way that we recruit and develop our workforce, opening up access to ensure a diverse pipeline of new talent. Through strong leadership, transparency and by making ourselves accountable, we can work to remove any barriers to inclusion and promote the sector as a place of equal opportunity for all.

The Life Sciences 2030 Skills Strategy highlighted the need for more research around the Equality, Diversity & Inclusion issues impacting our sector. This report marks the start of the Science Industry Partnership's (SIP) progress against that recommendation, using a combination of survey responses, labour market data and case studies to evaluate the sectors current position. Providing insight on the specific issues that are present, as well as sharing practical steps around the promotion of equality in the workplace.

I believe that improving ED&I is imperative and I hope the blend of research and individual examples can help inspire others to think the same. By sharing this report more widely I believe that we can drive and influence the transformation needed for the sector to improve its own culture. Ultimately, we can learn from each other and bring about meaningful and lasting change.

It is evident from the case studies in the report, that we have recognised the challenges and the expectations of the next generation. We are proud of what we do but we need to do more. We need a concentrated focus and absolute commitment to removing barriers, and we need to adopt more progressive thinking and ways of working to reflect 21st century living.

Understanding that there is no one-size-fits-all solution to diversity, the report recommends introducing an ED&I Checklist for employers in the Life Sciences. This provides a set of key practical measures to support the development of a fully inclusive business culture. It will allow a flexible approach of adoption and adaptation as appropriate to fit in with existing company strategies.

I look forward to seeing the ED&I Checklist in action and I'm grateful for the support of the SIP Board that will be so instrumental in taking it forward.



Karl Treacy
Talent Acquisition Cluster Lead
UK/Ireland/Nordics, Pfizer

1. BACKGROUND AND METHODOLOGY

In 2020, the Science Industry Partnership (SIP) undertook a major research exercise to develop the Life Sciences 2030 Skills Strategy.¹ The Strategy set out a number of key recommendations with the clear ambition to deliver future growth for the sector by unlocking value through skills. To achieve this ambition there is a recognised need that the sector must attract and retain a diverse workforce of talented people from across all our different communities.

This research is intended to provide insight on the specific issues that are present within the UK Life Sciences industry in regard to Equality, Diversity & Inclusion (ED&I). It uses a combination of survey responses, national data sources, case studies and examples of 'best practice', together with a wider literature review to explore a broad range of topics. It should not necessarily be considered as exhaustive but it is intended to be an honest, reflective, non-judgemental report that will help the sector understand its current position and inform the action plan for areas of improvement.

Survey responses were obtained using an online survey from employers across the Life Sciences industry. The data were collected between August and October 2020 from a total of 72 separate companies. 31 % of these respondents are classed as 'SMEs' with fewer than 250 employees, while 69 % are 'large organisations' with more than 250 employees. Some 74 % of respondents are international businesses with sites outside the UK. It is estimated that approximately 140,000 employees are captured within this analysis, equating to around 55 % of the total UK Life Sciences workforce.² As such, the results are considered representative of the working practices being experienced by a significant proportion of the sectors workforce.

Definitions³

Equality: Equality in the workplace means equal job opportunities and fairness for all employees and job applicants. Under the Equality Act 2010, it is illegal to treat someone unfairly because of their protected characteristics.

The nine protected characteristics are: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

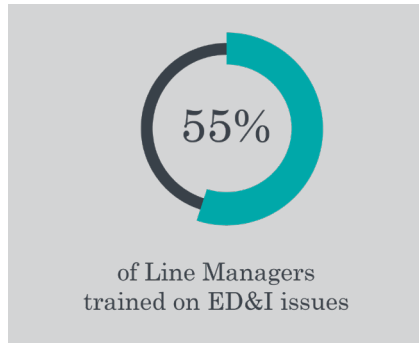
Diversity: Diversity is the range of people in the workforce. For example, this might mean people with different ages, religions, ethnicities, people with disabilities, and both men and women. It also means valuing those differences.

Inclusion: An inclusive workplace means everyone feels valued at work. It lets all employees feel safe to come up with different ideas, raise issues and suggestions, or try to do things differently to how they've been done before – and knowing this is encouraged.

1. Science Industry Partnership: Life Sciences 2030 Skills Strategy
2. Office for Life Sciences (2019) Bioscience and Health Technology Sector Statistics
3. Advisory, Conciliation and Arbitration Service (ACAS)

2. SURVEY RESULTS

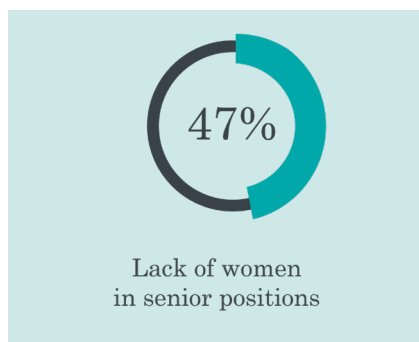
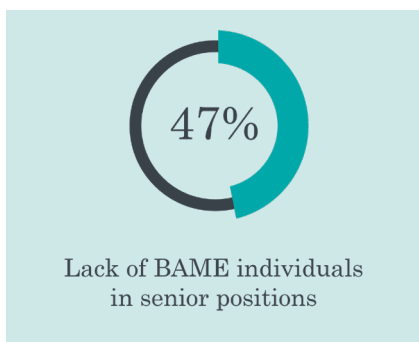
Key Findings



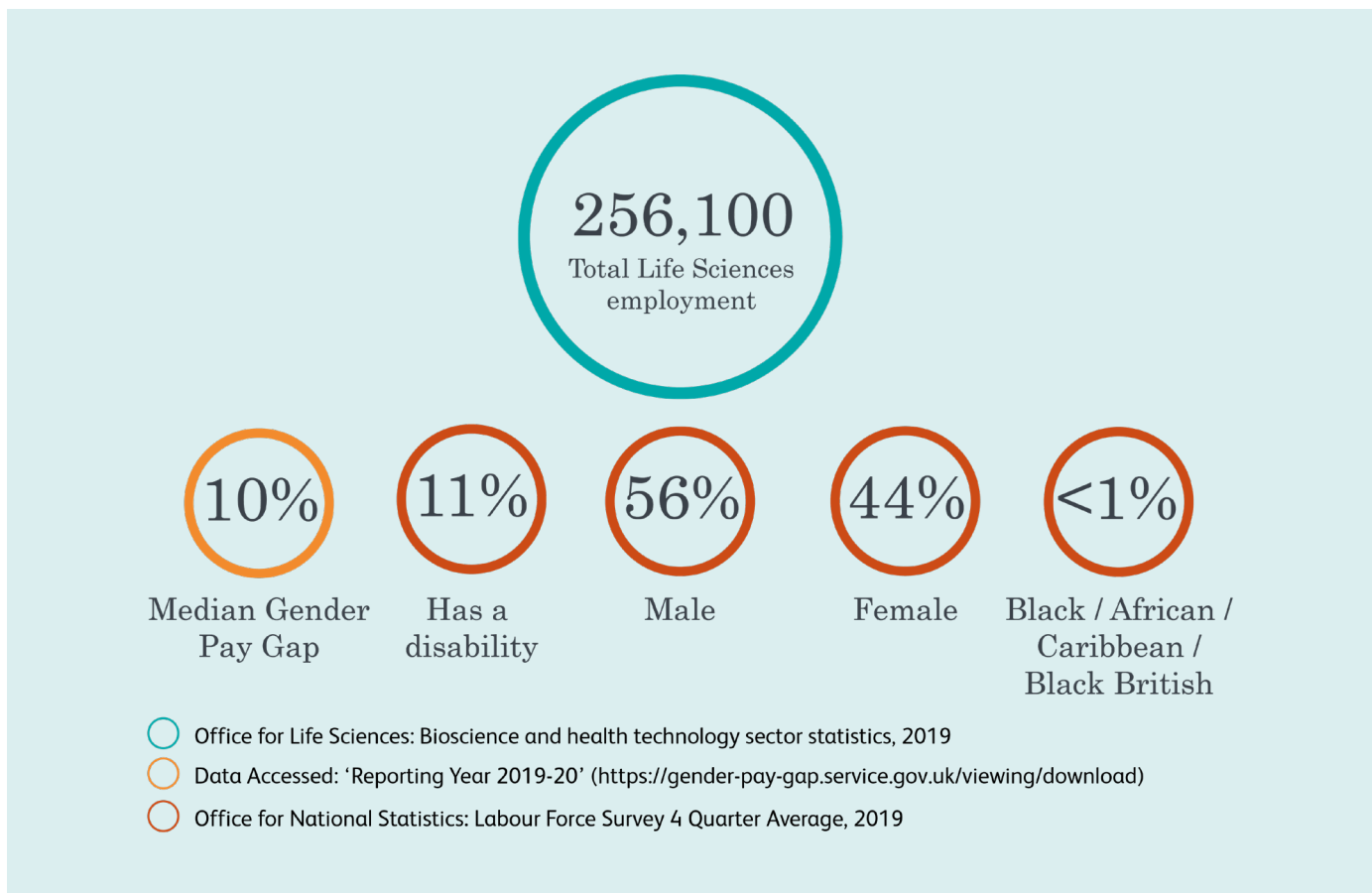
ED&I Initiatives



Main Concerns



3. WORKFORCE DEMOGRAPHICS



Age profile

	16-29	30-49	50+
Life Sciences	20 %	53 %	27 %
UK Total	23 %	45 %	32 %

Age profile by gender

Gender	16-29	30-49	50+
Male	56.5 %	52.5 %	63 %
Female	43.5 %	47.5 %	37 %

Standard Occupational Classification	Male	Female
1 'Managers, Directors And Senior Officials'	60 %	40 %
2 'Professional Occupations'	60 %	40 %
3 'Associate Professional And Technical Occupations'	53 %	47 %
4 'Administrative And Secretarial Occupations'	30 %	70 %
5 'Skilled Trades Occupations'	79 %	21 %
6 'Caring, Leisure And Other Service Occupations'	48 %	52 %
7 'Sales And Customer Service Occupations'	51 %	49 %
8 'Process, Plant And Machine Operatives'	64 %	36 %
9 'Elementary Occupations'	63 %	37 %

4. CREATING AN INCLUSIVE WORKPLACE

The UK Life Sciences industry is forecast to require 133,000 new and replacement jobs by 2030.⁴ It is a growing sector with a recognised need to ensure a diverse workforce in order to meet its substantial skills demands and support future growth. It is now widely accepted that companies that attract and develop individuals from the widest pool of available talent consistently perform better. Equally, at an individual level, being able to access and succeed in work, regardless of background or circumstance, is a basic principle of equality. The scale of opportunity within Life Sciences is therefore matched by a responsibility to ensure that these jobs are open and accessible to everyone.

