

Global Biometrics and Data Sciences

# Diversity, Equity, and Inclusion in Talent Acquisition

## An Overview of Key Considerations

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Adrian Coles, PhD  
Associate Director, Biostatistics



# The Business Case for Diversity, Equity, and Inclusion

# The Business Case for Diversity, Equity and Inclusion

## Value Proposition of DEI in the Private Sector

- Social equity and responsibility
- DEI strongly correlated with innovation and competitive advantage
- Diverse companies have shares that outperform companies that lack diversity

## Drivers of Value

- Confronts anti-innovation behaviors (e.g., homogenous thinking)
- Challenges the status quo
- Talent acquisition and retention
- Better understand customer needs

# Attracting Talent

# Assessing Your Organization's Culture

## Where does your organization stand?

- How healthy is your organization's culture?
- Does your organization value for diversity, equity, and inclusion?
- Do the behaviors and norms within your organization reflect those values?
- Is your organization transparent in sharing its level of diversity and inclusiveness?

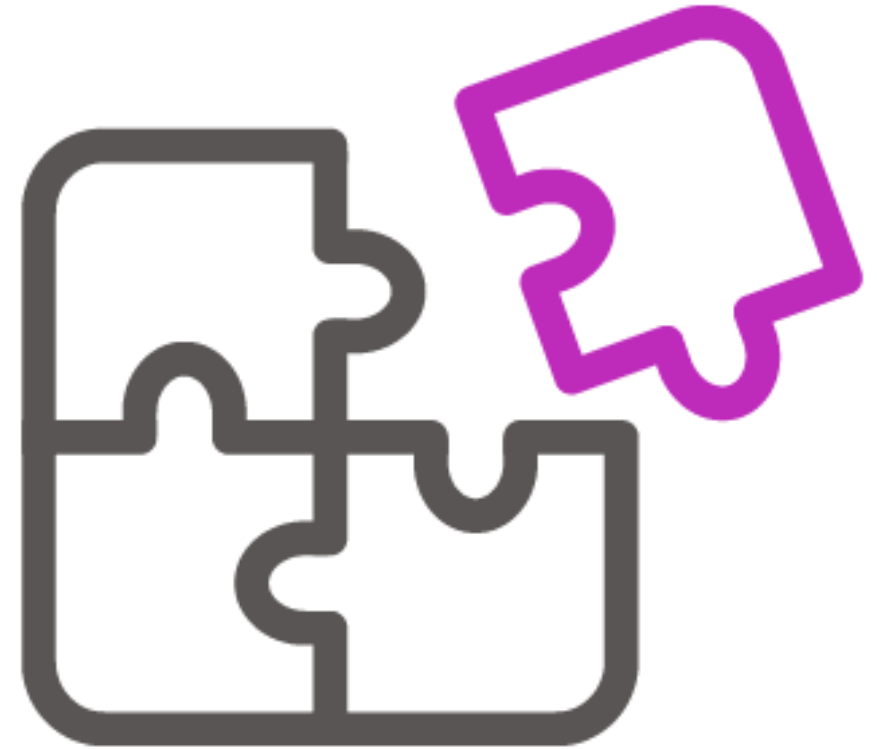
## How do we answer these questions?

- **Personal discovery:** Make available tools that help individual team members assess their biases in a safe space and encourage growth
- **Group experiences:** Conduct internal studies to explore the range of *employee experiences* and act on identified trends
  - Meaningful work
  - Supportive management
  - Work environment
  - Growth opportunity
  - Health and well-being
  - Trust in leadership

# Creating Healthy Culture

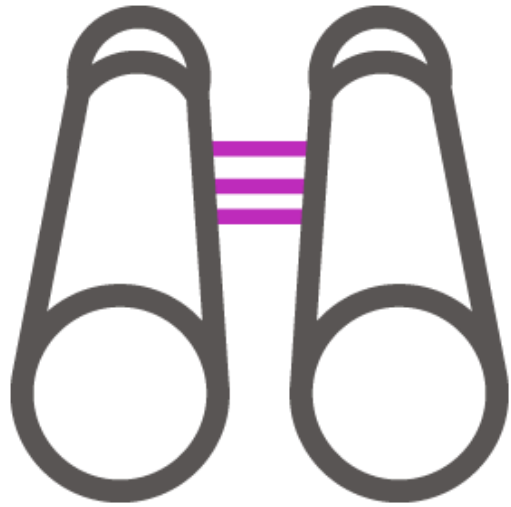
We've conducted internal studies, now what?

