

Building a More Inclusive Future: Promoting Equality, Diversity & Inclusion in UK Life Sciences



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ACKNOWLEDGEMENTS

The Science Industry Partnership (SIP) wishes to thank all the employers who responded to the online survey. The responses provide valuable insight into the specific issues present within the UK life sciences industry regarding equality, diversity & inclusion (ED&I). This report delivers on one of the recommendations set out in the 'Life Sciences 2030 Skills Strategy' - to develop and implement an ED&I strategy for the sector that promotes best practices.

The report has been produced as a contribution to the Futures Group - a collaboration between SIP employers, the 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, GSK, AstraZeneca, LifeArc, CPI and Eisai, 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.

FOREWORD

In a time of unprecedented challenges, I'm proud that the UK's life sciences sector continues to lead the way in innovation, pushing the boundaries of what's possible in healthcare and shaping the future of medicine around the world. But scientific breakthroughs don't happen by accident. Every accomplishment—whether in medical research, cutting-edge technology, or holistic healthcare solutions— is the culmination of diverse perspectives coming together to solve complex problems.

To sustain this momentum and realise the sector's huge potential, our approach to talent acquisition and development must be as inventive as our scientific pursuits. This report, the second in an ongoing series, highlights the substantial progress we've already made toward this vision. It features real-world examples demonstrating how equality, diversity, and inclusion (ED&I) initiatives are being implemented and the tangible benefits they bring to the sector.

Positive trends, such as the narrowing gender pay gap and the increasing diversity of apprentices, are the result of conscious, strategic actions taken by employers. And with a growing number of companies embracing ED&I, it's clear that our industry is committed and heading in the right direction.

However, while we are making progress, the latest data also reveals some areas that require attention. The

proportion of women in our sector has slipped to around 40%, and women occupy a mere 35% of the most senior roles. While these numbers are concerning, they present an opportunity to redouble our efforts to ensure the industry is as welcoming and supportive as possible.

Representation matters, particularly when it comes to shaping the career aspirations of young people. It is vital that we ensure broad representation across all levels of the industry to break down barriers to inclusion and promote the sector as a place of equal opportunity for all. The onus is on us to create an environment of trust and openness because otherwise, even the most well-intentioned efforts could fall short.

As we look to the future, it's clear the next generation of talent values inclusivity highly. By embedding ED&I into the DNA of our sector, we will both attract exceptional talent and cultivate an environment where they can thrive. This is not about compliance or conforming to societal pressures - it's about harnessing the full potential of a diverse talent pool, fostering creativity, and ensuring UK life sciences remains at the forefront of global scientific discovery. And it's the right thing to do.

I'm proud to present this report and look forward to working with partners to help make our industry more open to everyone.

Susan Rienow
Country President, Pfizer UK



BACKGROUND

This report is an extension of our 2021 research, *'Science Industry Partnership - Life Sciences: Equality, Diversity & Inclusion Report: Putting workforce diversity at the heart of the Life Sciences sector'*. It sheds light on the specific challenges related to ED&I in the UK life sciences industry through insights from survey responses, national data sources, case studies, and best practice - all underpinned by a comprehensive literature review.

At the heart of the report is an industry survey, which enabled us to revisit our ED&I checklist of workplace policies, practices, and initiatives, assessing the depth of engagement across the sector. The main report will focus on activity related to initiatives described in the checklist, while the case studies presented show a selection of these initiatives in action.

Key terms:¹

- **Equality:** Equality in the workplace means equal job opportunities and fairness for all employees and applicants. It is illegal to treat someone unfairly because of their protected characteristics (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 of 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.

This report is not an exhaustive catalogue but rather an evidence-based, reflective document. It aims to provide an insightful, non-judgmental diagnostic tool which empowers industry employers to assess their own position and provides actionable intelligence for targeted improvements.

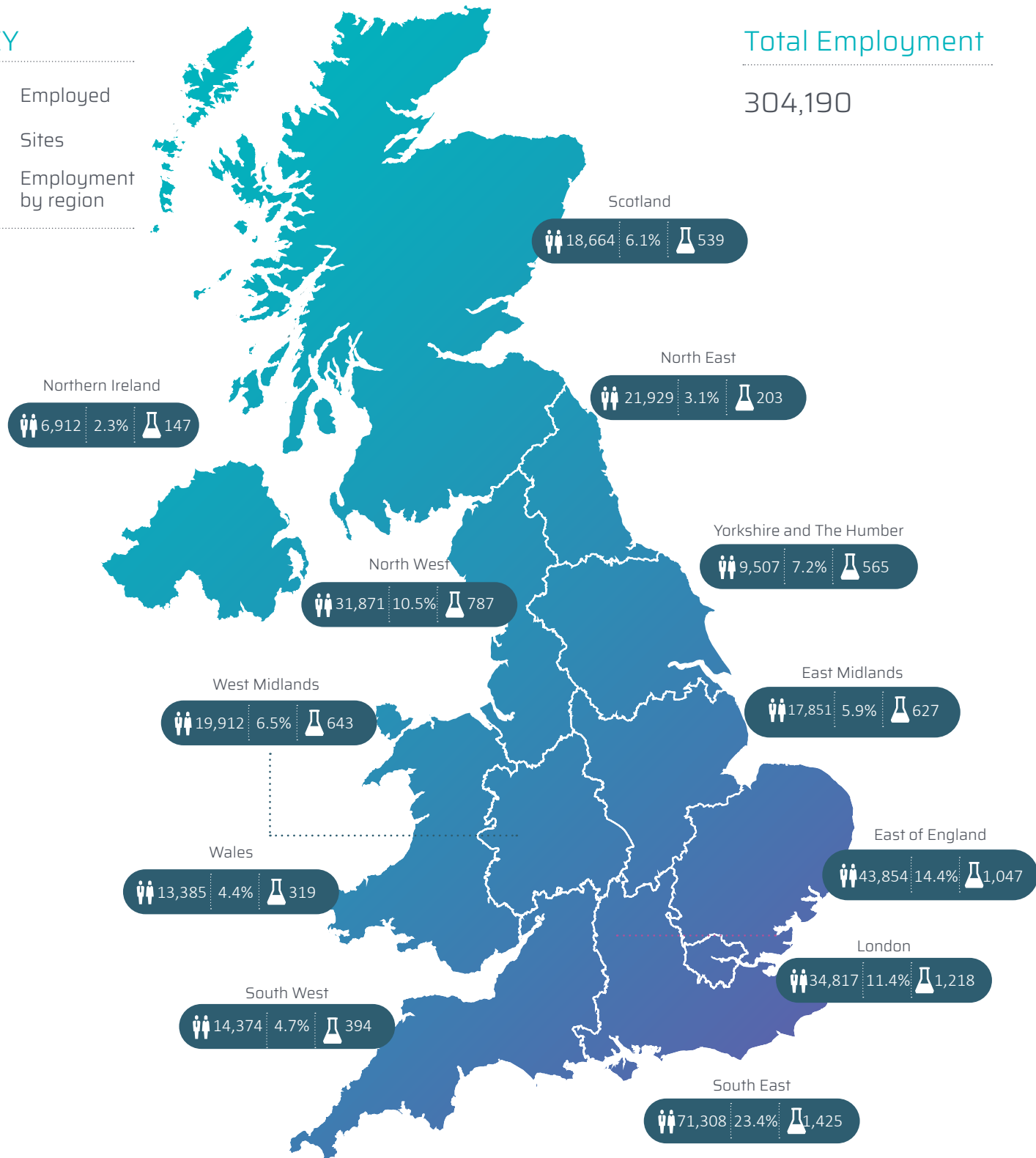
A total of 31 employers across the life sciences industry responded to an online survey between October 2022 and March 2023. Within this sample, 39% were SMEs (fewer than 250 employees) compared to 61% large organisations with more than 250 staff. It is estimated the respondents employ approximately 80,000 people or roughly 30% of the total UK life sciences workforce. As such, the results are considered representative of the working practices experienced by a sizeable portion of the sector.