The motivation for engaging with Equality, Diversity & Inclusion (ED&I) is clear. It is ethically right, strategically important and compatible with operational performance.⁵ However, isolated initiatives won't produce long-lasting results. To be truly effective, ED&I must be embedded into the wider organisational strategy as a core part of culture and operations. It should form the backbone of company policy from the top-down, and be reflected throughout the employee lifecycle, including in recruitment, development and retention policies. Above all, it must be sustainable and accountable. Employers must therefore assess the relevance of policies and initiatives against their own organisation's context, making informed decisions based on evidence to target areas where interventions are needed most. Similarly, it is important to ensure that policies are properly integrated into practice so there is no gap between intentions and action.

4.1 Organisational culture

Organisational culture is made up of the shared values, beliefs and assumptions about how people should behave and interact, how decisions should be made and how work activities should be carried out. It is the way that things are done in an organisation, the unwritten rules that influence individual and group behaviour and attitudes.⁶

An inclusive workplace culture is one that makes every employee feel valued and able to contribute. People work best in environments where they feel a sense of belonging and are not constrained by conforming. For that reason, inclusive workplace cultures are associated with improved team innovation, creativity, knowledge-sharing, job commitment and even productivity.^{7,8}

Employee attitudes around organisational culture are shifting significantly as we welcome more Millennials (Born between 1983-1994) and Generation Z's (Born between 1995-2002) into the workplace. For many in those younger generations, engagement with ED&I is non-negotiable. It is no longer a 'nice to have'. Inclusive workplace cultures are therefore not only essential for attracting a diverse workforce, they are also key to retaining this mix and fully leveraging the diversity it brings. Diversity gained purely through increased representation won't in itself lead to an inclusive environment, as inclusion is fundamentally about the individual experience.

40% of respondent companies identified 'Creating an organisational culture that embraces and engages with ED&I policy' as a main concern

SUPERHEROES SERIES – PFIZER CASE STUDY

The Superheroes Series, founded by Sophia Warner, a track and field Paralympian. "As an elite athlete I was very fortunate to be given access to a whole world of sporting opportunities. But as any everyday person with a disability looking to do sports events for fun I've found it a real struggle." The aims and priorities of The Superheroes Series match up with Pfizer's mission of "Breakthroughs that changes patients' lives." This collaboration is a great fit for Pfizer and it showcases that disability should never be a barrier.

Contributors: Charlotte Leversha, Nicola Checksfield and Sally Mashiter Co Leads of the disABILITY UK CRG, Pfizer

4. Science Industry Partnership: Life Sciences 2030 Skills Strategy

5. CIPD: Diversity management that works, 2019

6. Chartered Management Institute: Understanding organisational culture, 2015

7. CIPD: Building inclusive workplaces - assessing the evidence, 2019

8. Institute for Employment Studies, Employee Engagement - A review of current thinking, 2009

4.2. Meaningful change

Developing an inclusive workplace culture is everybody's responsibility, however, individuals must feel able to act authentically at work, without feeling a need to conceal any elements of their identity or personality. Senior leaders therefore have a particularly important role as they set the tone for what behaviour is expected, accepted and rewarded in a business. They need to be conscious of how their behaviour affects the work environment. Leaders should be role models who lead by example, being mindful of the language they use, making considered decisions, and challenging inappropriate behaviour.⁹

Research shows that a perception gap exists when it comes to organisational culture. 68 % of leaders are confident that they create an empowering workplace environment where employees can be themselves, raise concerns, and innovate without fear of failure - whereas only 36 % of employees agree.¹⁰ Organisations therefore often underestimate the depth of change required, adopting a compliance-oriented or programmatic approach. For most organisations, meaningful change requires a complete culture reset, and should not be seen as a tick-box exercise.¹¹

45% of Life Science companies reported that line managers in their organisation are not trained in ED&I issues

"If everyone can bring their whole self to work, we will have a happier and more productive workforce to the benefit of everyone. Our strategy forms a focal point for positive action to change the culture of the organisation. Culture change won't happen unless it is driven by its leaders."

SIP ED&I Survey respondent

4.3 Employee engagement

Each company has its own culture, and so any inclusion strategy will require an honest assessment of how the current biases and group dynamics impact on employee experiences. Companies must work openly with their employees, giving them a voice to raise any concerns or areas that need improvement. Feedback should then be incorporated into the design of initiatives, to ensure they are appropriate and add value. Consciously developing a "you said, we did" culture by showing examples of employee feedback being acted upon, and building the trust of the workforce. Similarly, it is important to review the success of activity through employee engagement surveys, to understand what is working and what still needs to be developed further. If representation is considered a measure of diversity, employee experiences are a measure of inclusion. In this regard, creating and maintaining a system for regular employee feedback is critical in establishing a baseline and tracking progress over time.

OPEN UK - PFIZER CASE STUDY

OPEN stands for 'Out Pfizer Employee Network'; This is a Pfizer colleague resource group with a strong purpose to be the healthcare employer of choice for LGBTQ+ professionals and change lives in the LGBTQ+ community. LGBTQ+ is an abbreviation for lesbian, gay, bisexual, transgender, and queer (or questioning). Currently we have 25 countries who have an active OPEN CRG with just under 3000 members registered. OPEN UK began in 2015 and represents colleagues based in the field and at various sites in the UK.

Contributors: John Shaw, Regional Commercial Director Pfizer Oncology UK; Marco Carosi, Global Senior Travel & Meetings Manager at Pfizer UK

9. *Race in the workplace: The McGregor-Smith Review, 2017*

10. *Accenture: Getting to equal 2020, 2020*

11. *Deloitte: The diversity and inclusion revolution, 2018*

4.4. Employee Network Groups

Employee Network Groups help bring together employees with shared characteristics, beliefs, or interests, to offer an inclusive environment and create a culture of belonging. They can provide a safe space for employees to share their experiences, and to provide feedback, recommendations and support to each other. As a result, network groups are uniquely placed to create awareness about the needs and aspirations of the employee groups they represent.¹² They can therefore help in the development and implementation of ED&I initiatives by giving a collective voice to the employees who are best placed to understand their impact. Engaging volunteers is key and all employees should be encouraged to join, ensuring line managers appreciate the value of the networks and allow time to participate.

78% of respondent companies have introduced Employee Network Groups

Lilly – Employee Network Groups¹³

Lilly UK have four employee groups set up which are aimed at fostering a culture of belonging. They offer strong support networks and provide the opportunity to learn about all the different cultures that work at Lilly. All employees are welcome and encouraged to join.

- Gender Inclusion Network works to remove obstacles that prevent women and men at Lilly from achieving their full potential by challenging attitudes and beliefs about gender.
- Generation-Lilly's purpose is to promote and embrace a multigenerational culture.
- ENABLE's purpose is to create a disability-confident culture.
- LGBT+ Allies promote the equal experience, treatment and safety for Lesbian, Gay, Bi and Trans people everywhere Lilly operates, to enable employees to reach their full potential

Siemens Healthcare - Coffee Roulette¹⁴

Coffee Roulette is a voluntary scheme set up for colleagues at Siemens Healthcare. Colleagues are able to take 20 minutes out of their day to have a coffee with a fellow employee that has been picked at random, simply to get to know the person and their role within the company. The aim is to diversify employees' circles, stimulate collaboration and create an efficient working environment.



12. *Business in the community: Steps to start and run an employee network, 2020*

13. <https://www.lilly.co.uk/responsibility/diversity-and-inclusion> Date Accessed: 18/01/2021

14. <https://www.siemens-healthineers.com/en-uk/diversity-inclusion> Date Accessed: 18/01/2021

5. ADVANCING AND INCREASING DIVERSITY

Interest in science is growing, with research suggesting that young people are now more likely to pursue a career in science as a result of the Coronavirus pandemic.¹⁵ This appears to be evidenced by the fact there are now more young people studying Science, Technology, Engineering, and Maths (STEM) courses at university than ever before.¹⁶

The Life Sciences sector has also made some clear progress towards attracting and developing an increasingly diverse workforce. For example, the proportion of women working within the industry has increased from 40% to 44% over the past 5 years.¹⁷ Similarly, the data show that diversity in terms of the representation of Minority Ethnic groups has also increased over the same time period. However, in order to maintain and deepen this momentum, it is important to take stock of the areas that still need some attention. For instance:

- Less than 1% of Life Sciences employees are 'Black/African/Caribbean/ Black British', compared with approximately 3% in the wider economy.¹⁸
- Approximately 11% of the Life Sciences workforce are disabled, either with a disability that limits their day-to-day activities, or one that is 'work-limiting', or both. This compares to nearly 16% in the wider economy.¹⁹
- The Social Mobility Commission estimates that just 9% of Life Science professionals are from a working-class background.²⁰

Companies must recognise and address the factors that influence people when deciding where they want to work. Recruitment policies and practices should be carefully considered, so they are fair and free of bias, and live up to the standards and expectations of the modern scientific workforce. Equally, it is important that companies also take a long term view with recruitment, actively working to inspire future generations to ensure a sustainable and diverse talent pipeline.

5.1 Careers Outreach

Careers Outreach programmes serve an essential function by informing and enthusing future generations. They broaden young people's aspirations about potential jobs, foster confidence and ambition, and help to challenge stereotypes. Young people need to hear from a wide range of speakers from different social, economic and ethnic backgrounds, working in different sectors, who have taken different paths to get there.²¹ This is particularly important for individuals from disadvantaged backgrounds who often need greater interventions, and yet are the least likely to receive careers guidance.²²

People tend to use role models who 'match' themselves, whether that be in terms of ethnicity, religion, disability status, sexual orientation or gender. They can become a source of self-efficacy and inspiration for students by providing a positive example of their possible future selves.²³ A lack of diverse, relatable and realistic role models can therefore negatively impact career aspirations and outcomes for already disadvantaged groups. 'Who they are' is just as important as 'what they do.'

