Diversity, Equity, and Inclusion in Talent Acquisition
An Overview of Key Considerations

November 4, 2021
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The Business Case for Diversity, Equity, and Inclusion
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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

Bristol-Myers Squibb Company is an Equal Opportunity Employer – M/F/Veteran/Disability/Sexual Orientation/Gender Identity.
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

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

**INNOVATION**
We pursue disruptive and bold solutions for patients.

**URGENCY**
We move together with speed and quality because patients are waiting.

**PASSION**
Our dedication to learning and excellence helps us to deliver exceptional results.

**ACCOUNTABILITY**
We all own BMS’ success and strive to be transparent and deliver on our commitments.

**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

50+ Investigational Therapies

Oncology
Hematology
Cardiovascular
Immunology
Fibrotic Diseases
Neuroscience

Capabilities

• Biologics
• Cell Therapy
• Small Molecule
• Protein Homeostasis
Prove it!
# Combined Commercial Portfolio

## Hematology
- Revlimid (pomalidomide) capsules
- Empliciti (elotuzumab)
- SPRYCEL (dasatinib) capsules
- ONUREG (azacitidine) tablets 100mg, 250mg
- INREBIC (fedratinib) capsules 100mg
- Breyanzi
- Abecma (idecaboategene vilucel)

## Oncology
- Opdivo (nivolumab)
- Eliquis (apixaban)
- Yervoy (ipilimumab)
- Abraxane

## Cardiovascular
- Orencef (abatacept)
- Zeopensia (ozanimod)

## Immunology

- Opdivo new indications
BMS and the Bristol Myers Squibb Foundation each commit $150 million to Diversity, Inclusion and Health Equity

**Bristol Myers Squibb™**

**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

**Bristol Myers Squibb™ Foundation**

**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
Bristol Myers Squibb™ Foundation

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

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

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Environmental Sustainability Highlights

Progress Made in 2020*

- 20.7% Reduction in GHG emissions
- 13.3% Reduced energy consumed
- 300% Increase in recycled/reclaimed efforts
- 10.8% Less water used
- 19.2% Increased EV/hybrid in fleet
- 59.1% Increase in recycled/reclaimed efforts

*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

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