1. Advisory, Conciliation and Arbitration Service (ACAS)

UK LIFE SCIENCES WORKFORCE²

KEY

- Employed
- Sites
- Employment by region



2. Office for Life Sciences: Bioscience and health technology sector statistics 2021 to 2022; accompanying data tables

KEY INSIGHTS

Standard Occupational Classification³

	Male	Female
Managers, Directors, and Senior Officials	65%	35%
Professional Occupations	63%	37%
Associate Professional Occupations	54%	46%
Administrative and Secretarial Occupations	33%	67%
Skilled Trades Occupations	86%	14%
Caring, Leisure and Other Service Occupations	35%	65%
Sales and Customer Service Occupations	25%	75%
Process, Plant and Machine Operatives	69%	31%
Elementary Occupations	73%	27%

Age profile by gender

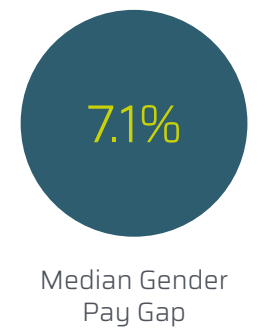
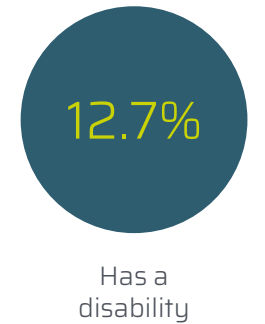
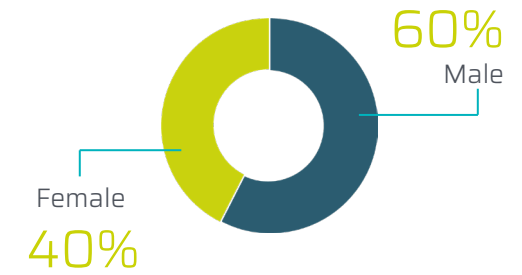
	16 - 29	30-49	50+
Male	59%	57%	64%
Female	41%	43%	36%

Ethnicity profile

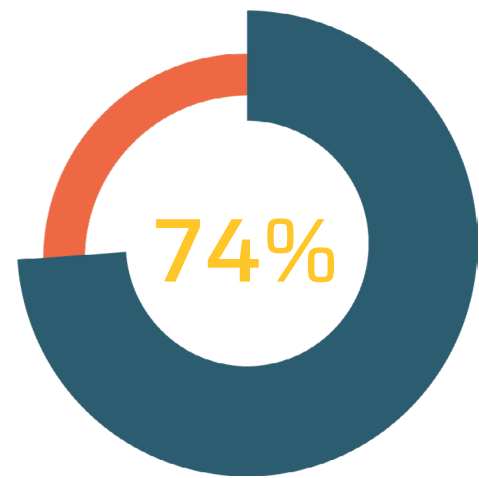
Asian or Asian British	Black, Black British, Caribbean or African	Mixed or multiple ethnic groups	White	Other ethnic group
7.7%	1.9%	2.3%	85.9%	2.2%

3. Office for National Statistics: Labour Force Survey 4 Quarter Average, 2022)

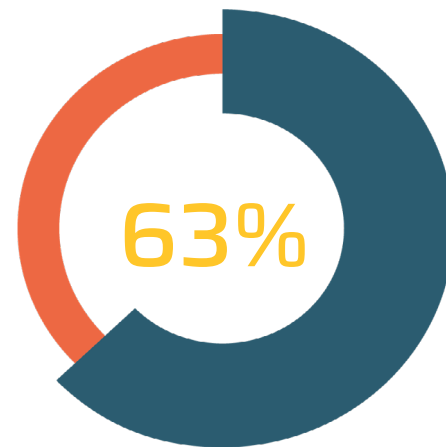
Workforce demographics



SURVEY RESULTS

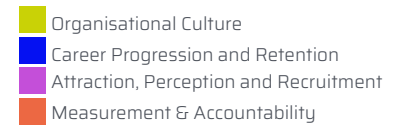
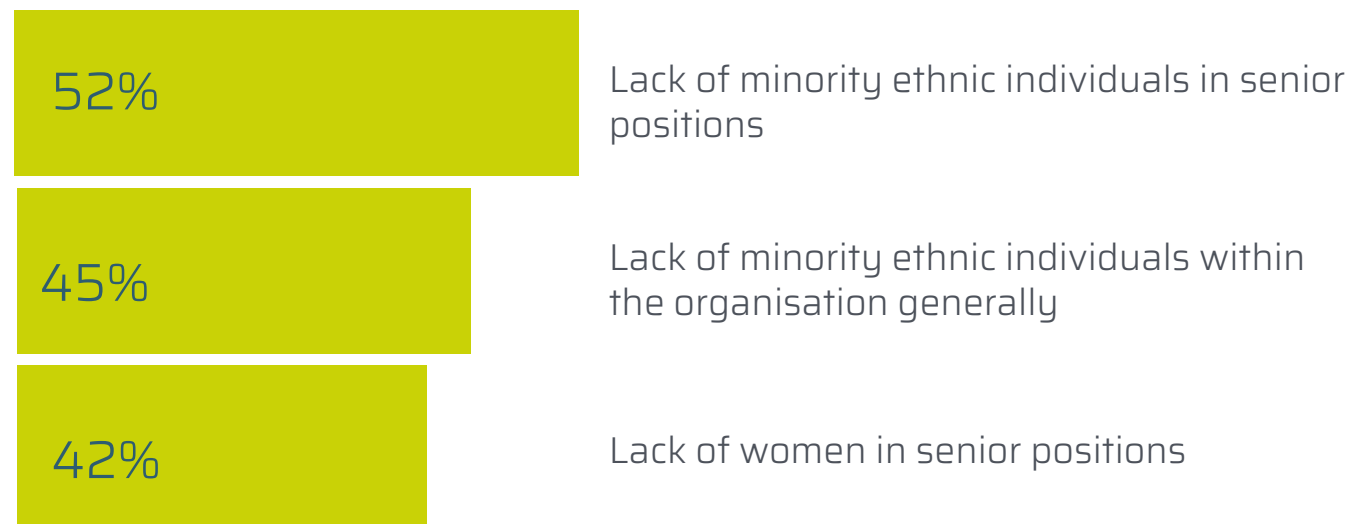


have an ED&I Strategy



respondents train line managers on ED&I issues

Primary concerns



DOES YOUR ORGANISATION....?

<input type="checkbox"/>	Offer flexible working arrangements, where possible, to support a work-life balance?	89%
<input type="checkbox"/>	Have a mental health strategy and/or provide mental health first aider (MHFA) training?	76%
<input type="checkbox"/>	Celebrate and promote culturally significant events?	76%
<input type="checkbox"/>	Make workplaces welcoming and supportive to those returning from parental leave and career breaks?	74%
<input type="checkbox"/>	Have transparent processes around pay, training opportunities, and promotion to ensure equal access?	74%
<input type="checkbox"/>	Create career pathways with defined competency frameworks that clarify the requirements for advancement?	74%
<input type="checkbox"/>	Take steps to mitigate the impact of bias in recruitment process?	68%
<input type="checkbox"/>	Consciously use succession planning to identify and develop diverse future leaders?	63%
<input type="checkbox"/>	Use initiatives to diversify employee networks and build relationships across the business?	62%
<input type="checkbox"/>	Have ED&I embedded into its wider organisational strategy?	58%
<input type="checkbox"/>	Have a "Diversity Manager" or a "Diversity Task Force" with responsibility for delivering on its ED&I strategy?	54%
<input type="checkbox"/>	Consciously use apprenticeship programmes as a way of supporting social mobility and increasing diversity?	54%
<input type="checkbox"/>	Collect employee feedback to determine the impact of ED&I initiatives and inform future action?	50%
<input type="checkbox"/>	Offer an equal parental leave policy for all new parents?	48%
<input type="checkbox"/>	Have a diverse pool of internal mentors and career role models?	48%
<input type="checkbox"/>	Engage with Careers Outreach programmes specifically aimed at disadvantaged or underrepresented groups?	46%
<input type="checkbox"/>	Sign up to the Disability Confident scheme?	45%
<input type="checkbox"/>	Offer paid volunteer time for employees to contribute to something they are passionate about?	45%
<input type="checkbox"/>	Have Employee Network Groups that are based on shared characteristics, beliefs, or interests?	45%
<input type="checkbox"/>	Allocate sufficient resources to support ED&I activity and establish KPIs that incentivise progress?	42%
<input type="checkbox"/>	Proactively identify areas where Positive Action could be used to address a lack of diversity?	39%
<input type="checkbox"/>	Ensure that its candidate long and shortlists are gender-balanced and diverse?	39%
<input type="checkbox"/>	Have established workforce diversity metrics through the capture, monitoring and tracking of demographic data?	38%
<input type="checkbox"/>	Consciously target candidates from outside traditional networks and from underrepresented groups?	36%
<input type="checkbox"/>	Engage with diversity-focused charities such as Stonewall and their LGBT Leadership programme?	34%
<input type="checkbox"/>	Voluntarily report on its gender pay gap? (SMEs only)	13%
<input type="checkbox"/>	Voluntarily report on its ethnicity pay gap?	8%
<input type="checkbox"/>	Voluntarily report on its disability pay gap?	8%

INTRODUCTION

In the dynamic world of life sciences, tackling complex challenges demands more than just technological innovation: it calls for a workforce of diverse perspectives and experiences. Beyond being a moral and ethical obligation, fostering equality, diversity, and inclusion (ED&I) is a strategic necessity that influences a company's capacity to innovate, appeal to emerging talent, and overall competitiveness. This report highlights both the progress the UK life sciences sector has achieved so far and the challenges which remain. While some areas still require targeted efforts, the overarching theme is one of progression and proactive engagement.