Life Sciences companies should proactively celebrate and promote their diversity to help them access and galvanise a wider pool of potential future talent. Colleagues should be supported to become diversity role models, and then given a platform to engage with the wider community and inspire future generations. One such platform is the SIP Ambassador programme; a strong, diverse network of industry professionals who work with schools and colleges to promote the many careers available within science. SIP Ambassadors present working in the science-based industries in a positive light, with a focus on dispelling myths and stereotypes. Targeted Careers Outreach programmes can therefore help the industry to engage with young people of all backgrounds, with the necessary ambition of achieving equality of opportunity.

15. *Engineering UK: Young people and Covid-19, 2020*

16. *Department for Education: More young people are taking STEM subjects than ever before, 2021*

17. *Office for National Statistics: Labour Force Survey 4 Quarter Average, 2019*

18. *Office for National Statistics: Labour Force Survey 4 Quarter Average, 2019*

19. *Office for National Statistics: Labour Force Survey 4 Quarter Average, 2019*

20. *Social Mobility Commission: Social Mobility, the Class Pay Gap and Intergenerational Worklessness: New Insights from The Labour Force Survey, 2017*

21. *Education and Employers: Exploring the impact of guest speakers in schools, 2019*

22. *Department for Education: Careers strategy; making the most of everyone's skills and talents, 2017*

23. *Race in the workplace: The McGregor-Smith Review, 2017*

5.2 Apprenticeships and Social Mobility

The potential for apprenticeships to be used as a means to promote social mobility has long been accepted. They enable individuals to gain workplace knowledge, skills and professional behaviours, supporting employability and boosting earning potential. Equally, university with the potential for high levels of personal debt, is not for everyone, which can act as a barrier to disadvantaged individuals. There is also a problem regarding student loans, with some faiths prohibited from taking out loans that charge interest. It is essential then that young people have access to high quality alternatives that provide a genuine pathway into industry at higher levels and in niche specialisms.

The SIP Apprenticeship Survey 2020²⁴ report describes how Life Sciences companies are increasingly turning to Higher level and Degree level apprenticeships to address a wide variety of skills gaps. However, evidence from the wider economy suggests that people from disadvantaged backgrounds are less likely than their 'better off' peers to secure an apprenticeship at these levels.²⁵

The SIP believe that young people from all backgrounds should have equal access to the opportunities provided by the sectors growing concentration of Higher level and Degree level apprenticeships. Where possible, companies should look outside of their immediate or traditional catchment areas and actively promote apprenticeships to disadvantaged communities. The Social Mobility Commission set a target to "Increase the proportion of starters from disadvantaged backgrounds at advanced and higher levels to comparable levels currently prevailing for non-disadvantaged apprentices."²⁶ The SIP would be keen to work with government and its agencies to explore how policy change could support employers to achieve this target.

SCIENCE IN A BOX - PFIZER CASE STUDY

Science in a Box was developed by Pfizer in 2017 as an engaging science education programme, which aims to demystify the making of a medicine. Pfizer colleagues who have enrolled as Science Industry Partnership (SIP) ambassadors or Science, Technology, Engineering and Mathematics (STEM) ambassadors are trained on the programme and deliver this to schools across the UK. The programme was created to inspire young people to take an interest in our branch of science – medicine and vaccine development, to aid learning about the role of the pharmaceutical industry and to demonstrate the range of career options available.

Contributor: Rebecca Jackson, Team Leader in the International Labelling Group at Pfizer UK

Covance - UK Apprenticeship Programme²⁷

Covance use their Apprenticeship Programme to support their efforts to close the gender pay gap by developing their female technical and managerial leaders of tomorrow. Providing women with the same career and pay opportunities as their male counterparts, enabling them to achieve their potential without bias.

At Covance in 2019 women comprised 76 % of Level 3 Team Leader Supervisor Apprentices, 86 % of Level 6 Chartered Manager Apprentices, and 86 % of MBA Apprentices.

24. SIP: Apprenticeship Survey Report 2020

25. The Sutton Trust: Degree Apprenticeships – Levelling up?, 2020

26. The Social Mobility Commission: Apprenticeships and Social Mobility, 2020

27. Covance UK Gender Pay Gap Report 2019

5.3 Mitigating the impact of bias

Unconscious biases are learned stereotypes that are automatic, unintentional, deeply ingrained and universal. Everyone has them. In the workplace they can influence decisions in recruitment, promotion, employee development and recognition, and can lead to a less diverse workforce.²⁸ Organisations need to be mindful of this so that policies and practices can be structured in a way that helps mitigate the impact of bias.

One such method is through “blind” recruitment practices. Blind recruitment is the process of removing one or more elements of personal information from CV’s before reviewing them, such as name, university, hobbies or interests.²⁹

A number of recent studies, including one by the Department for Work and Pensions (DWP), have shown how job applicants with names associated with Minority Ethnic groups are at a disadvantage compared to those with White sounding names.³⁰ In fact, the DWP concluded that despite sending practically identical applications, Minority Ethnic candidates needed to submit 74 % more applications in order to generate the same success rate as White candidates in terms of call-backs for interview. Blind recruitment policies then can improve diversity at interview stage by ensuring that selection criteria is based purely on the desired skills and competencies.

“A diverse working population is a strong workforce; it brings a diversity of skills, cultures and thinking which makes the organisation stronger as a consequence.”

SIP ED&I Survey respondent



28. ACAS: *Unconscious bias*, 2015

29. Hays: *Recruiting for difference – Inclusive recruitment checklist*, 2020

30. *Race in the workplace: The McGregor-Smith Review*, 2017

5.4 Positive Action³¹

The Equality Act 2010 includes ‘Positive Action’ provisions that mean it is not unlawful to recruit or promote a candidate who is of equal merit to another candidate, if the employer reasonably thinks the candidate:

- has a protected characteristic that is underrepresented in the workforce; or
- that people with that characteristic suffer a disadvantage connected to that characteristic.

The relevant protected characteristics in employment are:

Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race (including ethnic or national origins, colour and nationality), religion or belief (including lack of belief), sex and sexual orientation.

Positive Action is therefore a useful tool for any employer looking to take steps to address a recognised lack of diversity in their organisation. For example, it could be used to help increase the number of women in senior roles if they are currently under-represented. It can be used to meet a groups particular needs, lessen a disadvantage they might experience, or increase their participation in a particular activity. Crucially, employers must be able to show that Positive Action is an appropriate way for the organisation to address one of these issues, and that the steps taken have been carefully thought through.³³

AstraZeneca – Attract talent strategy³²

AstraZeneca have integrated diversity into their ‘Attract, Retain and Develop’ talent strategy. Examples of policies they have implemented for ‘Attract’ include:

- Using augmented writing software tool to check that job adverts use gender-neutral language
- Gender-balanced interview panels and shortlists for interview candidates
- Diversity/unconscious bias training for hiring managers in areas with existing imbalance
- Focus on sourcing women candidates in areas of greatest leadership gender imbalance
- Early talent assessment centres with an equal mix of genders attending

SUPPORTING ETHNIC DIVERSITY THROUGH STEM CAREERS OUTREACH - PFIZER CASE STUDY

Pfizer have an amazing **STEM programme** across the UK, and at the Hurley Hub. In addition to the Science in a Box and Medicine and Me offerings, we have a range of **STEM-related initiatives** that include support at career and apprenticeship fairs, CV review workshops with constructive feedback, mock interview sessions, presentations sharing personal STEM journey, Bring Your Child to Work events and a Work Experience programme, in an effort to tackle lack of ethnic diversity in our industry, as well as the general STEM skills gap. *Contributor: Harpreet Sehra, Clinical Scientist at Pfizer UK*

31. Government Equalities Office: Equality Act 2010: What do I need to know?, 2011

32. AstraZeneca Gender Pay Report 2019

33. Equality and Human Rights Commission: Employers – what is positive action in the workplace? 2019

6. CAREER PROGRESSION AND RETENTION OF UNDER-REPRESENTED EMPLOYEES

Research by PWC found that when deciding whether or not to work for an employer, 61 % of women look at the diversity of an organisations leadership, while 67 % look for “positive role models who are similar to you.”³⁴ This rises to 69 % and 76 % respectively among female career starters. In fact, “opportunities for career progression” was identified as the most important factor overall that makes an organisation an attractive place to work. Whereas, “a lack of opportunities for career progression” was cited as the number one reason why an employee decided to leave their previous job.

Establishing an inclusive workplace culture, and taking the appropriate action to ensure diverse recruitment practices, are both essential steps towards equality in the workplace. However, employees must also feel supported to achieve their own personal and professional ambitions, with realistic and fair opportunities for development. Career progression planning therefore has a hugely significant role to play in keeping employees motivated and committed to the organisation.

6.1 Unequal access

Our survey asked respondents to identify the main areas of concern in regard to their own organisation when it comes to Equality, Diversity & Inclusion. The two most dominant issues were a “lack of women in senior positions” and a “lack of Black, Asian and Minority Ethnic individuals in senior positions”, both reported by nearly half of respondents.

Data from ONS show that women account for approximately just 40 % of ‘Managers, Directors and Senior Officials’ within Life Sciences,³⁵ whereas they make up around 70 % of the ‘Administrative and Secretarial’ occupations. What’s more, there appears to be an issue with retaining female talent as their careers progress. Women account for just 37 % of employees aged 50 and above across all occupational codes within the sector.³⁶ This compares to 47 % in the wider U.K. economy.

Relevant data covering ethnicity may be too granular to state with confidence, though it does suggest that diversity is most commonly found within ‘Elementary Occupations’ and is least likely among ‘Skilled Trades’ and ‘Managers, Directors And Senior Officials’. These are familiar patterns felt throughout much of the wider economy with both women and Minority Ethnic workers being more likely to be in low paid and insecure occupations.

6.2 Transparent processes

A lack of formality and transparency regarding the criteria for recruitment, promotion and pay negotiation can create barriers to equality in the workplace.³⁷ In the absence of clearly defined systems, advancement to more senior roles and higher pay grades can become dependent on informal processes that exclude or disadvantage some groups and favour others. Informal social networks for example can become an unequal source of information regarding training opportunities, as well as playing a role in determining things like how work assignments are allocated. Equally, companies must ensure that the policies that are in-place are integrated into practice and adhered to, ensuring no gap between intentions and action.

ED&I is fundamentally about ensuring that everyone has access to the same opportunities and the same, fair treatment. It is important then to set expectations amongst employees and be transparent in decision making wherever possible. For example, Career pathways can be created by clearly defining competency frameworks, relating to a broad range of desired skills and behaviours, clarifying what is required in order to advance within an organisation. Employees with leadership potential should then be assessed against these competencies to reveal areas in which they need further development.

