Promoting a Diverse and Inclusive Workplace –Challenges and Opportunities

Paulette Ceesay

November 4, 2021

Agenda

MERCK

Introduction

Fortify diversity and inclusion as an integral part of organization's culture

- Pushed as a result of current unanticipated turbulent world events

    - Developed additional challenges due to pandemic invention of a new work paradigm

    - Added additional layer of complexity due to pandemic

- Desired to maintain respectful, inclusive workforce

- Launched new initiatives over last couple of years to address diversity and inclusion

    - Companies and organizations revisiting how diversity and inclusion promoted

    - American Statistical Association

        - Anti-Racism Task Force

        - Justice, Equity, Diversity and Inclusion (JEDI)

Benefits

- Attract and retain top talent

- Acquire different perspectives

- Facilitate creativity

- Create an environment that increases innovation

- Obtain a more productive workforce

- Have greater profitability

https://www.forbes.com/sites/biancamillercole/2020/09/15/8-reasons-why-diversity-and-inclusion-are-essential-to-business-success/?sh=b4dc1201824f
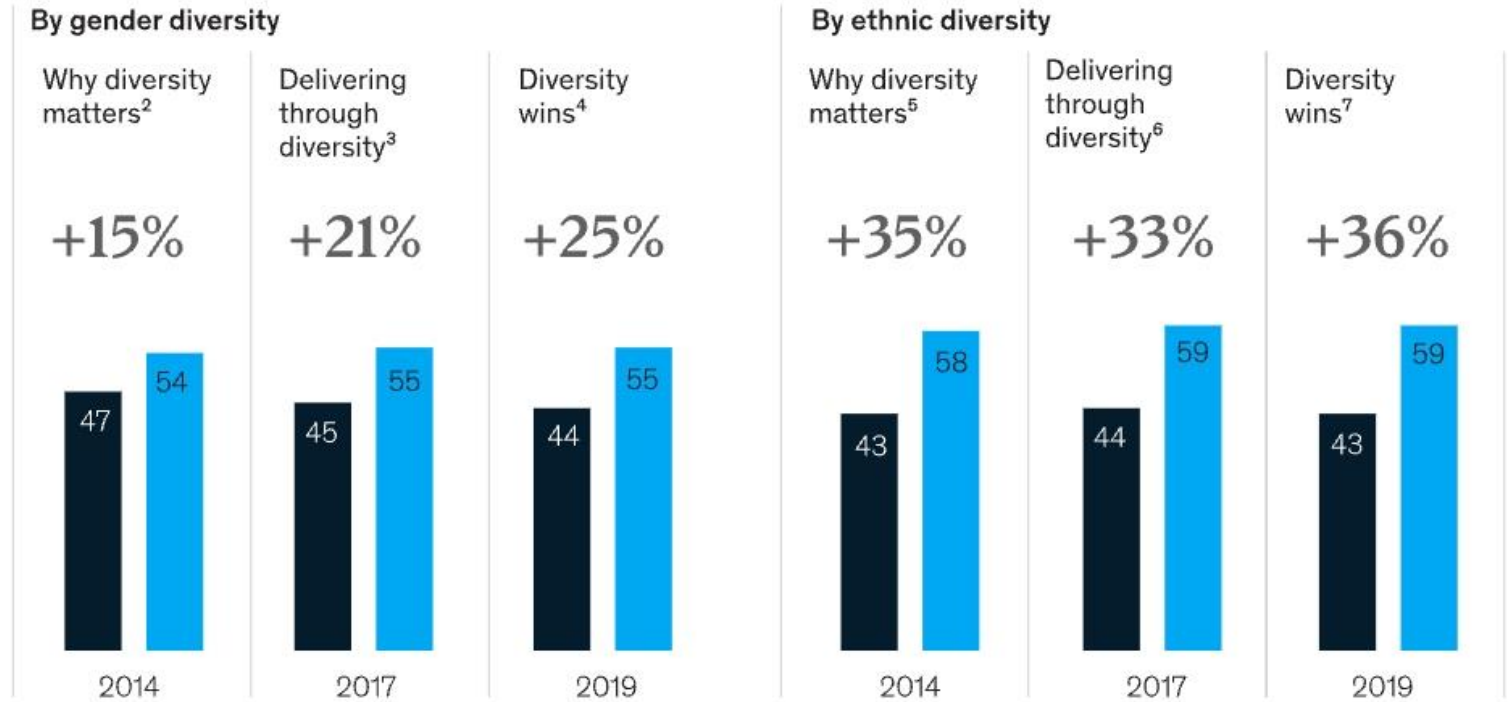
MERCK

Benefits

Companies in the top quartile for racial and ethnic diversity are 36% more likely to have financial returns above their respective national industry medians.

The business case for diversity in executive teams remains strong.