The immense value of diversity within teams—particularly in sectors fuelled by knowledge and innovation—has never been more apparent. A recent analysis of medical science papers showed that mixed-gender research teams produce work that is “substantially more novel and impactful” compared to that of same-gender teams of equivalent size.⁴ Moreover, these performance advantages rise with increased gender balance, revealing “potentially new gender and teamwork synergies that correlate with scientific discoveries and inform ED&I initiatives.”. This builds on existing research indicating that science organisations can achieve an “innovation dividend” by championing greater diversity - resulting in smarter, more creative teams which drive breakthroughs and discoveries.⁵

At the same time, the next generation of talent is increasingly motivated by issues of social responsibility and is searching for inclusive employers aligned with their values. Research suggests companies which actively manage gender dynamics and promote an inclusive atmosphere not only recruit but also retain diverse talent, thereby fostering sustained innovation and reduced staff turnover.⁶

Our ED&I checklist serves as a snapshot of current industry practices and a guide for companies aiming for meaningful and sustainable improvements in workforce diversity. By using this insight, companies can evaluate the effectiveness of their current activities, identify gaps, and make targeted improvements. Equipped with this intelligence, companies are better positioned to make evidence-based decisions which are ethical, strategic, and aligned with industry standards. The result is a workforce better equipped to drive innovation and enhance the sector's position as a global leader in life sciences.



4. Yang, Yang, et al. “Gender-diverse teams produce more novel and higher-impact scientific ideas.” *Proceedings of the National Academy of Sciences* 119.36 (2022)

5. Nielsen, M.W., Alegria, S., Börjeson, L., Etkowitz, H., Falk-Krzesinski, H.J., Joshi, A., Leahey, E., Smith-Doerr, L., Woolley, A.W. and Schiebinger, L., 2017. Gender diversity leads to better science. *Proceedings of the National Academy of Sciences*, 114(8), pp.1740-1742.

6. Ali, M, Metz, I & Kulik, CT 2015, ‘Retaining a diverse workforce: The impact of gender-focused human resource management’, *Human Resource Management Journal*, vol. 25, no. 4, pp. 580-599

A STRATEGIC APPROACH

Developing an ED&I strategy is essential because it sets the direction and turns good intentions into actionable plans. Every organisation's context, needs and resources will be different. A bespoke, evidence-based strategy helps to focus attention on key issues and ensure that actions are systematic, intentional, and working towards clearly defined goals. It promotes a more proactive approach where progress can be measured, and accountability becomes a driving force for lasting change.



74% of the survey respondents have an ED&I strategy

58% say it is embedded into their wider organisational strategy

What do you feel are the benefits to your organisation of having an ED&I Strategy?

"It is the governance that underpins the great work that we do. It's a way that we can measure the impact and progress that we make, which helps us to evolve year on year and makes us an even more inclusive place to work."

"It creates a framework and momentum for fairness and understanding."

"It sets the cultural expectation from the top of the organisation."

"If we are going to have a good cross representation of staff, it won't happen on its own, so having a conscious strategy and an open dialogue gets the whole organisation engaged and focused on some common goals."

"It has helped raise awareness about why ED&I is a strategic issue rather than just an HR issue."

MEASUREMENT AND ACCOUNTABILITY

A company's culture is often a reflection of its leadership, and nowhere is this more evident than in matters of diversity and inclusion. Leaders not only guide the strategic focus but also model the behaviours and values expected throughout the organisation. Their visible commitment to ED&I acts as a catalyst for broader employee engagement, creating an atmosphere where inclusion is the norm rather than the exception. However, senior leaders simply advocating for change will not be enough; sufficient resources must be allocated to support activity, and regular reviews should be put in place to ensure continual progress.

Research suggests that the most effective workplace diversity programmes are those with higher levels of sustained engagement and accountability, such as taskforces or diversity managers.⁷ Having a designated

individual or team focused solely on diversity provides a depth of knowledge and a structured approach that is otherwise difficult to achieve. Their focus allows them to gain a broader, deeper perspective, enabling the development of initiatives aligned with the company's overarching objectives but nuanced enough to tackle specific challenges. They serve as the focal point for all ED&I activities, coordinating between different departments and ensuring the strategy is applied consistently. Crucially, this approach holds the organisation accountable, serving as a reminder that ED&I is not a one-time project but an ongoing commitment that requires dedicated resources and attention.

42% of respondents allocate sufficient resources to support ED&I activity and establish KPIs that incentivise progress

54% of respondents have a "Diversity Manager" or a "Diversity Task Force" with responsibility for delivering on an ED&I strategy

LifeArc: Initiating change and creating the taskforce

In 2021, as part of a wider strategic change programme, we recognised an opportunity to strengthen our focus on equity, diversity, and inclusion (ED&I). To help us understand how best to achieve this, we ran a series of Listening Workshops attended by nearly 75% of our employees. These workshops provided colleagues with an opportunity to share any ideas or concerns relating to our developing a focus on ED&I and to discuss their observations and experiences of working at LifeArc.

We then invited any employees who might be interested in shaping LifeArc's strategic ED&I priorities to get in touch. An initial group of twelve representative volunteers from different LifeArc sites and departments was then brought together into an ED&I Taskforce.

[Read the full case study >>](#)

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

ENGAGEMENT & DATA

Developing an effective ED&I strategy goes beyond just setting goals. It's about grounding those goals in the real experiences and insights of the workforce. This approach ensures the strategy is not based on assumptions but is instead founded on genuine understanding. It prioritises areas that matter most to staff, ensuring the strategy has a meaningful and immediate impact. When people see their concerns and suggestions shaping the strategy, they're more likely to support and champion it. Similarly, it's essential to review the impact of specific initiatives through employee engagement to understand what is working and what still needs to be developed further.

It's equally important to reinforce our understanding with robust data. Regular collection and analysis of workforce diversity and demographic data provide a clear, objective view of where the company stands. It is an essential step that allows us to establish a baseline, understand where to focus attention and track progress against clear objectives over time. And yet, CIPD research suggests that only a quarter of organisations consult data before planning new ED&I activities.⁸

38% of respondents have established workforce diversity metrics through the capture, monitoring and tracking of demographic data

50%
of respondents collect employee feedback to determine the impact of ED&I initiatives and inform future action

One possible explanation for this may lie in the challenges associated with collecting diversity data. Employees are not legally required to disclose personal diversity information, often resulting in low response rates and poor-quality data. It is, therefore, essential to foster an environment where employees feel safe and understand the importance of sharing their data. When employees recognise that their information contributes to a broader commitment to inclusivity and positive change, they are more likely to participate.⁹

CPI is taking action to create a culture of conscious inclusion

Diversity and Inclusion is fundamentally at the heart of what we do. Diversity fuels innovation; it's an integral part of our brand and identity and is, therefore, firmly embedded in our Employee Value Proposition (EVP). We've already seen the benefits of this important work, so we wanted to share a little more about how we began our journey and introduce you to our ongoing commitment to Diversity and Inclusion.