- Create DEI vision and strategy
- DEI tactics to support your strategy
  - Create a DEI team
    - Senior leader sponsorship
  - DEI messaging
    - Trainings
    - Performance management
    - Leadership memos / Special event memos
  - Employee resource groups
    - Provide support, advocacy, education, and mentoring
  - DEI-related performance markers
    - What gets measured gets accomplished



# Promoting Your Healthy Culture

How do we make members of critical demographic groups aware of our healthy culture?



- Diversity-segmented recruiting
- Diversity referral bonuses
  - e.g., Intel Corporation’s 2014 employee referral bonus for women, people of color, and veterans to help meet D&I goals
- Digital marketing
- Support and establish a presence at events intended to serve diverse communities
- Relationship building

# Selecting Talent



# Objective Screening and Interviewing

## Observed Barriers to Objective Selection

- Stereotypes and expectations
  - Demographic characteristics
  - Cross-organizational experiences
- Confirmation bias
  - Are we trying to affirm our beliefs or seek the truth about a candidate?
- Affinity bias
  - We tend to prefer others who are like us
    - Demographics, attitudes, prior-experiences, etc.

## Fair and Balanced Interviews

- Diverse interview team
- Inclusive selection process
- Structured interviews
  - Pre-determined processes for recording observations
  - Structured criteria for decision making
- Question structure
  - Situational questions (forward-looking) vs. Behavioral questions (backward-looking)

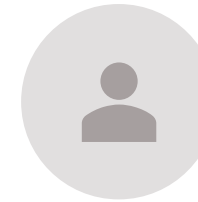
# Putting it Together: High-Level Action Plan



Honestly Assess Your Organization's Culture



Courageously Create a Culture that Values DEI



Intentionally Source Talent from Diverse Candidate Pools



Purposefully Engage Candidates from Critical Social Groups



Objectively Screen and Assess Candidate Qualifications



Rank Candidates Fairly According to Broader Business Needs (Technical and Cultural)

# Diverse Talent Acquisition at BMS

## Telling Our Story and Proving It

# Who are we?

Transforming patients' lives  
through science™



## Our mission

To discover, develop  
and deliver innovative  
medicines that help  
patients prevail over  
serious diseases



# Our Values

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## INTEGRITY

We demonstrate ethics, integrity and quality in everything we do for patients, customers and colleagues

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## INNOVATION

We pursue disruptive and bold solutions for patients

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## URGENCY

We move together with speed and quality because patients are waiting

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## PASSION

Our dedication to learning and excellence helps us to deliver exceptional results

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## ACCOUNTABILITY

We all own BMS' success and strive to be transparent and deliver on our commitments