34. PWC: *Winning the fight for female talent*, 2017

35. Office for National Statistics: *Labour Force Survey - 4 Quarter Average*, 2019

36. Office for National Statistics: *Labour Force Survey - 4 Quarter Average*, 2019

37. Government Equalities Office: *Women’s Progression in the Workplace*, 2019

6.3 Succession planning and mentoring

Research by Deloitte concluded that loyalty to an employer is often driven by an understanding and support of career ambitions, as well as providing opportunities to progress and become leaders. It was observed that employees who were intending to stay with an organisation for more than five years are twice as likely to have a mentor (68%) than not (32%).³⁸ Mentoring relationships are an effective way to develop leadership skills with advice and guidance, boosting confidence and job satisfaction. Another study found that women and Minority Ethnic employees are more likely to describe a mentoring relationship as 'extremely important' to their career development.³⁹

In fact, research suggests that women are actually more likely to advance to manager level and beyond in organisations that already have women in leadership positions.⁴⁰

Companies should work to develop a diverse pool of internal mentors, ensuring all employees have access to career role models as a source of inspiration for both personal and professional development.

Succession planning and the nurturing of internal talent has many potential benefits, creating leaders with relevant operational experience who understand the organisations cultural nuances.⁴¹ In-house leadership programmes can be used to identify candidates with diversity in mind, wherever there is a recognised lack of representation within senior positions. It is important to be proactive in this process and it shouldn't be left until someone resigns or retires. Equally, companies should take a wider view when identifying candidates and not necessarily limit the search to full time employees.



“LET’S TALK ABOUT RACE” - PFIZER CASE STUDY

The **Ethnicity Colleague Resource Group** aims to recognise and include people of all races, beliefs and backgrounds. To explain the difference and break the stigma around talking around ethnicity and diversity in the work place. Everyone has a reason to celebrate something. This initiative is about celebrating and recognising each other and embracing our differences.

Contributor: Dhawal Chelani, Clinical Scientist at Pfizer UK

38. Deloitte: *The 2016 Deloitte Millennial Survey*

39. Heidrick & Struggles: *Creating a culture of mentorship, 2017*

40. Accenture: *Getting to Equal 2018*

41. CIPD: *Succession planning, 2020*

6.4 Employee wellbeing

The Covid-19 pandemic has accelerated a pre-existing paradigm shift throughout the world of business. It has created new expectations around flexibility, working conditions and work/life balance that are unlikely to be reversed. In wider society, we are facing a moment of cultural reckoning with racism, inequality and social justice being brought into sharp focus on the back of the Black Lives Matter movement. Now more than ever we must think of the workplace in a more holistic way and place renewed energy and emphasis on the human aspect of the organisation.⁴²

Recent data show that in the wider UK workforce, approximately 61 % of employees have experienced mental health issues due to work, or where work was a related factor.⁴³ At the same time, some 85 % of managers now acknowledge that employee wellbeing is their responsibility. Policies and practices should therefore be designed with employee wellbeing as a central consideration. For example, Mental Health First Aider (MHFA) courses provide employees with practical mental health skills and awareness training, to ensure those colleagues who are struggling feel supported and able to share their worries or concerns. If employees feel supported and able to act authentically at work, they will be happier and more productive as a result.

Flexible working describes a type of working arrangement which gives a degree of flexibility on how long, where, when and at what times employees work.⁴⁴ It includes practices such as flexitime, compressed hours, term-time working, and remote working. It can offer a better work-life balance for many by helping parents return to work, helping people with fluctuating health conditions to stay in work, helping carers to balance their work and caring responsibilities and more.

Novartis – Equal parental leave policy⁴⁵

At Novartis UK both men and women receive 26 weeks of paid parental leave as part of their Global Parental Leave Policy.

85% of respondent companies have introduced flexible working practices

WOMEN IN SCIENCE - VICTREX CASE STUDY

Women are typically unrepresented in science and other STEM careers and **Victrex** wanted to actively start raising awareness about this in the workplace. We identified that we needed to apply innovative ways of thinking to raise the profile of this agenda and create engagement amongst the workforce. This initiative was created to showcase some of our own **Women in Science** across the global Victrex locations, provide tools to help educate and support our employees in discussions about STEM careers with their families, as well as open up discussions amongst a range of stakeholders both internally and externally on the importance of a diverse workforce.

Contributor: Jessica Long, CSR Lead at Victrex PLC

42. Deloitte: *The humanised workplace*, 2020

43. BITC: *Mental Health at Work: Seizing the Momentum*, 2018

44. CIPD: *Mega Trends – Flexible working*, 2019

45. <https://www.novartis.co.uk/careers/our-people-and-culture> Date Accessed: 18/01/2021

7. MEASUREMENT & ACCOUNTABILITY

The leaders of companies who are most successful at creating diversity are committed to the cause at a much more personal level, with a passion that goes beyond logic and economics.⁴⁶ Equally, it is vital that managers throughout the organisation are personally committed to achieving the aims of an overarching ED&I strategy. Senior leaders simply advocating for change won't in itself be enough. Sufficient resources must be allocated to support activity and initiatives, and managers at all levels should be measured against KPIs that incentivise and embrace progress on ED&I issues.⁴⁷ Without appropriate resources or accountability, managers may interpret a company's commitment to ED&I as insincere and at odds with wider performance measurements. Where possible, managers should be included in the development of ED&I initiatives, empowering them with a degree of autonomy and control in decision making.

7.1 Diversity managers

Research suggests that the most successful workplace diversity programs are those with higher levels of continued engagement and accountability, such as task forces, diversity managers, or mentoring programs.⁴⁸ The function of diversity managers or task forces can vary, from implementing and overseeing new initiatives or policies, to making recommendations to executive leadership to inform decision making. Centralising responsibility to a single senior manager, or to a cross-departmental task force, ensures the continuous monitoring and review of progress against the overarching ED&I strategy and its aims. Consequently, these programmes tend to outpace most other diversity initiatives.

7.2 Collecting data and setting diversity metrics

Having access to robust data is critical in informing any successful business strategy. It helps us to understand performance in order to make better decisions, improve processes and solve problems. However, collecting and reporting on diversity data is a known challenge, often leading to complex processes which can be resource intensive. The issue of disclosure (or collection) of certain data can be sensitive, with no legal obligation for employees to disclose certain diversity characteristics, resulting in low return rates and poor quality data. Nonetheless, collecting and understanding data is necessary to inform targeted Positive Action in the areas where additional interventions are required.

There should be an emphasis on creating a positive environment that promotes the voluntary disclosure of diversity characteristics, with an understanding of why the data are being collected and how it will be used. Employees are more likely to engage with a diversity monitoring exercise if they see it as an integrated part of an overall strategy for promoting inclusivity and increasing accessibility.⁴⁹ In this regard, it is important to make diversity commitments visible and ensure senior management involvement in the exercise. Celebrating achievements can also have an impact by sharing examples of how diversity monitoring information has positively informed equality initiatives. Similarly, data disclosure exercises could run in conjunction with other ED&I activity, such as Global Diversity Awareness Month.

“Our ED&I strategy supports us to prioritise and hold ourselves accountable. It has helped clarify and be explicit about our motivation and direction of travel.”

SIP ED&I Survey respondent

DIVERSITY AND INCLUSION PROJECT - SANOFI CASE STUDY

Our company-wide Diversity and Inclusion project is designed to help colleagues feel comfortable in bringing their whole selves to work without facing prejudice or discrimination. We raise awareness of experiences that people from different backgrounds have had during their time working in the pharmaceutical industry so we can tackle head-on any preconceptions or assumptions and help attitudes evolve. Contributor: Felicia Pinto, Head of Regulatory Affairs UK & Ireland, Sanofi

46. McKinsey & Company: *Lessons from the leading edge of gender diversity*, 2013

47. CIPD: *Diversity management that works*, 2019

48. *Harvard Business Review: 5 things we learned about creating a successful workplace diversity program*, 2018

49. *Advance-HE: Encouraging disclosure of equality information*, 2019

7.3 Pay gap reporting

The gender pay gap measures the difference in average hourly earnings between men and women. Current legislation requires all organisations with at least 250 employees to calculate their gender pay gap and publish the results. Recently, the Business, Energy and Industrial Strategy (BEIS) select committee, and the Institute for Public Policy Research (IPPR), both made recommendations to government that the reporting threshold should be reduced to organisations of 50 employees or more.^{50,51} The IPPR went further to propose that companies be required to produce a 'fair pay report' with details of their gender pay gap, ethnicity pay gap, and disability pay gap. In response, the Government have conducted a consultation over ethnicity pay reporting with the outcome expected to be made public in 2021. Momentum is therefore growing for the scope of legislation to be expanded and used as a vehicle through which to tackle wider inequalities that persist.

The SIP conducted an analysis of gender pay gap information published by 78 large employers within Life Sciences and found the median pay gap for these companies was approximately 10%.⁵² This compares to the UK average for all industries of around 17.4%.⁵³

Mandatory reporting has made employers publicly accountable to their customers, employees and potential future recruits. It has motivated companies to better understand the causes of their pay gaps, which are often complex and varied, so they can take the appropriate action to address any issues. More and more businesses are recognising the value of reporting on their diversity data with growing numbers now choosing to do so voluntarily. A recent survey by PWC estimated that 10% of UK companies have voluntarily reported on their ethnicity pay gap, with a further 40% intending to do so within the next 1-3 years.⁵⁴ Similarly, disability charity Scope have published guidance for employers which sets out how best to measure and report on the experiences of disabled employees.⁵⁵

The SIP would be keen to work with government and industry to explore how a widening of pay gap reporting requirements may help the sector achieve greater levels of equality in its workforce. As previously stated, there are known challenges around collecting robust diversity data. Companies must be given sufficient time and support to organise new processes and establish a baseline.

GlaxoSmithKline – Gender Pay Gap performance⁵⁶

In 2019 GSK UK reported a gender pay gap of +2.43%, significantly outperforming the national average. They have focused on increasing the number of women in senior positions and as of 2019 women represented 47% of all management roles.