[Read the full case study >>](#)

8. Chartered Institute of Personnel and Development: Inclusion at work 2022

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

BEYOND NUMBERS

Having developed a strategy and established mechanisms for accountability, the next step for any organisation is to embrace openness about its commitments, progress, and challenges. However, transparency isn't simply about publishing figures and ticking boxes. It involves sharing an honest narrative behind those numbers, including the real stories of change, challenges faced, and milestones achieved. This honesty in communication not only bolsters trust internally among employees but also strengthens the organisation's reputation with customers, partners, and the wider community. Such transparency, coupled with authentic action, positions the company as a leader in ED&I, committed not only to fostering change within but also to positively influencing societal norms and expectations.

In an era of heightened scrutiny, employers are under pressure to ensure their operations align with ethical considerations. Publicising ED&I commitments is a powerful signal that the organisation is not just aware of societal expectations but is actively striving to meet or exceed them. The Business in the Community Race at Work Charter is a prime example of a public commitment to ED&I, focusing specifically on racial equality in the UK workplace. Signing up to the Charter enables organisations to demonstrate their dedication to breaking down racial barriers, ensuring representation and inclusivity, and creating an environment where minority ethnic employees are represented at all levels.

Pfizer's public commitment to the Race at Work Charter (RAWC)

The Race at Work Charter (RAWC) is a UK Government and industry best practice initiative launched in 2018 by Business in the Community (BITC). It asks businesses to make a public commitment to improving equality of opportunity in the workplace.

The initiative followed Race in the Workplace: The McGregor-Smith review in 2017, which found significant disparities in employment and progression opportunities for minority ethnic groups. The review underscored the need for urgent action and concluded that businesses must do more to tap into the rich diversity of talent available to them.

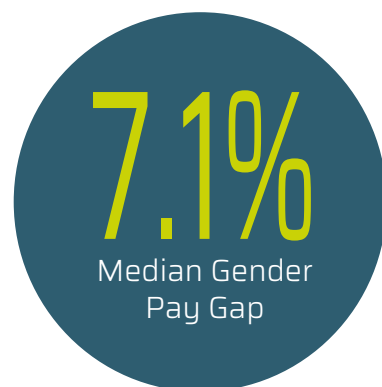
[Read the full case study >>](#)

GENDER PAY GAP

The gender pay gap measures the difference in average earnings between men and women. It is a broad metric that shows overall pay disparity across an entire organisation or sector regardless of specific job roles or positions. Addressing the gender pay gap offers several potential benefits for companies: it strengthens their reputation as champions of fairness and equality, provides access to a wider and more diverse pool of talent, and boosts employee morale and productivity. Put simply, championing pay equality is not just a matter of ethics — it's good for business.

The SIP analysed gender pay gap information from 132 UK life sciences employers and found that, on average, women earned 7.1% less than men in 2022/23.¹⁰ This marks a decrease from around 10% in 2019/20 and is substantially lower than the national average across all industries of 14.3%.¹¹

The gender pay gap is complex and influenced by various structural, societal, and economic factors. For instance, women are more likely than men to work part-time. In 2022, 37.8% of women in employment (all sectors) were working part-time, compared to approximately 13% of men.¹² Part-time roles, even on a pro-rata basis, can have fewer opportunities for training, advancement and higher pay compared to full-time positions. In 2023, the average hourly wage for full-time employees (all sectors) was £17.49, compared to £12.04 for part-time employees.¹³



At the same time, occupational segregation refers to the pattern of men and women being concentrated in different occupations. In the life sciences sector, this is reflected in a pronounced gender split across roles, with women accounting for around 75% of sales and customer service roles and 67% of administrative and secretarial roles but just 14% of skilled trades and 35% of managers, directors, and senior officials. ONS data for all industries shows that the occupations where women are under-represented typically pay higher salaries than those where they are over-represented.¹⁴

89% of respondents offer flexible working arrangements to support a work-life balance

This imbalance has not gone unnoticed among industry professionals: 42% of survey respondents identified a 'lack of women in senior positions' as a major concern for them (albeit slightly down from 47% in 2021).

To address the gender pay gap effectively, businesses must work to understand its root causes, which can differ between companies based on the unique characteristics of their workforce. When the disparity is linked to a higher number of women in part-time positions, creating a supportive environment with family-friendly policies, such as flexible working schedules and opportunities for remote work, can be highly beneficial. It's equally crucial that these part-time roles are provided with the same prospects for professional development, granting equal access to training and career advancement opportunities. Where the gap is due to women disproportionately occupying lower-paid roles, companies should revisit their recruitment strategies and champion career development programmes that facilitate the upward mobility of women into more senior positions.

10. Data Accessed: 'Reporting year 2022-23' (<https://gender-pay-gap.service.gov.uk/viewing/download>)

11. Office for National Statistics: Annual Survey of Hours and Earnings 2023, provisional: Gender Pay Gap

12. House of Commons Library: Women and the UK economy, 2023

13. Office for National Statistics: Annual Survey of Hours and Earnings 2023, provisional

14. Office for National Statistics: Annual Survey of Hours and Earnings 2023, provisional

The key message for employers is clear: go beyond just calculating the pay gap. A deep understanding of the specific factors contributing to wage differences is essential to develop and implement effective strategies that make a difference.

Building on the progress made regarding gender, there's a growing emphasis on understanding other pay disparities, particularly around ethnicity and disability. Much like the gender pay gap, discrepancies in pay based on ethnicity or disability stem from a combination of structural, societal, and organisational factors. Recognising and reporting these disparities is an important step for organisations committed to fostering an inclusive and fair work environment. By examining and addressing these additional pay gaps, companies can further solidify their position as leaders in equality and benefit from a more diverse, equitable and motivated workforce.



Pfizer: Closing the gender pay gap

Our 2021 [report](#) featured a case study titled 'Equity benefits everyone,' highlighting Pfizer's five-point strategy to build diverse teams and close the gender pay gap. We recently followed up on the progress and evolution of these initiatives.

[Read the full case study >>](#)

RETAINING FEMALE TALENT

Looking at the gender split across different age groups reveals another interesting insight. While women account for 42% of life sciences employees under the age of 50, this figure drops to just 36% of those aged 50 and above. This contrasts with the UK Chemicals sector, where women comprise roughly 36% of the under-50 workforce but increase to 40% in the over-50s group. And so, despite an overall less balanced gender ratio, the Chemicals sector does not experience the same reduction in female representation with age. For context, across all UK industries combined, the representation of women remains relatively consistent across age groups, with 47.9% of workers under 50 and 47.3% of those aged 50+.¹⁵ All of this suggests that the life sciences sector has difficulties retaining female talent through the later stages of their careers.

The implications of this trend are significant. If more women leave the sector before reaching their most experienced years, there is a consequent narrowing of the pool from which to draw potential leaders. Addressing this issue is not just about gender parity; it's about ensuring access to an extensive pool of expertise and leadership that only comes with time and experience.

At the same time, research by PwC found that 61% of women consider the diversity of an organisation's leadership when deciding where to work.¹⁶ Professionals, especially those at the early stages of their careers, often seek leaders they can identify with and who mirror aspects of their own identity (such as gender, ethnicity, or other attributes). In the absence of such leaders, the message communicated isn't merely about limited representation. It suggests success in fields like life sciences might be somewhat determined by demographic factors. This lack of representation can be discouraging to aspiring leaders as well as new talent entering the industry. Fewer women in top roles today might mean even fewer women aspiring for these roles in the future, perpetuating a cycle of under-representation.

76% of respondents celebrate and promote culturally significant events

Therefore, it is essential to explore the unique challenges faced by women in the sector, understand the underlying causes, and develop targeted strategies to support and retain female talent at all stages of their careers.

Eisai: Celebrating International Women's Day

Following the launch of the Equity, Diversity, and Inclusion (EDI) Steering Committee at Eisai, the team proudly celebrated International Women's Day on Wednesday, 8th March 2023. Centred on the global theme 'Embracing Equity', this was the first time our entire EMEA Knowledge Centre site, alongside the regional affiliates, joined together to collectively recognise and celebrate this event.

Our EDI steering group hosted an interactive stall in the EKC restaurant. Alongside informative materials and mementoes, the stall served up a slice of celebration - and cake! We welcomed nearly 200 visitors throughout the day, sparking some very thought-provoking discussions around gender equity. Attendees were invited to pledge personal commitments towards equity-enhancing actions, such as celebrating women's achievements, recognising and combatting unconscious bias, and thinking about how barriers to gender equality could be eliminated.