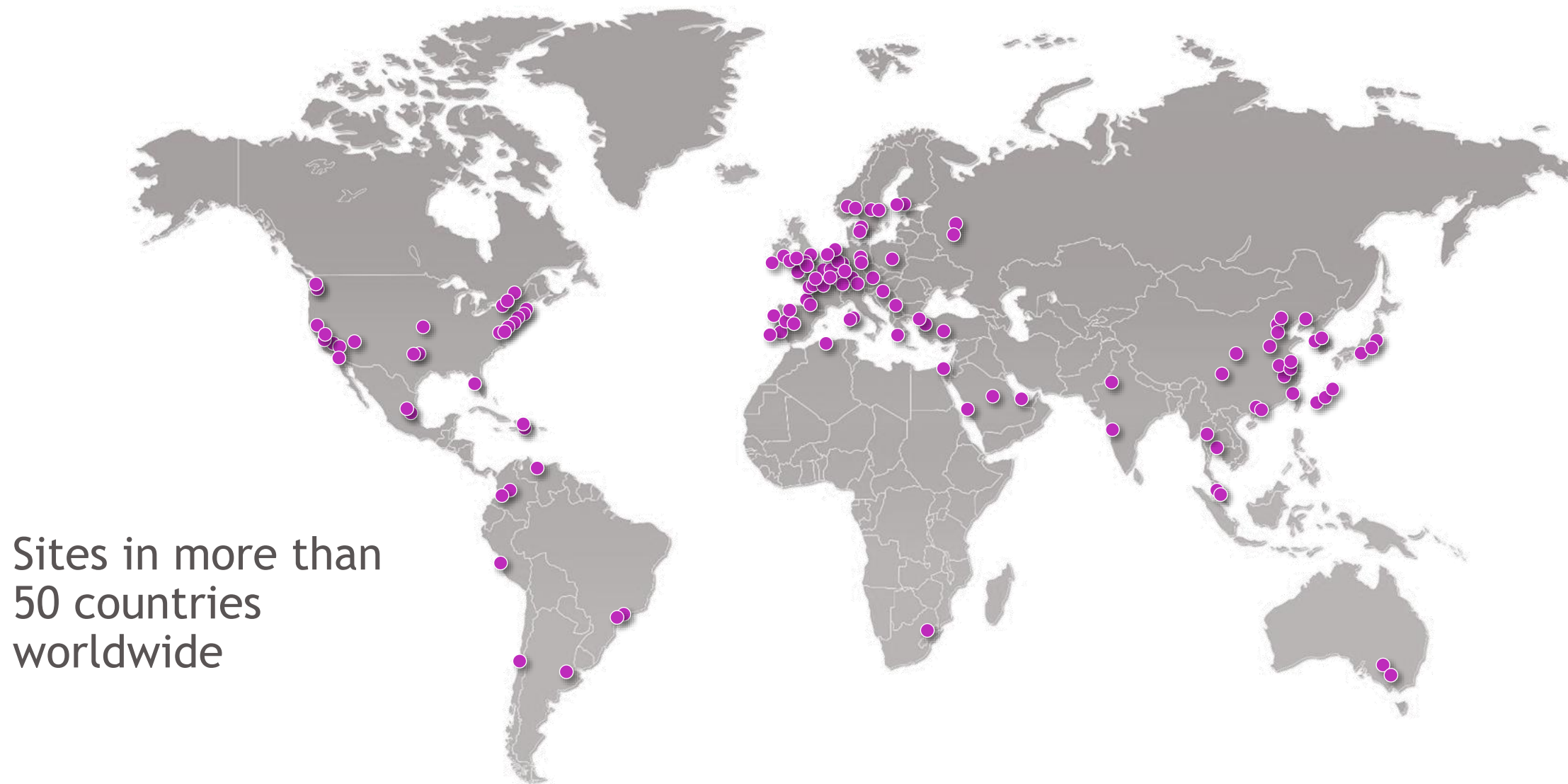
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## INCLUSION

We embrace diversity and foster an environment where we can all work together at our full potential



# Our Global Presence



Sites in more than  
50 countries  
worldwide



# Research & Development

Discovering & developing  
for patients

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**50+** Investigational  
Therapies