68% of respondent companies have undertaken initiatives to improve the gender pay gap

EQUITY BENEFITS EVERYONE - PFIZER CASE STUDY

Equity benefits everyone. Closing the gender pay gap further embeds our value of equity within our business and increases the diversity of our workforce. In 2019, the gender pay gap was put on the UK board's agenda and 2 dedicated roles have been created to solely focus on the issue. After talking to experts and colleagues, the team have come up with a strategy to address the issue.

Contributor: Dagmar Albers, D&I Lead at Pfizer UK

50. Business, Energy and Industrial Strategy Committee: Gender pay gap reporting, 2018

51. Institute for Public Policy Research: The fair pay report, 2018

52. Data Accessed: 'Reporting Year 2019-20' (<https://gender-pay-gap.service.gov.uk/viewing/download>)

53. Annual Survey of Hours and Earnings (ASHE) 2019: Gender Pay Gap

54. PWC: Ethnicity pay gap reporting – A focus on inclusion, equality and fairness, 2020

55. Scope: A guide to reporting on disability employment, 2019

56. GSK UK gender pay gap report 2019

8. EQUALITY, DIVERSITY & INCLUSION CHECKLIST

Given its growing strategic significance, and undeniable moral reasoning, a strong commitment to ED&I has never been more important. Equally, we must recognise that ED&I isn't something that can ever be completed and finalised. It is a continuous process of progression that runs parallel to the ongoing responsibility a company has to its employees, customers and to wider society. In this regard, we must recognise that different companies are at different stages on their ED&I journeys. Accordingly, the SIP have developed an 'Equality, Diversity & Inclusion Checklist' that presents some practical, actionable steps that Life Sciences employers can use to assess their current position and inform future action.

The checklist covers the four key themes discussed throughout the report, namely: organisational culture; attraction, perception & recruitment; career progression & retention; measurement & accountability. It is however important to recognise that the four themes are closely linked and share a lot of commonality. For example, initiatives that make an organisations culture more inclusive, will in turn make it easier to attract and recruit diverse talent. Similarly, being accountable to an overarching ED&I strategy and continually monitoring its progression, will help to inform initiatives aimed at retaining and progressing underrepresented groups.








The checklist should be considered as some suggestions of "best practice" that have been identified within Life Sciences and beyond. It is not necessarily an exhaustive list, and there is no requirement or expectation to implement any/ all of the initiatives at once. The SIP however asks all companies in the Life Sciences sector to use our 'Equality, Diversity & Inclusion Checklist', and benchmark it against their current ED&I policies and practices. It is important that we keep this conversation going, so we can learn from each other and bring about meaningful and lasting change.

Crucially, employers should assess the appropriateness of these policies against their own organisation's context, using evidence to inform decision making and target the areas where interventions are needed most.

81% of companies would support the introduction of an industry specific ED&I standard/benchmark

CHECKLIST







Organisational Culture

-  Introduce Employee Network Groups based on shared characteristics, beliefs, or interests
-  Introduce initiatives to diversify employee networks and build relationships across the business, such as Coffee Roulette
-  Develop a mental health strategy and provide mental health first aider (MHFA) training to support employee wellbeing
-  Celebrate and promote culturally significant events, such as International Women's day, PRIDE, Black History Month, etc.
-  Offer paid volunteer time for employees to contribute to something they are passionate about
-  Sign up to become a Disability Confident employer
-  Engage with diversity focused charities such as Stonewall and their LGBT Leadership programme



Organisational Culture








Attraction, Perception and Recruitment

-  Target candidates from outside traditional networks and from underrepresented groups
-  Take steps to mitigate the impact of bias in recruitment process, such as: blind recruitment practices, diverse interview panels, etc.
-  Ensure candidate long and short lists are gender balanced and diverse
-  Engage with Careers Outreach programmes aimed at disadvantaged or underrepresented groups
-  Conscious use of apprenticeship programmes in supporting social mobility and increasing diversity
-  Identify areas where Positive Action could be used to address a lack of diversity



Attraction, Perception and Recruitment








Career Progression and Retention

-  Establish transparent processes around pay, training opportunities, and promotion, to ensure equal access
-  Create career pathways with defined competency frameworks clarifying the requirements for advancement
-  Develop a diverse pool of internal mentors and career role models
-  Proactive succession planning by identifying and developing diverse future leaders
-  Offer flexible working arrangements, where possible, to support a work-life balance
-  Introduce an equal parental leave policy for all new parents
-  Make workplaces welcoming and supportive to those returning from parental leave and career breaks



Career Progression and Retention

Measurement & Accountability

-  Embed ED&I into wider organisational strategy, making it an occurring theme throughout the mission, vision, values, ethics, competencies and behaviours
-  Appoint a “Diversity Manager/Task Force” with responsibility for delivering on ED&I strategy
-  Establish workforce diversity metrics through the capture, monitoring and tracking of demographic data
-  Allocate sufficient resources to support activity and establish KPIs that incentivise progress
-  Collect employee feedback to determine impact of initiatives and inform future action
-  Voluntary gender pay gap reporting for medium sized companies (50+ employees)
-  Voluntary disability & ethnicity pay gap reporting for large organisations (250+ employees)



Measurement and Accountability

SUPERHEROES SERIES

PFIZER CASE STUDY

The initiative we are involved with is **The Superheroes Series**, founded by Sophia Warner, who is a track and field Paralympian. *“As an elite athlete I was very fortunate to be given access to a whole world of sporting opportunities. But as any everyday person with a disability looking to do sports events for fun I’ve found it a real struggle.”*¹

There are two Superheroes events per year. The summer event, **Superhero Tri** is based around the triathlon. The winter event, **Winter Wonderwheels** where you can run, walk, cycle, push or be pushed around Dorney Lake. The main priority of the Superheroes is to offer mass-participation in these sports events. Those involved can use any type of equipment needed to complete the course.

*“I love the idea of creating a series where people with all kinds of disabilities can feel confident that they’ll come together with like-minded individuals and, crucially, feel in the majority rather than the minority.”*² (Warner, n.d.)

Pfizer were approached to be a sponsor for this organisation and the two events they put on every year. Pfizer employees are given 5 volunteering days a year, so being involved with Superheroes was a great opportunity for employees to use their volunteering days.

Why has it been put in place?

The aims and priorities of The Superheroes Series match up with Pfizer’s mission of

“Breakthroughs that changes patients’ lives.” This collaboration is a great fit for Pfizer and it showcases that disability should never be a barrier.

- For many patients, their illnesses can not only lead to physical difficulties but also mental health challenges – sport can have a positive impact on a person’s life including their physical and mental wellbeing.
- Pfizer is particularly passionate about supporting this incredible initiative given these challenges can affect a number of the patients our treatments support.

What impact has it had on the organisation and employees?

For those that have been involved they have gained so much from it. It allows you to link your own job to the patient, which can be difficult dependent on your role. Being able to create that link is one of Pfizer’s messages. Volunteering with the Superhero Series brings a sense of unity to everyone, it’s not just words on a presentation, and you can see how it is impacting people’s lives for the better. You feel as though you can make a difference, we’re so lucky to be a part of Pfizer and privileged that Pfizer enables us to take part in the events and this amazing initiative. Another impact is, it allows you to meet so many new people and connect on a deeper level with colleagues than you would in your day-to-day job.

How do you see the initiative evolving in the future?

In future, we hope that more people will be directly involved with the Superhero Series. As well as working more with Sophia Warner to see how Pfizer can help with marketing, promotion, planning and the many other aspects of the initiative. One of our top priorities is to increase the number of Pfizer colleagues actively involved in this initiative year on year.

Thank you to our contributors.
Co Leads of the disABILITY UK CRG, Pfizer



Nicola Checksfield



Charlotte Leversha



Sally Mashiter



1. & 2. Warner, S., n.d. Superhero Series. [online] superhero series. Available at: <https://superheroseries.co.uk/new-about> [Accessed 26 August 2020]

DIVERSITY AND INCLUSION PROJECT

SANOFI CASE STUDY

Our company-wide **Diversity and Inclusion** project is designed to help colleagues feel comfortable in bringing their whole selves to work without facing prejudice or discrimination. We raise awareness of experiences that people from different backgrounds have had during their time working in the pharmaceutical industry so we can tackle head-on any preconceptions or assumptions and help attitudes evolve.

Why has it been put in place?

In 2020 we had a less formal taskforce that investigated attitudes and experiences of our colleagues on diversity issues such as gender, race, disability and sexuality via surveys, interactive webinars and 1:1 outreach. We found that while attitudes within the company were certainly moving in the right direction, this was no reason for complacency and that there was work to be done to reinforce positive changes.

Sanofi has also made a commitment to achieving 50:50 gender parity at senior management level by 2025 and we hope to contribute to seeing this goal realised.

What impact has it had on the organisation and employees?

Last year, in response to company surveys, we organised some successful events within the company to help educate our colleagues on challenges outside of their own experience that different people can face in the workplace. These events gave a platform to people with protected characteristics to reflect honestly on the experiences – both good and bad – that they had had while working the pharmaceutical industry. The frank and honest sharing of experiences in a safe space meant that as a taskforce we could learn and put in place measures to ensure people felt safe to bring their whole selves to work without facing prejudice or discrimination.

Interview with Felicia Pinto, Head of Regulatory Affairs UK & Ireland, Sanofi



What is your role in the initiative?

As leader of the company-wide Diversity & Inclusion project, my job is to provide strategic oversight and raise the profile of the project both internally and externally. I am supported by a highly motivated team of volunteers representing different protected characteristics and different functions within the company.

Why did you get involved? Why are you passionate about achieving ED&I?

I'm passionate about equality for all human beings but I also identify as a member of a marginalized group therefore I know how it feels to be excluded, misrepresented and made to feel uncomfortable. I also recognize the positive power of representation and as a leader I'm passionate about driving forward meaningful and sustainable change by ensuring measurable, meaningful goals and accountability.

How do you feel it has had an impact on your work / your colleagues and/or your organisation?

Creating an environment where people can be themselves is incredibly impactful and drives productivity overall. Personally, knowing I work for an organisation that celebrates me as an individual is empowering and gives me permission to the best I can be.

What do you hope this initiative achieves in the future, in terms of ED&I?

A place where individuality is celebrated, and equality is a given not a privilege.

Thank you to our contributor



Felicia Pinto,
Head of Regulatory Affairs UK &
Ireland, Sanofi



OPEN UK

PFIZER CASE STUDY

OPEN stands for 'Out Pfizer Employee Network'; This is a Pfizer colleague resource group with a strong purpose to be the healthcare employer of choice for LGBTQ+ professionals and change lives in the LGBTQ+ community. LGBTQ+ is an abbreviation for lesbian, gay, bisexual, transgender, and queer (or questioning). Currently we have 25 countries who have an active **OPEN CRG** with just under 3000 members registered. **OPEN UK** began in 2015 and represents colleagues based in the field and at various sites in the UK.