A key highlight of the day was a truly inspirational interview with four of Eisai's female leaders from across the EMEA region. Their shared insights into their career journeys, role models, and general advice cast a spotlight on the invaluable contributions of women to our organisation. The interview was made available on-demand via video, extending its reach to all our colleagues.

Looking back, we feel a great sense of pride and accomplishment in commemorating this special day. Moving forward, we're excited about our ongoing journey towards equity, motivated by the belief that our collective efforts can bring about meaningful, lasting change.

15. Office for National Statistics: Labour Force Survey, 4 Quarter Average, 2022
16. PwC: Winning the fight for female talent, 2017

WORKFORCE DIVERSITY

While data showing the ethnicity profile of specific occupations is too granular to state with confidence, overall trends suggest a growing ethnic diversity in the sector. That said, there is still more work to be done to improve the representation of minority ethnic groups more broadly. The two most frequently reported ED&I concerns in survey responses were the under-representation of minority ethnic groups within the organisation generally (45%) and, more specifically, in senior roles (52%). These statistics represent more than just numbers; they reflect an awareness of existing disparities and highlight the need for immediate, focused action.

Recognising these disparities is a crucial step towards creating a more equitable workplace. Yet, the journey from awareness to meaningful change involves navigating complex, interconnected issues. It requires not only the recognition of diversity in staffing but also an understanding of how diverse backgrounds influence career trajectories and opportunities. This calls for a systemic approach that combines the principles of meritocracy with a commitment to inclusivity, ensuring every individual, regardless of their background, has equal opportunities to succeed.

	Asian or Asian British	Black, Black British, Caribbean or African	Mixed or multiple ethnic groups	White	Other ethnic group
UK life sciences workforce	7.7%	1.9%	2.3%	85.9%	2.2%
England & Wales: Census 2021 ¹⁷	9.3%	4.0%	2.9%	81.7%	2.1%

17. Office for National Statistics: Ethnic group, England and Wales: Census 2021

MITIGATING BIAS

The principle of meritocracy, where individuals are recognised and rewarded based on their talent and skill, is seen as fundamental to fair opportunities, particularly in sectors like life sciences that depend on expertise and innovation. However, the idea is complicated by the reality that not everyone has the same starting point. Factors like socio-economic conditions, educational access, and discrimination often mean some people face more significant barriers to success. True meritocracy requires an environment where everyone can envision their potential and access the necessary tools and support to realise it.

68% of respondents take steps to mitigate the impact of bias in recruitment process

Biases, often subconscious and deeply ingrained in societal norms, can inadvertently skew decisions, rendering them less objective and potentially compromising fairness and efficiency. However, tackling such biases is not simple. The challenge lies in their often-hidden nature, making them difficult to detect and address. While unconscious bias training can help raise awareness, its impact can be short-lived as staff can revert back to ingrained patterns over time.¹⁸

On the other hand, systemic interventions, such as blind recruitment processes or objective promotion criteria, target the root of the issue by reducing opportunities for bias in decision-making.¹⁹

39% of respondents ensure that candidate long and shortlists are gender-balanced and diverse

RARE's contextualised recruitment data technology is an innovative solution to this pervasive issue. The system aims to level the playing field by evaluating candidates in light of their individual circumstances. By taking into account factors like socio-economic background, personal adversities and educational context, the technology offers a more holistic view of an applicant's potential. For instance, two candidates might both score a B grade in an exam, but if one candidate achieved that grade while overcoming significant personal or socio-economic challenges, their grade might be viewed in a different light. It can therefore help address unconscious biases by redefining what "merit" means in the context of a candidate's life experiences and challenges.

LifeArc: Innovations to enhance our early years work and support social mobility

At LifeArc, we firmly believe in diversity in its broadest sense and recognise that, for some, adverse outcomes may be compounded by the intersection of certain life situations, backgrounds and identities. We know, for example, that ethnicity often aligns with social mobility.

With this in mind, a central action under our Inclusive Culture pillar has been to review, re-develop and enhance our early years offerings. This has afforded us a unique opportunity to attract and recruit more diverse early years talent and, at the same time, help to address wider economic and social barriers by advancing greater social mobility in STEM and the life sciences sector.

[Read the full case study >>](#)

¹⁸ Chang, Edward H. et al. "The mixed effects of online diversity training." Proceedings of the National Academy of Sciences of the United States of America, 2019.

¹⁹ Government Equalities Office: Women's Progression in the Workplace, 2019

INSPIRING THE NEXT GENERATION

Careers outreach programmes inform and inspire young people about different career paths and opportunities. Students benefit from hearing from speakers from different backgrounds and in different sectors who have taken varied paths to get there.²⁰ Such diversity in representation is particularly important for young people from disadvantaged backgrounds, who often need greater interventions and yet are the least likely to receive career guidance.²¹

People tend to gravitate towards role models who mirror their own identities, whether in terms of ethnicity, religion, disability status, sexual orientation, or gender. They can inspire students by providing a positive example of their potential future selves.²² A relatable role model can therefore turn dreams into ambitions, especially in sectors that might otherwise seem exclusive or unreachable. This mirroring is not just about ambition - it's a foundational assurance that they too can overcome challenges, navigate professional landscapes, and reach positions of influence.

Conversely, a lack of relatable and realistic role models can harm career aspirations and outcomes for already disadvantaged groups. The narrative becomes one of exclusion rather than inclusion. This is not merely a motivational deficiency, it's a denial of opportunity, both perceived and real. Where possible, colleagues should be supported to become diversity role models and given a platform to engage the wider community to inspire future generations.

This approach recognises talent isn't confined to privileged demographics but that potential is universally distributed while opportunities are not. By investing in targeted initiatives which bridge the gap between potential and opportunity, companies not only contribute to societal equity but also harness a broader range of talent to drive innovation and progress.

46% of respondents engage with careers outreach programmes aimed at disadvantaged or under-represented groups

GSK & The James McCune Smith Scholarships

The James McCune Smith Scholarships (JMS) were established to support Black UK students to undertake PhD research at the University of Glasgow. This initiative not only aims to finance the recipients' studies but also to provide an enhanced academic experience through mentoring, placements, leadership training, and networking opportunities.

Recognising the under-representation of minority ethnic groups within Pharma R&D, GSK viewed the JMS Scholarships as an opportunity to proactively support the development of Black talent. This initiative aligns with GSK's broader commitment to Diversity & Inclusion, aiming to nurture a pipeline of skilled professionals in the pharmaceutical sector.

[Read the full case study >>](#)

²⁰ Education and Employers: Exploring the impact of guest speakers in schools, 2019

²¹ Department for Education: Careers strategy; making the most of everyone's skills and talents, 2017

²² Race in the workplace: The McGregor-Smith Review, 2017

APPRENTICESHIPS

Apprenticeships are an essential entry point to a career in life sciences and a powerful influence on its future workforce. Understanding the diversity of apprentices is crucial for gauging how successfully the sector is reaching and engaging emerging talent. Encouragingly, the proportion of female apprentices in life sciences has grown from 31.5% in 2015/16 to 41.9% in 2020/21. Simultaneously, the proportion of apprenticeships going to learners from a minority ethnic group has nearly doubled from 8.4% to 16% over the same period. The gender and ethnicity data indicate clear trends, suggesting they are the result of targeted actions taken by employers.

One area that requires attention is social mobility. Despite some modest growth in the number of starts taking place in the sector, the share of apprenticeships going to learners from the 20% most deprived areas has fallen from 15.1% in 2015/16 to 8.6% in 2020/21. This decline is largely attributed to the increasing focus on higher and degree-level apprenticeships, which accounted for 59% of sector apprenticeships in 2020/21, up from just 10% in 2015/16. This trend challenges the sector's social mobility goals, as those from disadvantaged backgrounds are less likely than their more affluent peers to secure an apprenticeship at these higher levels.²³

54% of respondents consciously use apprenticeships as a way of supporting social mobility and increasing diversity

Apprenticeships are often regarded as a pathway to social mobility, offering a practical route to employment and the opportunity for learners to earn while developing skills outside a traditional academic setting. They can enhance the sector's accessibility by providing an alternative entry point for individuals from diverse socio-economic backgrounds. However, the significant reduction in lower-level apprenticeship opportunities risks closing this critical pathway for disadvantaged learners unless proactive steps are taken.²⁴

In 2020/21, approximately just 7.7% of degree-level apprenticeships in the life sciences industry went to learners from the most deprived 20% of areas

The positive trends in ethnic and gender diversity highlight the impact of conscious action on apprentice recruitment figures. To support social mobility, several measures can be implemented, such as providing financial support to reduce cost barriers, collaborating with schools and colleges in disadvantaged areas to increase awareness, and adopting a holistic approach to applicant assessment. These steps are vital to ensure that apprenticeships continue as a viable and inclusive entry point into the life sciences sector.

