Diversity, Equity + Inclusion Best Practices Case Study

Pfizer Global Supply: Living our Value of Equity

Pfizer

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About Pfizer

Our purpose at Pfizer is clear: achieving breakthroughs that change patients' lives. Our purpose is grounded in our commitment to fund programs that provide public benefit, advance medical care and improve patient outcomes. Our belief is that all people deserve to live healthy lives. This drives our desire to provide access to medicines that are safe, effective, and affordable.

Diversity is just as crucial to building a successful business as it is to building a vibrant culture. That's why we choose to surround ourselves with colleagues of diverse backgrounds and abilities who can contribute unique viewpoints and perspectives to all aspects of the business, from drug development to marketing. Diverse teams are more collaborative, more accepting of difference, and more apt to discover the delicate balance between being cautious and seeking thoughtful risks.

We realize that achieving our purpose means not just attracting the best and brightest talent, but also ensuring our colleagues can thrive in an environment and culture where we champion diversity and inclusion every day, around the world. Equity runs through everything we do. We want all patients to have equal access to healthcare, and accessible and affordable drugs. Within our business, we believe everyone deserves to be seen, heard and respected for who they are.

That's why we focus on and invest in making Pfizer an amazing workplace for all. Our Diversity & Inclusion (D&I) Leads around the world partner with business leaders to make sure our approach and processes reflect our key values. But this isn't just about what we do as a business: It's about who we are. We want all our colleagues to develop, grow, and succeed. We commit to making that happen, and to sharing and celebrating our successes as we bring together people from all backgrounds, geographies and perspectives.
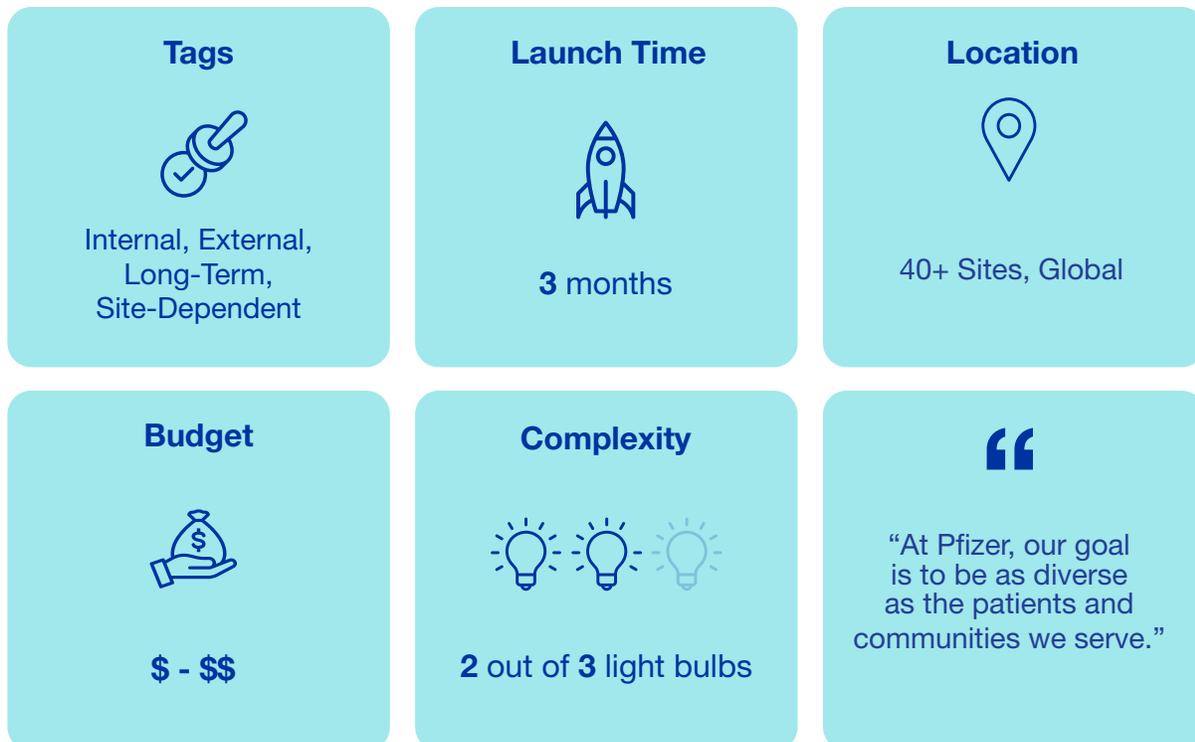
Tags	Launch Time	Location
Internal, External, Long-Term, Site-Dependent	**3** months	40+ Sites, Global

Budget	Complexity	
$ - $$	**2** out of **3** light bulbs	"At Pfizer, our goal is to be as diverse as the patients and communities we serve."

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Program Summary

At Pfizer, equity is defined as "every colleague deserving to be seen, heard, and cared for," – an expansive definition that includes everything from acting with integrity to being inclusive of all identities and reducing healthcare disparities across the globe. As one of Pfizer's Values, Equity is embedded into all internal and external work with the ultimate goal of being as diverse as the patients and communities Pfizer serves.

As the D&I team sought to strengthen Pfizer's work in this area, the central challenge was the distinction between teams and Pfizer as a whole, as many teams worked well on Diversity, Equity and Inclusion (DEI) issues individually, but were not aware of the larger disparities in representation of marginalized groups on a company-wide level. Using Pfizer's focus on data-driven methods to identify both problems and solutions, the D&I team analyzed recruitment, external engagement, individual team and site D&I action plans, job descriptions, talent management, inclusive culture, and supplier diversity processes to establish benchmarks.