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Oncology

Hematology

Cardiovascular

Immunology

Fibrotic Diseases

Neuroscience

## Capabilities

- Biologics
- Cell Therapy
- Small Molecule
- Protein Homeostasis



# Prove it!

# Combined Commercial Portfolio

## Hematology

**Revlimid®**

**Empliciti™**  
(elotuzumab)

**ONUREG™**  
(azacitidine) tablets  
300mg • 200mg

**INREBIC®**  
(fedratinib) capsules  
100mg

**Breyanzi™**

**Pomalyst®**  
(pomalidomide) capsules

**SPRYCEL™**  
dasatinib 100 mg tablets

**IDHIFA®**  
(enasidenib) tablets  
100mg • 50mg

**Reblozyl™**  
(luspatercept-aamt)  
for injection 25mg • 75mg

**Abecma™**  
(idecabtagene vicleucel) SUSPENSION FOR IV INFUSION

## Oncology

**OPDIVO™**  
(nivolumab)  
INJECTION FOR INTRAVENOUS USE 10 mg/mL

**YERVOY™**  
(ipilimumab)  
Injection for intravenous infusion

**Abraxane®**

Opdivo new  
indications

## Cardiovascular

**Eliquis™**  
apixaban

## Immunology

**ORENCIA®**  
(abatacept)

**ZEPOSIA®**  
(ozanimod) 0.92 mg capsules

# BMS and the Bristol Myers Squibb Foundation each commit \$150 million to Diversity, Inclusion and Health Equity



## Health Disparities

Accelerate disease awareness and education programs with at-risk patients; advocate for policies that promote health equity



## Clinical Trial Diversity

Identify and activate under-utilized sites in the most racially and ethnically diverse metro areas in the United States



## Supplier Diversity

Spend \$1 billion globally by 2025 with Black/African American and other diverse-owned businesses



## Workforce Representation Goal

Achieve gender parity at the executive level globally and double executive representation of both Black/African American and Hispanic/Latino employees in the U.S. by 2022



## Health Disparities

Award \$50 million in US health equity grants in BMS therapeutic areas by 2025



## Clinical Trial Diversity

Reach underserved communities in urban and rural U.S. geographies; train and develop 250 new investigators



## Employee Giving

2-to-1 match through the Bristol Myers Squibb Foundation for U.S. and Puerto Rico employee donations to organizations that fight disparities and discrimination



## Living our mission

- Global Cancer Disparities
  - Africa (nine countries)
  - Brazil
  - China
  - United States
- Immunology & CV — U.S.
- Diversity in Clinical Trials Career Development Program — U.S.





## Global HOPE

Hematology-Oncology Pediatric Excellence

- Launched in 2017 with \$50 million commitment
- First comprehensive program to treat children with cancer and blood disorders and to train health care professionals in Southern and East Africa
- Trained more than 3,500 health professionals and treated nearly 9,000 children so far



*“Our goal is and must continue to be that no child - anywhere in the world - should die from cancer. But at a minimum, all children should have the same fighting chance.”*

- Giovanni Caforio

# People & Business Resource Groups

Driving Business Results in Talent Management, STEM education, Business Insights, Diversity in Clinical Trials, Corporate Reputation and Community Responsibility

Over 12,000 members in 43 countries



**B-NOW** Bristol Myers Squibb  
Network of Women

**PRIDE** Alliance

**PAN** Pan Asian  
Network

**DAWN** Differently-Abled  
Workplace Network

**CLIMB** Cultivating Leadership and Innovation  
for Millennials and Beyond

**BOLD** Black Organization for  
Leadership and Development

**OLA** Organization for  
Latino Achievement

**VCN** Veterans Community  
Network

# Environmental Sustainability Highlights



## Progress Made in 2020\*

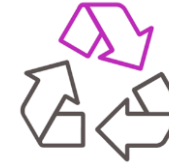


20.7%

Reduction in  
GHG emissions

Reduced energy  
consumed

13.3%



300%

Increase in recycled/  
reclaimed efforts

Increased EV/  
hybrid in fleet

19.2%



10.8%

Less water used

Reduce waste  
generated

59.1%



\*Figures shown in infographic are 2019 metrics against 2015 baseline.  
(does not include former Celgene sites).



# A Great Place to Work





“We come to work each day driven by our mission, acting with a sense of urgency for our patients and their families, because there is still so much more to do.”

**Giovanni Caforio, M.D.**

Board Chair and Chief Executive Officer



# Thank you

Adrian Coles, PhD  
adrian.coles@bms.com