AstraZeneca: Apprentice Profile

Christina Dumitriu Jackson, a 20-year-old Laboratory Scientist Apprentice in peptide chemistry at AstraZeneca, is currently undertaking a Level 6 apprenticeship with Manchester Metropolitan University (MMU). With three years left in her apprenticeship, Christina is already making strides in her role and showcasing the value of apprenticeship pathways in the pharmaceutical sector.

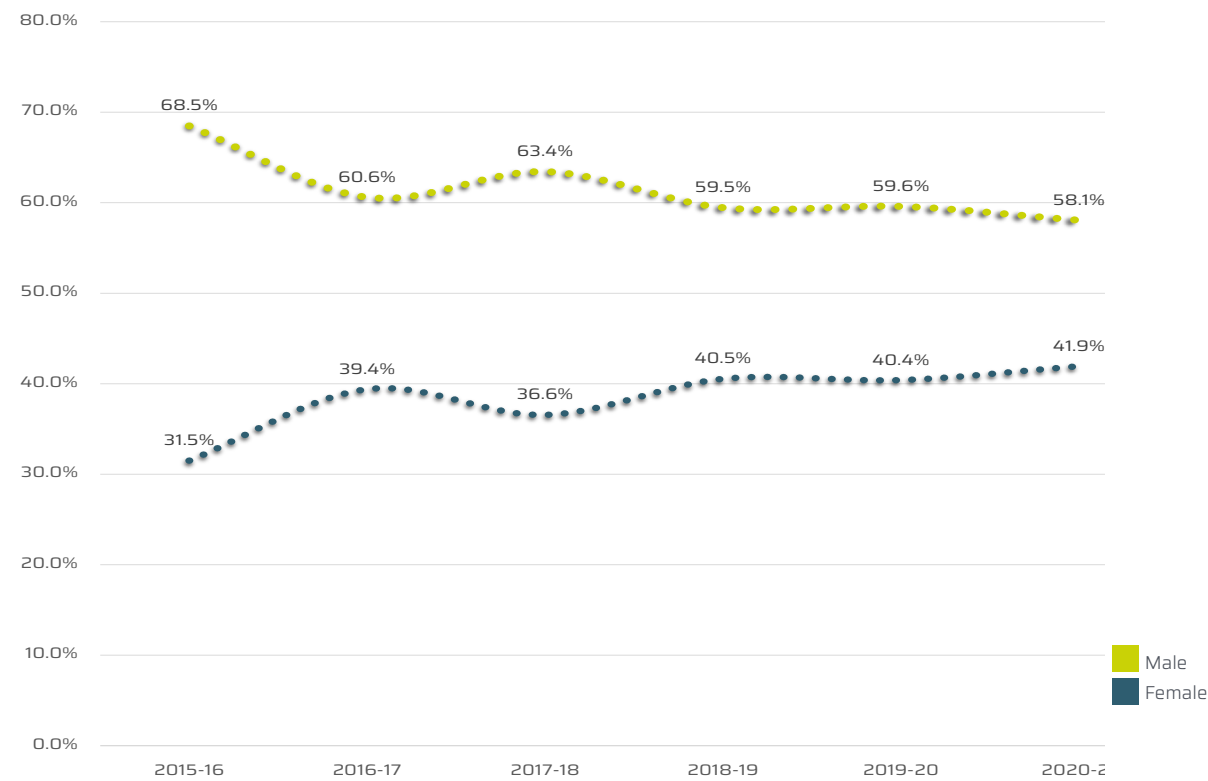
[Read the full case study >>](#)

²³ The Sutton Trust: Degree Apprenticeships - Levelling up?, 2020

²⁴ Social Mobility Commission: Apprenticeships and social mobility, 2020

APPRENTICE DEMOGRAPHICS DATA²⁵

Life sciences apprentices by sex

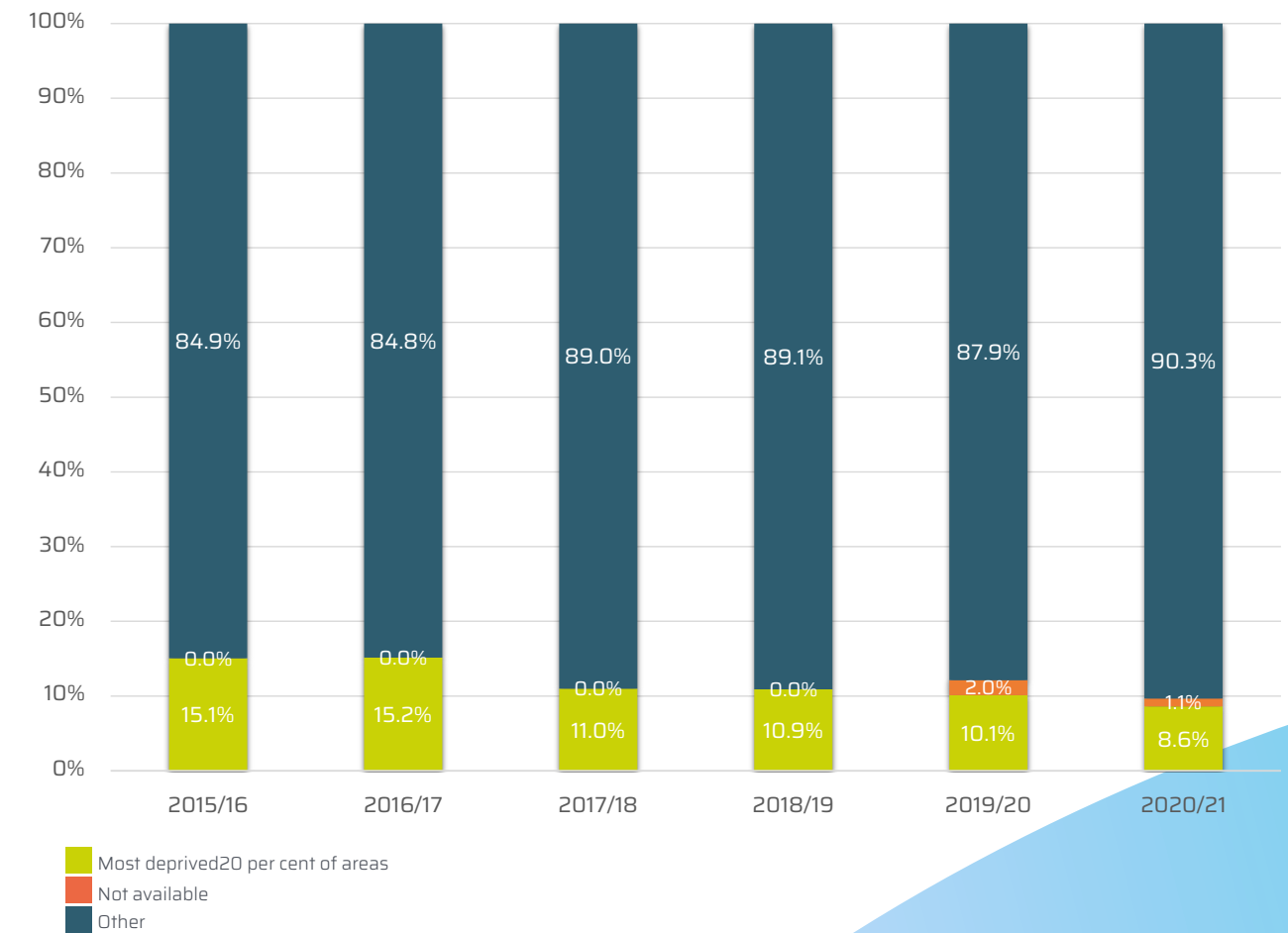


Life sciences apprentices by ethnicity

	Asian or Asian British	Black, Black British, Caribbean or African	Mixed or multiple ethnic groups	White	Other ethnic group	Not Available
2015/16	4.2%	2.8%	1.4%	91.7%	0.0%	0.0%
2016/17	3.1%	1.6%	0.0%	95.3%	0.0%	0.0%
2017/18	5.4%	1.1%	3.2%	88.2%	1.1%	1.1%
2018/19	7.2%	2.7%	2.7%	82.9%	0.9%	3.6%
2019/20	5.9%	2.9%	2.9%	84.3%	2.0%	2.0%
2020/21	8.5%	3.2%	3.2%	79.8%	1.1%	4.3%

²⁵Department for Education: Apprenticeships in England by industry characteristics, Academic Year 2020/21

Life sciences apprentices by deprivation status



MENTORING

The UK BioIndustry Association (BIA) recently conducted a survey of 1,200 biotech employees. The responses suggest that the biggest potential improvement regarding sector inclusion is more targeted career development, such as workplace mentors and sponsorship programmes.²⁶ The report concludes that specific attention should be given to under-represented groups who face the greatest barriers and challenges.