Based on these benchmarks, the D&I team created D&I options for each site and team to use in building their own action plans. In addition to company-wide actions like hosting Courageous Conversations, open discussions about topics like experiences of racism and bias, the D&I framework offered each team/site a number of actions within four pillars:

- **Source & Select:** Recruitment, Brand, Apprenticeships
- **Grow & Retain:** Mentoring, Sponsorships
- **Engage & Inspire:** Supplier Diversity, Colleague Resource Groups, Work Policies
- **Values & Behaviors:** Inclusivity, Speak Up, Measure Outcomes, Focus on What Matters

As one example, the "Speak Up" action within the Values and Behaviors pillar includes Courageous Conversations – open discussions about topics like experiences of racism, confronting biases, and creating a better environment for Black colleagues. Since the murder of George Floyd in May 2020, Pfizer's CEO has encouraged everyone at Pfizer to ensure that colleagues, especially colleagues of color, would feel comfortable honestly sharing about these topics and letting other colleagues know when they are emotionally struggling with current events. Multiple Courageous Conversations during the summer of 2020 had thousands of attendees, with a variety of guest speakers who taught about anti-racism, shared poetry about their experiences of racism, and gave colleagues opportunities to ask questions.

After D&I leadership offered each site potential actions, each site selected 1-2 of those actions to focus on over the next year to drive progress in inclusivity. Sites around the world chose specific actions, including:

- Ensuring that clinical trial participant demographics match the demographics of the trial locations.
- Partnering with HBCUs (Historically Black Colleges & Universities) for recruitment.
- Building a women's prayer room in Karachi, Pakistan.
- Offering safe door-to-door transportation for women colleagues in India.

All available actions have corresponding metrics, ensuring that progress is trackable over time and sites can continually build upon their progress.

Program Impact

As Pfizer's Global Diversity & Inclusion Lead for Pfizer Global Supply, Finance and Global Business Solutions, Mona Babury has been proud to watch the progress so many of her colleagues have made over the past few years, especially in 2020's Courageous Conversations. In many of the metrics set by her team, including the Opportunity Parity metrics for representation of women (globally) and minority colleagues (in the U.S.) in leadership, Pfizer has seen consistent growth, enabling the D&I team to update the goals to move the company closer to proportionate representation of underrepresented groups in leadership. On a larger scale, more Pfizer colleagues than ever before have been attending DEI-related events, discussing inclusivity as part of their daily work, and expressing interest in doing even more, a promising environment in which to continue DEI actions in the future.

Steps for Implementation

1. **Identify your starting point by collecting benchmark data**
2. **Establish large-scale goals, specific actions within those goals, and metrics for those actions**
3. **Share the goals, actions, and metrics with sites/departments/teams so they can choose a few to focus on within a specific time frame**
4. **Maintain frequent, open communication with all employees about how they can get involved in DEI actions**

Best Practices

Start slowly, but do start and take the time to have uncomfortable conversations.

Each person is at a different stage in their understanding of diversity, equity, inclusion, and more specific topics like racial equity or disability access. When initiating conversations about these topics, be sure to ask open-ended questions, ensure that all participants feel respected and heard (especially those from underrepresented communities), and do not force anyone to participate or share if they do not wish to. Some people may not feel like they know enough about the topics to share, and other people may not yet feel

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comfortable sharing about their identities or experiences of discrimination, so shape your diversity, equity, and inclusion goals and actions based on this starting point.

Begin with benchmarks and continuously measure outcomes.

When beginning with conversations about these topics, identify strengths, areas for growth, and common questions on individual, department, site, and company-wide levels. Consider how diversity, equity, and inclusion do or could integrate into all areas, such as internal and external operations, hiring and promotion, suppliers and contractors, community partnerships and outreach, professional development, and company culture. Once specific, measurable, achievable, relevant, and time-bound (SMART) goals are set, consistently check the metrics for each goal and establish who will lead the process of measuring and updating goals as the company continues along its DEI journey.

Ensure that leadership is on board.

When setting DEI goals and/or increasing your company's focus on DEI actions, ensure that leadership understands the reasoning for the goals within and focus on DEI in the company. Leadership may need to be informed of the "business case" for diversity, equity, and inclusion, and a great deal of research is available showing that equitable practices are best (and profitable) practices. Rather than being "one more task to do," DEI actions are foundational to many other business practices, such as creating high-quality work, retaining great employees, growing over time, and creating strong partnerships in the community. Once leadership understands this, DEI actions are likely to be more sustainable, more ingrained into the work culture, and more frequent among employees at all levels.

Help everyone understand the many pathways and actions available.

Inclusive and equitable practices cut across all areas of business and personal interactions, making DEI work a journey that evolves over time and looks different for everyone. Some DEI actions will be more applicable to certain roles than others, some individuals will be willing to make more changes more quickly, and each person will be starting with a different combination of experiences, identities, knowledge, interest, and skills that will change how DEI actions become integrated into their work and lives. By presenting DEI actions as a "menu" to choose from, while still making them central to the work and measured as part of performance, your DEI leaders can make sure that regardless of where each person starts on their DEI journey, they begin making progress.

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