Why has it been put in place?

To work together to create a Pfizer that is safe & welcoming for all LGBTQ+ colleagues; where we are all free to bring our authentic selves to work every day and succeed as part of an educated, allied community, so that every colleague feels included & a sense of belonging.

What impact has it had on the organisation and employees?

Our priorities focus on engaging and educating colleagues to become Allies for LGBTQ+ colleagues and acquire new skills and knowledge. We currently have over **300** colleagues registered as 'Allies' through CRG membership in the UK. Our Ally 123 guide supports colleagues to understand what being an Ally really means;

SAFE SPACE! An ally provides a safe space where friends, family and colleagues can be themselves.

SPEAK UP! An ally speaks up in the place of an individual in situations where they may not be able to do so safely, or may not be there at the time.

ACTIVELY SUPPORT! An ally supports friends, family and colleagues by challenging the status quo, company policies, or even legislation to create a safe and equal environment.

We run workshops and produce webcasts on key topics including 'being an effective ally' and non-binary inclusion in the workplace'. These have been attended by as many as 80+ colleagues per event with amazing feedback that has resulted in colleagues feeling more educated and taking action whether that's creating a safe space for an LGBTQ+ colleague or changing their pronouns on an e-mail signature.

In addition to this, we partner with external organisations to lead the LGBTQ diversity & inclusion conversation. This includes the **Proud Science Alliance (PSA)** that shape policy & activate change in the life sciences industry and the national **Stonewall Charity Diversity Champions Program** that supports Pfizer UK to become a truly inclusive employer for all LGBTQ+ colleagues and their families.

In 2019 Pfizer UK marched in London PRIDE for the first time alongside other life science companies as part of the PSA and this was fantastic! This year due to the pandemic we had to change our plans to create virtual celebrations to give LGBTQ+ colleagues and their allies an opportunity to connect & celebrate PRIDE on Global Pfizer PRIDE Day in June. We created a photo collage of the celebrations to display across our UK sites as well as in digital communications such as Yammer.



How do you see the initiative evolving in the future?

We have some bold ambitions to increase the OPEN UK CRG membership by 25% by this time next year so that we continue to engage & educate more Allies and create an even safer place for LGBTQ+ colleagues to bring their true selves to work. We also want to engage over 100 UK employees to march in PRIDE with us in 2021. We have just launched a new internal website #ThinkAgainActNow full of information and resources and this is designed to bring together all of the work of all of Pfizer D&I groups – not just OPEN – so we can work together on a broader diversity agenda and support colleagues who identify with more than one group.

Contributor: John Shaw



John Shaw, Regional Commercial Director Pfizer Oncology UK



Interview with Marco Carosi, Global Senior Travel & Meetings Manager at Pfizer UK

What is your role in the ED&I initiative?

I am the point of contact for the Open UK activities in Walton Oaks and starting 2019 I've been leading The PRIDE in London initiative with the objective of establishing it as a key appointment for the Pfizer LGBTQ+ community and Allies. 2019 was the first time Pfizer participated officially in the London parade. It was a very galvanising moment that went far beyond the number of participants, thanks to the internal communication campaign. Virtual Pride 2020 was another occasion to mobilize the Allies to show the Pride spirit under the lens of equity, joy and intersectionality. An exhibition of the photo compositions will be hosted in the site to welcome the colleagues back to the office when the back to the office date is set.

Why did you get involved? Why are you passionate about achieving ED&I?

I'm passionate about creating a welcoming work place for LGBTQ+ colleagues and Allies to unleash the potential of Pfizer people in the organisation. My motivation is linked to the values of Equity and Excellence. Equity is the value that allows everyone to contribute at the best of their ability, without holding back and without having to hide their true self. Excellence is the consequence of the fact that LGBTQ+ people don't have to hide or use energy to deflect micro or macro incivilities. That said, it is up to each one to decide to share about themselves, but the key concept is that we are removing the obstacles for that to happen.

How do you feel it has had an impact on your work / your colleagues and/or your organisation?

I feel my interpersonal/professional development has been positively impacted by adding this dimension to the company purpose, and I've seen the same positive reactions within the LGBTQ+ community and the Allies who appreciate the change in the recent years. I believe we still have work to do to engage the new generations entering Pfizer, we have to hear from them what's their experience outside Pfizer and how we can communicate the equity and joy values in a way that is relatable to them.

What do you hope this initiative achieves in the future, in terms of ED&I?

I hope ED&I initiatives increasingly bring the company together while enriching Pfizer of more diverse mix of talents. I hope for Open Global/Europe/UK to stay front and centre of the Pfizer culture and keep conversing and planning with the ED&I groups and the Allies for greater inclusion and fairer representation in the diversity of people in Pfizer's talent mix.

Thank you to both our contributors



Marco Carosi, Global
Senior Travel & Meetings
Manager at Pfizer UK



John Shaw, Regional
Commercial Director Pfizer
Oncology UK



SCIENCE IN A BOX

PFIZER CASE STUDY

'Science in a Box' was developed by Pfizer in 2017 as an engaging science education programme, which aims to demystify the making of a medicine. Pfizer colleagues who have enrolled as Science Industry Partnership (SIP) ambassadors or Science, Technology, Engineering and Mathematics (STEM) ambassadors are trained on the programme and deliver this to schools across the UK. The programme is made up of two editions: **Medicine and Me** and **Molecule to Medicine**. **Medicine and Me** is for Key Stage 2 primary school children, aged 7 to 8, and consists of 5 interactive modules which aim to spark the children's interest in science and provide an overview of what medicines are and how they are developed. **Molecule to Medicine** is for secondary school children aged 13 to 14. This edition is made up of 8 comprehensive modules which take the students through the process of medicine development, from pre-discovery through to access and supply.

Why has it been put in place?

The programme was created to inspire young people to take an interest in our branch of science – medicine and vaccine development, to aid learning about the role of the pharmaceutical industry and to demonstrate the range of career options available.

What impact has it had on the organisation and employees?

Since the launch of the programme in 2017, Science in a Box has seen a huge uptake and has had a great impact on teachers, students and our ambassadors alike. There are now over 450 Pfizer UK colleagues who are engaged in the programme and have been trained as SIP/STEM ambassadors. The feedback we have received from colleagues who take part in the programme has been excellent, with many of them saying that this is a reason that they feel proud to work for Pfizer. Our ambassadors are extremely passionate about sharing their love for science, emphasising the wide range of careers available within the pharmaceutical industry and breaking down gender perceptions from a young age. The programme is a rewarding way for Pfizer employees to use their five volunteering days which are allocated to them each year.

The programme has received national recognition and several awards including the Inspiration and Industry Awards 2019 from the Royal Society of Chemistry and the STEM Inspirational Employer Award 2019. These awards recognise Pfizer's outstanding commitment to inspire young people to pursue science subjects throughout school and to demonstrate the value of the pharmaceutical industry. The success of the programme is testament to all of the SIP/STEM ambassadors who dedicate their time to volunteer at events. We are immensely proud of what we have achieved.

How do you see the initiative evolving in the future?

The outbreak of COVID-19 shed a new light on Pfizer's schools programme. Children across the UK adapted to virtual learning and home-schooling activities and our ambassadors were no longer able to deliver the programmes in schools. There was a pressing need to continue to share our messages and to support parents and teachers across the country in home-schooling. Despite the many challenges that COVID-19 brought, it provided the opportunity to re-develop some of our classroom materials to suit a digital format. Within just four weeks, we redeveloped aspects of our classroom modules into digital e-learning modules which could be accessed by students, parents and teachers. We are delighted with the feedback that we have received and in just three weeks from launch 13,779 unique users had viewed the Science in a Box e-learning resources.

The new digital materials are a great resource to compliment the traditional classroom-based delivery and provide the opportunity to increase the reach of the programme. We are extremely excited to watch Science in a Box grow as we move into 2021.



Interview with Rebecca Jackson, Team Leader in the International Labelling Group at Pfizer UK



What is your role in the ED&I initiative?

I'm one of a group of Pfizer colleagues which takes 'Science in a Box' out to secondary schools. I've delivered the materials to hundreds of pupils and they teach me as much as I hope I teach them! I'm also proud to be one of the early members of the team who created the programme.

Why did you get involved? Why are you passionate about achieving ED&I?

As with most opportunities, timing was a big factor in why I got involved. People I respect invited me to join them in creating something new, at a turning point in my career. The project gave me chance to consolidate years of learning into resources which would disseminate that knowledge to others. Initially, I became a SIP/STEM ambassador because I felt a responsibility to stand up and be visible as a female scientist and leader. I want every young, potential scientist to be able to explore all options open to them, to see beyond perceived stereotypes and fulfil their potential.

How do you feel it has had an impact on your work / your colleagues and/or your organisation?

My role as a SIP/STEM ambassador and Science in a Box facilitator has made me look at my work from a different perspective. It's helped me gain a more rounded understanding of what we do as a company, and I see such exciting potential for the industry. I hope I bring some of that enthusiasm back to the workplace. Going out to schools is a great energiser. I look forward to delivering the workshops, and I come away exhausted, full of admiration for teachers and enthused by the thought that I might have inspired a teenager to consider studying science to GCSE level. It's a small, but important step towards a career which changes lives.

What do you hope this initiative achieves in the future, in terms of ED&I?

The pharmaceutical industry has achieved remarkable things but there is so much more to do – new diseases to treat, new medicines to discover and bring to patients. It's critical that we inspire new generations of scientist to join us in meeting these challenges, whether that's in academia, the charitable sector, small or large pharmaceutical companies. Pupils need to understand that our work offers equal opportunities to future employees, irrespective of gender identity, sexuality, ability or social economic status. I'm passionate about our work, but increasingly driven to overcome bias and inequality.

Thank you to our contributor



Rebecca Jackson,
Team Leader in the International
Labelling Group at Pfizer UK



SUPPORTING ETHNIC DIVERSITY THROUGH STEM CAREERS OUTREACH

PFIZER CASE STUDY

Harpreet Sehra works within Vaccines R&D, as Clinical Scientist at Pfizer and is a STEM Hub Lead at the Hurley site. Harpreet's role is to coordinate and provide updates to the STEM Hub.