48% of respondents have a diverse pool of internal mentors and career role models

The benefits of mentoring have been well-documented in research. Having a mentor is associated with more favourable work attitudes, enhanced career satisfaction, increased rates of promotions, higher performance, lower turnover, and more positive interpersonal relationships outside the mentorship.²⁷ For mentors, the relationship provides a sense of fulfilment and purpose, the chance to reflect on their own practices, and an opportunity to contribute positively to the growth of their industry. Mentors often gain fresh perspectives and insights from their mentees, leading to mutual learning and development. Such strategies advance individual careers and drive the industry forward by nurturing a culture of inclusivity and innovative thinking.

Science Industry Partnership Careers Taskforce

Our careers outreach strategy for the sector is driven by the SIP Careers Taskforce, a team of early career professionals from diverse backgrounds who share a passion and pride for science-based careers. Members of the Taskforce and the ambassadors they support engage in outreach work in addition to their day-to-day jobs. Ensuring they have the appropriate training, resources, and support is vital to making the best use of their time and energy. This includes a new programme where senior leaders in SIP member companies mentor members of the Taskforce, which we believe is unique in the industry. Through this, senior leaders build a relationship with early career professionals through which they can exchange perspectives on all aspects of their professional lives.

Maddie O'Dell - deputy chair of the SIP Careers Taskforce, lead on its Ambassador Experience workstream, and Marketing Manager with Pfizer - is currently being mentored by Dr Malcolm Skingle, chair of the SIP and Director of Academic Liaison at GSK.

Maddie said:
"Being mentored by someone like Malcolm - who has such a wealth of experience in the industry - has been a fantastic opportunity. It's brilliant to be able to ask for advice when considering my personal career journey and around how we can enhance our work through the Taskforce."

Malcolm said:
"Mentoring Maddie has been a really rewarding experience, and I believe we've both benefitted from exchanging ideas and perspectives about the work of the Careers Taskforce. Helping attract new talent into the science and technology sector is vital for its future, and I'd definitely encourage senior leaders in the industry to consider taking on a mentoring role."

²⁶ UK BioIndustry Association: Diversity and Inclusion in UK Biotech, 2023

²⁷ Eby, Lillian T., and Melissa M. Robertson. "The psychology of workplace mentoring relationships." Annual Review of Organizational Psychology and Organizational Behavior. 2020

FOSTERING INCLUSIVITY

An inclusive workplace culture is one that makes every employee feel valued and able to contribute. Employees who feel a sense of belonging are more likely to be actively engaged in their roles, display heightened creativity, and collaborate more effectively.²⁸ They are less likely to experience workplace anxiety or burnout, leading to increased productivity and decreased absenteeism. This not only boosts overall staff wellbeing but also reduces turnover rates, ensuring businesses retain essential talent. Consequently, an inclusive work environment isn't just an ethical pursuit but is a fundamental driver of organisational innovation and resilience.

Employee networks stand out as an important strategy in championing inclusivity: they offer safe spaces for under-represented employees, creating platforms

where they can voice concerns, share experiences, and influence organisational change. Through these groups, businesses gain access to a wealth of insights, enabling them to refine policies and practices based on the direct experiences of their workforce. Armed with this deep understanding, employers can better anticipate and address the challenges their staff face and promote a more resilient organisational culture.

62% of respondents use initiatives to diversify employee networks and build relationships across the business

45% of respondents have employee network groups based on shared characteristics, beliefs or interests

²⁸ CIPD: Building inclusive workplaces - assessing the evidence, 2019

MENTAL HEALTH & WELLBEING

In recent years, the conversation around mental health has been transformed. Once highly stigmatised, it has now come to the forefront, particularly in professional settings. This change is not solely a reflection of heightened awareness and acceptance but also a response to the unique pressures of the contemporary workplace. The rise of technology, coupled with increasingly blurred lines between personal and professional life – amplified during the pandemic with a surge in remote working – has increased pressures on mental wellbeing.

Recognising these challenges, progressive companies are now adopting a more holistic view of employee welfare. True wellbeing is understood as encompassing both physical health as well as mental and emotional health. This perspective is backed not only by ethical considerations but also by economic ones. The costs of neglecting mental health, from increased absenteeism to reduced productivity and morale, can have significant impacts on an organisation's success. Deloitte recently estimated that poor mental health costs UK employers up to £56 billion a year in absenteeism, decreased productivity, and increased staff turnover.²⁹ The research found that 28% of employees either left in 2021 or were planning to leave their jobs in 2022, with 61% of those citing poor mental health as the reason why.

The World Health Organization advises that protecting and promoting mental health at work is about strengthening capacities to recognise and act on mental health conditions.³⁰ It recommends a multifaceted approach which includes training in mental health literacy and awareness, particularly for managers, as well as specific interventions for individuals, such as flexible working arrangements, reasonable accommodations, and return-to-work programmes. Incorporating these strategies enhances the overall wellbeing of the workforce and solidifies a company's commitment to a supportive and inclusive environment.

76% of respondents have a mental health strategy and/or provide mental health first aider (MHFA) training



29. Deloitte: Mental health and employers: The case for investment – pandemic and beyond, 2022
30. World Health Organization: Mental health at work, 2022

DISABILITY INCLUSION

Creating an accessible and supportive environment for individuals with disabilities involves practical steps that extend beyond policy. This includes not only ensuring physical accessibility but also fostering a culture of understanding and respect, where the unique challenges and strengths of each individual are recognised and valued. It also involves adapting the workplace or working practices to ensure that individuals with disabilities have equal access to opportunities and resources. These accommodations can range from modifying physical workspaces to offering flexible working arrangements.

Equally important are training programmes tailored to the specific needs of individuals with disabilities. These programmes can bridge gaps in experience and skills, offering a robust foundation for their careers. Such initiatives demonstrate an organisation's commitment to ensuring every individual, regardless of their background or abilities, is empowered to contribute fully and meaningfully to the company and its community.

Part of this cultural shift can be supported through engagement with initiatives like the Disability Confident scheme. This government-backed initiative encourages employers to think differently about disability and take proactive steps to improve how they recruit, retain, and develop disabled employees. It provides a comprehensive framework for employers to follow to create a workplace where all employees can thrive.

45%

of respondents are signed up to the Disability Confident scheme

GSK supporting young people with learning disabilities transition from education into employment

GSK was the first private organisation in the UK to adopt the Project SEARCH Transition to Work programme to provide real work experience and training to young people with learning disabilities and autism spectrum conditions. This is the tenth consecutive year that GSK has followed the DFN Project SEARCH model, supporting 12 young people a year to transition from education into employment

[Read the full case study >>](#)

31. House of Commons Library: Disabled people in employment: Research Briefing, June 2023

SOCIAL IMPACT

Companies today are exploring innovative ways to boost employee wellbeing and engagement. One increasingly common approach is offering paid volunteer time. By allowing employees to contribute to causes they're passionate about, businesses can make a positive social impact while simultaneously enhancing their team's sense of purpose. However, the benefits of volunteering extend beyond personal fulfilment and satisfaction, as community projects can help employees develop adaptability, innovative

thinking, and collaboration. They develop leadership skills, navigate diverse team dynamics and gain insights which differ from typical work environments. Such experiences equip employees with a broader range of skills and perspectives that they can bring back to their professional roles. In essence, offering volunteering opportunities serves a dual purpose: companies can contribute positively to their communities while also promoting growth and development within their teams.