Likelihood of financial outperformance,[1] %

■ Bottom quartile   ■ Top quartile

By gender diversity

Why diversity matters[2]	Delivering through diversity[3]	Diversity wins[4]
+15%	+21%	+25%
47 / 54	45 / 55	44 / 55
2014	2017	2019

By ethnic diversity

Why diversity matters[5]	Delivering through diversity[6]	Diversity wins[7]
+35%	+33%	+36%
43 / 58	44 / 59	43 / 59
2014	2017	2019

[1]Likelihood of financial outperformance vs the national industry median; p-value <0.05, except 2014 data where p-value <0.1. [2]n = 383; Latin America, UK, and US; earnings before interest and taxes (EBIT) margin 2010–13. [3]n = 991; Australia, Brazil, France, Germany, India, Japan, Mexico, Nigeria, Singapore, South Africa, UK, and US ; EBIT margin 2011–15. [4]n = 1,039; 2017 companies for which gender data available in 2019, plus Denmark, Norway, and Sweden; EBIT margin 2014–18. [5]n = 364; Latin America, UK, and US; EBIT margin 2010–13. [6]n = 589; Brazil, Mexico, Singapore, South Africa, UK, and US; EBIT margin 2011–15. [7]n = 533; Brazil, Mexico, Nigeria, Singapore, South Africa, UK, and US, where ethnicity data available in 2019; EBIT margin 2014–18.
Source: Diversity Wins data set

McKinsey & Company

https://www.gartner.com/document/3994441
https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters

MERCK

5

Benefits

- Foster a sense of belonging to the organization

- Have work atmosphere devoid of marginalization

  - Diversity without inclusion is a failure

- Foster an atmosphere of acceptance and tolerability

- Acquire positive view from the communities that the organization serves

https://hbr.org/2018/12/to-retain-employees-focus-on-inclusion-not-just-diversity

Internal Challenges

While more than half of organizations set explicit diversity goals, 39% do not and 5% are not sure if they do.

https://www.gartner.com/document/3995065

Q — "Does Your Organization Set Explicit Diversity Goals?"