Pfizer have an amazing STEM programme across the UK, and at the Hurley Hub. In addition to the Science in a Box and Medicine and Me offerings, we have a range of STEM-related initiatives that include support at career and apprenticeship fairs, CV review workshops with constructive feedback, mock interview sessions, presentations sharing personal STEM journey, Bring Your Child to Work events and a Work Experience program, in an effort to tackle lack of ethnic diversity in our industry, as well as the general STEM skills gap.

Another successful initiative that we have been running at Hurley is our summer work experience programme. The students get to participate in a wide range of STEM activities and also get to meet and interact with Pfizer colleagues from across different functions within the organisation; from Clinical Scientists within Vaccines to Clinical Operations, Regulatory and Commercial staff. We have run this for 2 years now (including a completely virtual offering this year) where we proactively try to ensure we select students from a diverse range of schools, so we have fair representation. The feedback on the experience each year has been very positive, and we intend to continue this year on year.

What impact has STEM Outreach had on the community?

We wanted to use the Pfizer STEM programme as a gateway not only to raise awareness of our industry and various career pathways available, but also to bust some myths, challenge the stereotype (e.g. white lab coat, older male dominated) and importantly, encourage diversity, given the challenges with representation of scientists from a BAME background.

Born and raised as a Sikh, the values of selfless service or 'seva' have always been a major part of my upbringing. Coupled with the importance of education that was instilled in me from a young age and that I would have to work 2-3 times as hard as my non-BAME male counterparts to prove myself, I was determined to demonstrate that I was more than capable.

When the opportunity arose to step into becoming a STEM Hub lead at the Hurley office, it was a perfect mix of all things I feel so passionate about.

At the Hurley Hub we pro-actively go out into a wide range of schools located in different areas of socio-economic status ensuring we are able to reach BAME and disadvantaged students. The feedback we receive every time is so positive, sometimes touching and sometimes sobering; one example from an inner-city school was where I was asked 'Have you ever experienced racism in your career journey?' It really gives you a stark reminder of the wider social issues that still exist and are recognised at such a young age sadly. It also highlights the importance that our personal STEM journeys are shared with students from underrepresented groups so they can see first-hand, that someone who looks like them, who shares the same name as them and from a similar background as them, has been successful in this field.

Harpreet Seehra, Clinical Scientist at Pfizer UK



One of the common perceptions that often exists amongst BAME communities is of the prestige that comes with following traditional career routes such as medicine and dentistry, especially if there are family members who are already in the profession. This further fuels the stereotypes within wider society where certain professions are associated with particular BAME groups, making it harder to be taken seriously if that is the path you truly want to take, but also to break out of that mould. Our aim is to showcase that the opportunities within science and industry are endless, with the contribution to society just as valuable and fulfilling as any other field. With the current COVID-19 pandemic, science has never been more important, and we really hope that our school Outreach program helps to highlight the need for diversity within STEM.

On a broader level, the unconscious/conscious bias teachers and wider society may hold towards BAME students can negatively affect their self-worth and self-belief potentially impacting their career decision making. Whilst this is a far bigger issue than the Pfizer STEM initiative can hope to challenge and address on its own, by intervening at a grass roots level early on in schools, we hope to see improved metrics on the uptake of STEM subjects and ultimately STEM based careers whether that be in academia or industry.

How do you see the initiative evolving in the future?

This is a long term 'work in progress' with no quick fix, but the hope is that with continued engagement with students from underrepresented groups by means of the various initiatives described earlier, we can help break down some of the barriers that exist and hopefully inspire and motivate students to seize opportunities for a rewarding future ahead. Another work in progress, is the way we reach out to various schools; we try and look at Ofsted Inspection reports to allow us to reach out to lower performing schools. Although these schools can often be a lot harder to reach as they struggle for resources, it is all about persistence and getting that foot in the door.

Thank you to our contributor



Harpreet Seehra,
Clinical Scientist at Pfizer UK



“LET’S TALK ABOUT RACE”

PFIZER CASE STUDY

This case study is focused on the **Ethnicity, Diversity and Inclusion** work stream at Pfizer

Dhawal Chelani works within Vaccines R&D, as Clinical Scientist at Pfizer and a leading figure of the Ethnicity Colleague Resource Group (CRG) workstream.

What is the ED&I initiative?

During analysis in 2017, insufficient representation of minority colleagues was evident in the most senior roles in Pfizer. We wished to better understand this and make recommendations to address this as part of our ongoing work in D+I.

In 2018 “Let’s talk about Race” was a meeting of ~80 colleagues from Pfizer to discuss this subject. Chaired by an external Business Psychologist, with a panel from Pfizer and external organisations. Some key goals were formed:

- Conduct colleague research on lived experience of working at Pfizer
- Establish an Ethnicity Colleague Resource Group (CRG)
- Address colleague ethnicity data gaps

The colleague research conducted by Caerus (an external expert group) interviewed colleagues across the UK from different ethnic backgrounds and set out some key findings and recommendations:

1. Colleagues feel there is a positive culture and senior leadership is trusted to act on findings from the research
2. Some colleagues feel there may be a sense of needing to conform to a Pfizer “type”
3. Value-add for Pfizer to actively support ethnic and cultural events such as Black History Month
4. Promote open discussion on ethnicity and diverse cultures at Pfizer

The Ethnicity Colleague Resource Group aims to recognise and include people of all races, beliefs and backgrounds. To explain the difference and break the stigma around talking around ethnicity and diversity in the work place. Everyone has a reason to celebrate something. This initiative is about celebrating and recognising each other and embracing our differences.

The Ethnicity CRG has **three main work streams** as part of this initiative:

1. **Colleague Research and Analysis:** Establish a baseline of colleague’s demographics at all organisational levels in order to identify areas to target as necessary, measure progress and track the effectiveness of intervention strategies. Comparison to other industries and within our own industry.
2. **Insight-Driven Actions:** Implement action plans based on colleague research findings.
3. **Communication:** Foster a culture where all colleagues are comfortable discussing race and ethnic diversity through manager and colleague education and celebration of key dates and religious festivals.

Why has it been put in place?

There has been a change in behaviour within many work places, a lack of participation (celebrating holidays), and a lack of representation of Black, Asian, and Minority Ethnic (BAME) backgrounds in the organisation. There are still instances of microaggressions, for example: lack of eye contact, being talked down to or not being involved in discussions. This is something we are actively looking into in, using the three work streams described. We are aiming for representation at all levels in the organisation for all the demographics that we have in the UK.

Dhawal Chelani, Clinical Scientist at Pfizer UK



What is your role within this initiative?

I have been involved in this initiative since it came to be in December 2018, initially I was a part of the communication work stream. This role included feedback to colleagues involved, any information from forums, working on infographics and sharing posts on the site 'Yammer' to keep those involved engaged. Recently, I've been more involved in representing the initiative. For example, recently I presented at a town hall and spoke about the initiative in more detail to the company.

What impact has it had on the organisation and employees?

The impact this initiative has had is we've been able to ask for feedback and engage with colleagues in many virtual events. Colleagues interacting with 'extra-curricular' activities and being able to focus on the topic of diversity. It's led to an open discussion and forum on a topic that can be daunting to some to speak up about.

We held a colleague research forum in July 2019, we had an external firm come on to sites and they were able to help us do this research with our colleagues. These forums took place at our sites in Sandwich, Walton Oaks, and virtually, providing different options for colleagues to take part in the discussions. We also sought feedback from remote workers. The research forum was focused on how employees perceive working life at Pfizer, the culture, progression at Pfizer and working within the Pharmaceutical industry and any feedback given was completely anonymous.

Recently, we were able to share back this feedback in a forum named 'Let's talk about race', all the information collected in July 2019 was fed back, and we hope that this forum helped those who took part feel some Joy and Courage. Joy is just one of the 4 Pillars we work towards at Pfizer: **Joy, Equity, Courage and Excellence.**

One example, which really stood out to me, was an example where an employee shared that everyone on their team had taken part in Ramadan fasting despite the whole team not being Muslim to show solidarity and that member felt included in the team. Another example, for Black History Month in 2019, we had Pfizer employees share their inspirational black person and why, it was great to see the high levels of colleague engagement for this.

What impact has it had on the organisation and employees?

The main priority is to get the three work streams up and running throughout Pfizer UK. Once we are successful in those three streams, the other priority is to see a permanent change in the HR hiring processes. One example, is when an internal job is shared, the additional comment of 'A preferred candidate has been identified' will no longer be included. A process like this has been used in the past, when they had someone in mind but that is now a practice that will be discontinued.

I'd just like to add a bit more Joy in the workplace, it's so important to be happy where you work. Appreciating and understanding everyone's work and giving recognition where it is due. Joy in the sense that you don't see bias in terms of progression, joy and equality across the world.

Thank you to our contributor



Dhawal Chelani,
Clinical Scientist at Pfizer UK



WOMEN IN SCIENCE

VICTREX CASE STUDY

At the start of 2020, as part of the UN's International Women & Girls in Science Day, aimed at breaking gender stereotypes and raising the profile of **Women in Science**, Victrex saw an opportunity to raise awareness with our employees on the importance of gender balance within the workforce.

As part of this we developed a campaign, with an internal team of women and men volunteers, to engage with employees, their families and our local school communities. This included: information on the history and importance of **Women & Girls in Science**, experiments aimed at different ages of young people to carry-out at home, dispelling some of the myths about science and showing how science can be fun; case studies from over **15 Victrex Women in Science**, their career path and aspirations with tips on how to get into a career in science as well as real life examples of what a typical working day of a scientist looks like and finally "**Victrex Young Scientist of the Year**" competition, to encourage employees children to take part in the initiative.

Why has it been put in place?

Women are typically unrepresented in science and other STEM careers and Victrex wanted to actively start raising awareness about this in the workplace.

We identified that we needed to apply innovative ways of thinking to raise the profile of this agenda and create engagement amongst the workforce.

This initiative was created to showcase some of our own Women in Science across the global Victrex locations, provide tools to help educate and support our employees in discussions about STEM careers with their families, as well as open up discussions amongst a range of stakeholders both internally and externally on the importance of a diverse workforce.

What impact has it had on the organisation and employees?

This initiative was the start of a much wider agenda. Resources, such as case studies and videos, have acted as tools to continue and support discussions around gender equality within the business as well as externally with our partnered organisations and schools.