5%
I Am Not Sure

39%
No

56%
Yes
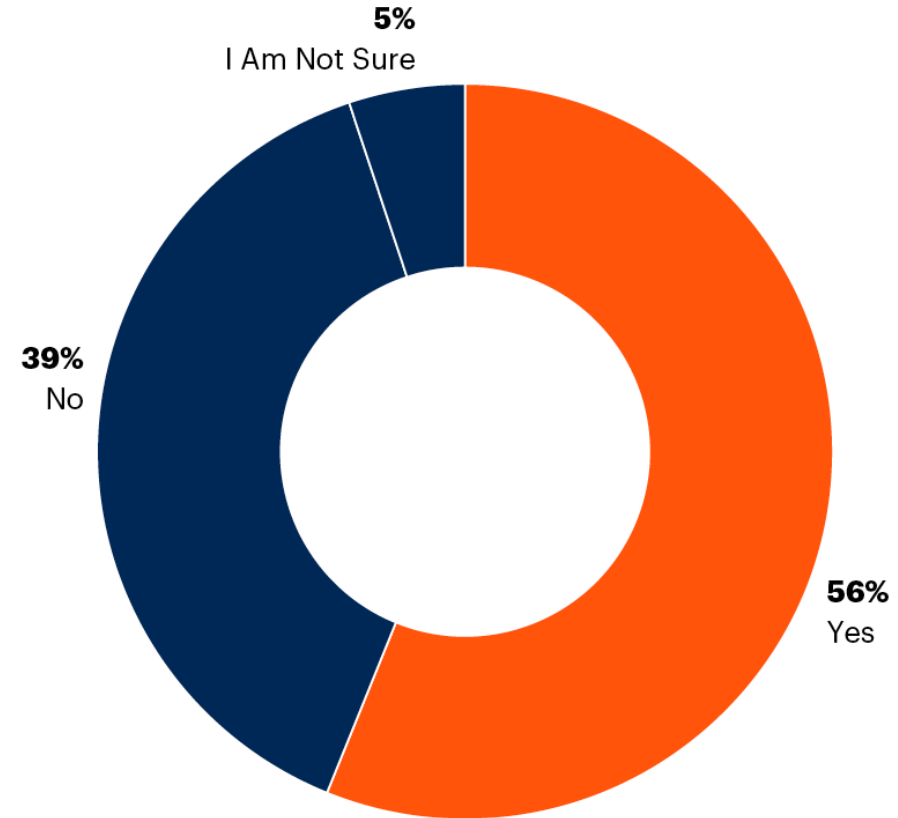
n = 98 HR leaders
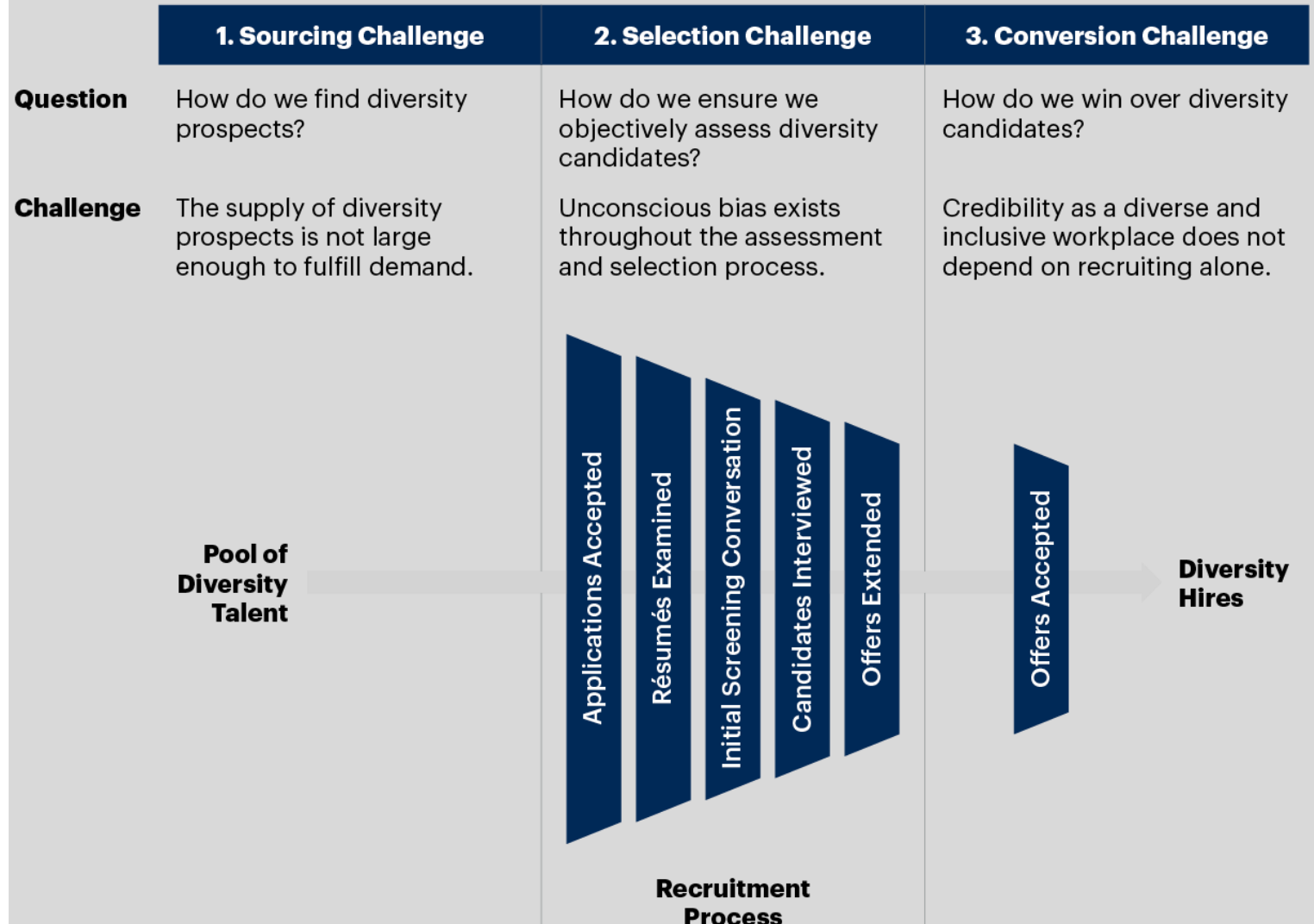Source: 2020 Gartner Advancing Underrepresented Talent Survey