The response and feedback from our employees following the initiative was extremely positive and built a strong platform for us to develop on for future activity.

The main focus was to start the discussion about the importance of women in Science. Creating a company led initiative has helped to spotlight this agenda and its importance as well as inspiring young people, particularly girls, to pursue careers within STEM.

Creating a difference starts with our employees and the more encouragement we can get from company led initiatives the easier it will become to create change. We have seen this more recently with a high intake of employees engaged within the SIP Ambassador programme, where several of our employees took part in virtual training to help strengthen their skills in engaging young people in STEM careers. The International Women & Girls in Science initiative helped to support the engagement in this agenda, and we saw a large intake of new employees joining the Ambassador programmes throughout 2020.

What impact has it had on the community?

Victrex have been supporting the local communities where we work for several years and have continued to build strong relationships with schools, organisations and charities to achieve this.

Running these types of initiatives helped us to open discussions with local schools on ways Victrex can influence as a local employer and in turn assist schools in meeting their Gatsby Benchmarks - a framework of eight guidelines built to establish careers within secondary schools.

Whilst COVID-19 has created numerous challenges our Victrex employees have still dedicated 126 hours to STEM education between October and December. This has been across a range of activities from Mock Interviews to Virtual Q&A Sessions with young students and we hope to increase this work throughout the rest of the year as we continue to develop new ways of thinking to positively impact young people, particularly girls, to pursue careers within STEM.



How do you see the initiative evolving in the future?

This agenda continues to grow larger and larger each year and we want to continue to make change, this time, by putting a bigger focus on the younger generations in communities where we work.

Our aim is to eliminate some of the myths associated to Women in STEM careers by continuing to showcase (albeit virtually) some of our own employees and their careers to help promote change with the next generation and influence more females to pursue careers within STEM.

In order to strengthen our approach to this ever-growing agenda, Victrex continues to engage with our internal employees, promoting the importance of STEM Education. In addition, we continue to partner with organisations such as SIP and STEM Learning, who like us, are all passionate about inspiring the next generation. Through this, we feel we can have a bigger impact on influencing change within the communities where we work.

Interview with Jessica Long, CSR Lead at Victrex PLC



What is your role in the initiative?

The STEM agenda has been a huge part of my role for over 12 months now and like many I am constantly looking for new ways to innovate and build engagement of the STEM agenda within the workforce. In mid-January I highlighted the UN's International Women & Girls in Science Day to some of our senior stakeholders to address whether it was something the company would support, and the response was extremely positive.

Following this it was agreed to pull together a working group, the group consisted of ten employees initially, from various areas of the business including, Research & Development, Marketing, Project Management, Administration, Learning & Development and Internal Communications. The working group evolved as we built more and more materials and we had over 30 employees from various Victrex locations all helping to raise the profile of Women in Science.

Why did you get involved? Why are you passionate about achieving ED&I?

Like myself, Victrex employees are passionate about innovation in order to grow a sustainable future, for ourselves, Victrex and the environment. In order to build innovation, we must ensure we have a diverse workforce in order to generate a variety of thoughts and ideas. It is vital that organisations adapt to global changes and generational shifts, those that do, and embrace diversity, can encourage positive innovation and change.

Inevitably, the next generation are the ones we need to start influencing. Any initiatives which give us a platform to do this will always get my full support.

How do you feel it has had an impact on your work / your colleagues and/or your organisation?

The work we did in 2020 was the start of a very long line of projects, initiatives and engagement strategies planned for 2021 and beyond. Victrex is committed to this agenda and intends on making a difference. To support this Victrex have made several investments and now have a dedicated resource focused on our overall Corporate Social Responsibility agenda with a key focus on ED&I.

The initiative was a great stepping stone to opening up conversations across the organisation and discussing the challenges within STEM. These conversations may not have happened without creating a global initiative such as this and we can only make improvements as we move forward into 2021.

What do you hope this initiative achieves in the future, in terms of ED&I?

The 2020 initiative was a great start; however, this agenda is an important agenda that needs continued focus. It is important to keep the momentum to ensure we embrace diversity and encourage positive innovation and change.

Our aim is to continue discussions internally with our workforce and build stronger relationships with our education and community partners.

In addition, the resources which have already been built will continue to act as a useful tool in our continued discussions with local schools and will be shared, where appropriate, to help raise the agenda.

Thank you to our contributor



Jessica Long,
CSR Lead at Victrex PLC



EQUITY BENEFITS EVERYONE

PFIZER CASE STUDY

Closing the gender pay gap further embeds our value of equity within our business and increases the diversity of our workforce. In 2019, the gender pay gap was put on the UK board's agenda and two dedicated roles have been created to solely focus on the issue. After talking to experts and colleagues, the team have come up with a strategy to address the issue. They have identified **five key areas** that help to build and maintain diverse teams. We are building and implementing all five of our initiatives with a test, learn and adapt approach.

1. **Ensure recruitment diversity** – achieving a balanced Gender Candidate Slate across all levels and stages, continuing to enable recruitment of the best person for the role.
2. **Creating a trusting, flexible workplace culture** which encourages employees to achieve work life harmony, attracts talent and enables everyone to be their best working self.
3. **Building a Career Support Programme**, enabling colleagues to find clarity, momentum and direction to make positive changes.
4. Ensuring that colleagues **returning from long term absence** have a smooth return and are exposed to equal opportunities
5. **Ensuring family friendly practises** that recognise every stage of the family life cycle

The five initiatives are accompanied by

- A **Gender Pay Gap Communication Plan** – an engagement strategy ensuring that all colleagues at all levels are informed, engaged and understand the role they play.
- Developing and implementing a **metrics framework** to measure the progress of the actions taken. This will demonstrate the value and impact of Pfizer UK's gender pay gap strategy and initiatives and enable the team to target interventions when and where they are needed.

Why has it been put in place?

At Pfizer UK we want to ensure that our culture is inclusive and that every colleague is empowered to bring their 'whole self' to work. Our ambition is to be as diverse as the patients and communities we serve. We celebrate individualism and take pride in our diverse and passionate workforce. Inclusion supports each of us to perform and to be at our very best.

One of the obstacles to that drive for inclusion and equity is our gender pay gap, which exists because, at present, we employ more men in senior positions and more women in junior positions. We are firmly committed to addressing this issue. Closing the gender pay gap is a standing item on the UK Board agenda, ensuring it remains under scrutiny at the highest level of the business.

What impact has it had on the organisation and employees?

Driving Engagement:

We created for each initiative a work stream, in which we work closely in collaboration with colleagues, external partners and consultancies to identify, develop and implement solutions to the initiative. These colleagues are highly engaged and are:

- Providing functional and technical expertise and guidance to the work stream
- Designing and delivering work stream deliverables
- Acting as change champions to the wider business
- Championing work stream recommendations

Dagmar Albers, D&I Lead at Pfizer UK



We have launched already three out of five workstreams in 2020

1. Making Flexible working work for everyone

In May 2020 we started with **making flexible working really work** for everyone as creating a trusting and flexible work culture is one of the proven and most effective actions to close the GPG.

To make it even more impactful we created a **programme**, where colleagues act as champions and deliver these workshops to colleagues, peer to peer. The role of these champions is to build a sustainable culture of flexible working at Pfizer and guide a team through the Team Pact process and beyond. So far we have trained 24 Champions and the interest and uptake in the workshops is very high. From Launch in Mid May 2020 to October we have run 36 workshops, involving 402 colleagues.

2. Ensuring recruitment diversity

was launched at the end of July after a period of experimentation. The main goal is to reach a richly diverse set of candidates via increasing significantly the quality of Pfizer Job descriptions, thus the number of applications. That will lead to an improvement of the inclusivity and conversion rates of Pfizer job descriptions. We have developed guidance on putting together a job description, covering factors such as structure and language which are essential in attracting candidates to a role.

3. Returning from long term absence

In September we launched the third workstream; at Pfizer, we recognise that life is not linear and that there is diversity in lifestyles among colleagues. We want every colleague to be able to return to work as smoothly as possible and when they are ready to do so, being exposed to equal opportunities. For this we've created an interactive PDF that will make the journey easier as it shows all four phases of the entire returner process in just one page. It shows the roles and responsibilities in the process and acts as a source to all necessary resources for all types of returners.

How do you see the initiative evolving in the future?

Diversity amongst our workforce fosters diversity of thought. We will continue to build an inclusive environment that puts patients first and in which mutual respect and understanding are seen as part of Pfizer's DNA. To deliver this, we will:

- Maintain the Board level review of progress.
- Launch the last two workstreams:
- Career Progression support which guides colleagues through the next steps in their career, building on the richness of existing resources to make it easier to find information and explore opportunities.
- Family Friendly Practices will build on existing offers and evaluate what else it is we can do as a company to ensure that everyone is treated equally and has the same opportunities.
- Launch KPIs for each workstreams, so that we can measure the progress made.

True diversity and inclusion is vital to our future success. It is the key to unleashing the power of all our people, so that together we can make the breakthroughs that change patients' lives.

Thank you to our contributor



Dagmar Albers,
D&I Lead at Pfizer UK



About The Science Industry Partnership

The Science Industry Partnership (SIP) is a powerful member-led alliance, representing science industry companies on the skills issues that matter. We believe that by working in collaboration we are better placed to develop a world-class scientific workforce that enables our industry, and your business, to compete, innovate and grow. With a dedicated strategic focus on the skills agenda, only SIP membership gives you:

- Opportunities to influence Government skills policy
- A platform to unite with like-minded businesses across our sector to collaborate and lead on skills
- Comprehensive skills intelligence, that allows you to identify workforce trends and make smarter decisions
- Access to a vibrant community of science industry professionals
- Dedicated account management from a knowledgeable team who share your passion for skills

By leveraging the combined influence and power of our community, SIP membership opens up exclusive opportunities to influence decisions that affect our industry, together. We're inviting science industry companies of all sizes to join us in partnership. To find out more about this report and how you can get involved, talk to us today.

Craig Alexander
Membership Engagement Manager
01925 515200
sipmembers@cogentskills.com

The Science Industry Partnership (SIP) is delivered by Cogent Skills, a not-for-profit, charitable organisation, dedicated to raising the skill levels across Science and Nuclear industries.



@SIP_Members



scienceindustrypartnership



Science Industry Partnership

01925 515 220

sipmembers@cogentskills.com

www.scienceindustrypartnership.com