740521_C

Gartner

Internal Challenges

- Pool of diverse candidates small

- Make decision makers aware of unconscious bias

- Show a sustained commitment

  - Be present in the community

  - Long game
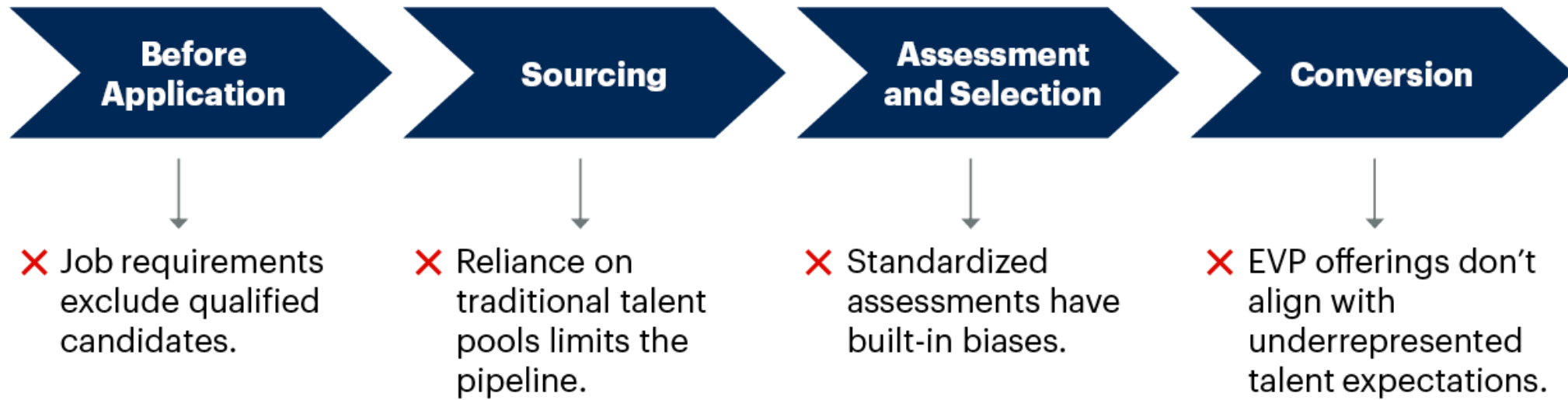

Three Key Diversity Challenges Across the Pipeline

	1. Sourcing Challenge	2. Selection Challenge	3. Conversion Challenge
Question	How do we find diversity prospects?	How do we ensure we objectively assess diversity candidates?	How do we win over diversity candidates?
Challenge	The supply of diversity prospects is not large enough to fulfill demand.	Unconscious bias exists throughout the assessment and selection process.	Credibility as a diverse and inclusive workplace does not depend on recruiting alone.

Pool of Diversity Talent → Applications Accepted · Résumés Examined · Initial Screening Conversation · Candidates Interviewed · Offers Extended → Offers Accepted → Diversity Hires

Recruitment Process

Source: Gartner

711676_C

Gartner

MERCK

Where Your Hiring Process May Exclude Skilled Talent
Barriers Faced by Candidates From Underrepresented Talent Groups

Before Application	Sourcing	Assessment and Selection	Conversion
✗ Job requirements exclude qualified candidates.	✗ Reliance on traditional talent pools limits the pipeline.	✗ Standardized assessments have built-in biases.	✗ EVP offerings don't align with underrepresented talent expectations.

Source: Gartner

731992_C

Internal Challenges/Considerations

Expand talent search

- Social media, business groups, organizations, student groups

Focus on needs definition not credentials

Standardized assessments may be biased

Internal Challenges/Considerations

- Have many diverse backgrounds, ethnicities and perspectives

- Provide resources to help employees

- Foster atmosphere where employees feel empowered

- Develop respect for different perspectives, cultural practices and world views

MERCK

External Challenges/Considerations

- Dispel negative views of the pharmaceutical industry

  - Promote pharmaceutical industry as great place to work

- Encourage interest in Science, Technology, Engineering and Math

- Compete with explosion of technology

  - New innovative research methodologies continue to create new career pathways

  - Microsoft, google, wall street, artificial intelligence, face book

- Compete for talent within the industry and academia

- Identify sponsorships to enhance visibility

Internal Opportunities

- Rewrite job description to focus on skills rather than credentials

- Anonymize application materials (e.g., resume, assessments)

- Foster a diverse and inclusive environment

- Initiate sincere, honest and continuous conversations pertaining to diversity and inclusion

  - Unconscious bias training

  - Focus groups, surveys, workshops, webinars

  - Diversity and inclusion websites

- Encourage allyships

- Create atmosphere where can speak out without fear of repercussions

- Encourage employees to engage in diversity and inclusion endeavors

  - Allocate time to pursue activities

External Opportunities

- Engage proactively with diversity chapters of statistical organizations and groups

- Increase efforts to attract diverse candidates

- Reach out to colleges and universities to recruit talent

- Engage in career discussions at pre-college and undergraduate levels

  - Develop interest in data science, mathematics and statistical careers

- Encourage mentorships with students

- Provide summer internships

- Develop relationships with faculty and take advantage of networking opportunities

Summary

- Attract and retain top talent

- Happy employees who feel included and empowered

- Diverse and inclusive workplace

- Increase interest in the pharmaceutical industry

- Emphasize and reiterate that the goal of the pharmaceutical industry is:

  to develop drugs and therapies to save and improve the quality of life

Acknowledgements

Ray Bain

Lisa Lupinacci

Amy Gillespie

Marci Cavanaugh

Jeff Lavenberg

BARDS D&I Ambassadors

Thank You