45%

of respondents offer paid volunteer time for employees to contribute to something they are passionate about

CASE STUDIES



LIFEARC: INITIATING CHANGE AND CREATING THE TASKFORCE

In 2021, as part of a wider strategic change programme, we recognised an opportunity to strengthen our focus on equity, diversity, and inclusion (ED&I). To help us understand how best to achieve this, we ran a series of Listening Workshops attended by nearly 75% of our employees. These workshops provided colleagues with an opportunity to share any ideas or concerns relating to our developing a focus on ED&I and to discuss their observations and experiences of working at LifeArc.

We then invited any employees who might be interested in shaping LifeArc's strategic ED&I priorities to get in touch. An initial group of twelve representative volunteers from different LifeArc sites and departments was then brought together into an ED&I Taskforce.

Developing our ED&I Strategy and Vision

The Taskforce, backed by Executive sponsors and HR, developed a comprehensive ED&I strategy that underpinned our commitment to embedding ED&I across our operations. This work took account of what we had heard first-hand from colleagues and our insights from other organisations who were advancing the agenda, particularly across the life sciences sector.

An ED&I Executive Sub-Group was also formed to sponsor the work and take accountability for key areas of the emerging ED&I Strategy. They and the Taskforce worked together during the following months to ensure wider strategic alignment as the ED&I Strategy was developed.

The Taskforce began by drafting a Position Statement, outlining why ED&I matters to us, our key commitments, and how the agenda links to and complements our 'LifeArc Principles' and wider organisational priorities. Step two was agreeing our ED&I vision.

Meanwhile HR re-developed our ED&I Policy and began to update or develop other key ED&I related policies. With these key commitments in place, the Taskforce began work on the Strategy itself. Members organised themselves into four small task and finish groups, focused on different aspects of LifeArc's work and considered where an active focus on ED&I would have the greatest impact, how it could be embedded and what was needed in terms of evaluation and governance.

After much deliberation, we agreed upon four key pillars to guide our approach to ED&I:

- Inclusive Culture
- Inclusive Advice & Funding
- Inclusive Science & Research
- Inclusive Engagement



Our vision is to foster inclusion by bringing together coalitions of our people, partners and patients to tackle critical health challenges through translational science. We will build our teams, organisation and our partnerships to reflect the communities that we belong to and the values we hold; we will collaborate with a diversity of patient representatives at every stage to enable greater innovation in healthcare solutions and more equitable healthcare outcomes.

Implementation and Communication of the Strategy

Our ED&I Strategy was approved in February 2022 and is available to all employees on our intranet, with a summary version on our external website. Taskforce members, along with Executive Team leads, communicated this strategy to the wider organisation at briefing sessions. This process encouraged further feedback and engagement, helping us continuously

refine our approach. The briefings also provided an opportunity to share a snapshot of workforce diversity data for the first time and explain why (anonymised and aggregated) workforce data sets can inform policy and planning to develop greater diversity and inclusion and measure progress.

Progress and Future Plans

Since the launch of the ED&I Strategy, which was reviewed after year one, the Taskforce has continued to meet regularly. The group actively shapes internal ED&I communications and events, listens to feedback, and suggests ways to foster a fully inclusive environment. For example, members have helped LifeArc work towards becoming a Disability Confident employer under the DWP's national scheme.

We are currently co-designing training with members to develop the Taskforce further and maximise its impact. We are also keen that the Taskforce works more closely with our wider Employee Forum on common areas such as Well-being

LifeArc
Making life science life changing

CPI IS TAKING ACTION TO CREATE A CULTURE OF CONSCIOUS INCLUSION.

Amy Smith – Chief People Officer, CPI

Diversity and Inclusion is fundamentally at the heart of what we do. Diversity fuels innovation; it's an integral part of our brand and identity and is, therefore, firmly embedded in our Employee Value Proposition (EVP). We've already seen the benefits of this important work, so we wanted to share a little more about how we began our journey and introduce you to our ongoing commitment to Diversity and Inclusion.

Our commitment to inclusivity

Our D&I journey started a few years ago, but it really accelerated in February 2022 when we signed the [Catapult Network's Inclusivity in Innovation Charter](#). By signing this charter, we agreed to share and learn best practices and cemented our commitment to drive inclusivity in everything we do. All members of the [Catapult Network](#) took this pledge, along with our partners and suppliers.

Shortly after signing the Charter, we launched our refreshed values, developed alongside our EVP with [Brave & Heart](#). It was important for us to ensure our commitment to D&I was represented, which led to the creation of our 'Diverse People' value. After all, without diversity of people, there's no diversity of thought.

Empowering our people

In the summer of 2022, our people created D&I affinity groups. These groups provide a safe space for our people to discuss and share experiences. Members are committed to making our work environment as inclusive as possible and have made a significant impact so far. We wanted our people to feel empowered to bring their whole selves to the workplace and to remove any bias by raising awareness of all backgrounds, cultures, and experiences.

Our affinity groups are currently made up of 5% of our workforce, and we expect to see significant growth over the coming years.

We currently have four affinity groups which aim to address challenges within the industry. The groups focus on areas that our people felt were under-represented at CPI:

- Disabilities, hidden conditions, and carers
- LGBTQ+
- Race, religion, culture, and ethnicity
- Women in CPI

Our people are at the heart of the incredible work we do at CPI, and we wanted to ensure that they were all represented.

In spring 2022, to support our efforts to become more inclusive, we began working with an organisation called [Inclusive Employers](#); experts in making inclusion an everyday reality. They helped us with a foundation assessment and feedback as we embarked on a programme of targeted D&I activity to implement the recommended frameworks. We then put ourselves forward for accreditation and were delighted to [receive a silver award](#). This incredible achievement recognises our commitment to D&I and the efforts of so many of our people at CPI who support this journey daily.

It was hugely important for CPI that these groups be employee-led, and with that in mind, the groups self-manage their activities. They meet monthly and run campaigns and awareness sessions for the wider business, with recent talks focusing on allyship, Ramadan and neurodiversity. We also encourage members of our affinity groups to take part in external learning sessions and use this to inform policy at CPI, such as our recently launched 'Menopause policy' and our 'Transitioning at Work policy', which is coming soon to support our people both now and in the future. This ensures that our diverse people have a direct impact on the way we work.

Engaging our people

We also run a number of activities designed to help support all of our people. The type of schemes and programmes we run offer invaluable learning opportunities and are a great way to engage our workforce with CPI's D&I goals. Examples include our Parent Pal Scheme, which connects new parents with fellow parents at CPI, and our reverse mentoring programme, designed to help senior managers and leaders understand more about the employee experience.

Over the next year, our emphasis will be on upskilling everyone in D&I. We'll continue to run a host of training days, including sessions specifically for our Executive Leadership Team and the wider CPI population; we have already had sessions dedicated to line managers. We will also continue to create a range of

opportunities to enable people to enter our workforce; through our work with schools, colleges, universities, local enterprise partnerships and recruitment from untapped talent pools (including a plan this year to launch a STEM returners scheme, as well as actively promoting our roles to armed forces veterans with valuable transferrable skills). Ensuring diversity in our recruitment fosters the radical thinking and innovative solutions that make CPI so incredible.

Conscious inclusion is a hugely important priority for CPI, and what we would say to organisations setting out on their D&I journey is that it just doesn't happen by accident! But, by committing to making conscious inclusion part of your business, you can achieve the incredible.

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PFIZER'S PUBLIC COMMITMENT TO THE RACE AT WORK CHARTER

What is the Race at Work Charter (RAWC)?

The RAWC is a UK Government and industry best practice initiative launched in 2018 by Business in the Community (BITC). It asks businesses to make a public commitment to improving equality of opportunity in the workplace.

The initiative followed [Race in the workplace: The McGregor-Smith review](#) in 2017, which found significant disparities in employment and progression opportunities for minority ethnic groups. The review underscored the need for urgent action and concluded that businesses must do more to tap into the rich diversity of talent available to them. In response to this, BITC launched its [Race at Work 2018: The Scorecard Report](#) to assess how UK employers performed against the recommendations outlined in the review. The findings led to the creation of the RAWC, which lists seven important actions businesses should take to improve race equality, inclusion and diversity in the workplace.

The RAWC seven commitments:

1. Appoint an Executive Sponsor for race equality.
2. Capture ethnicity data and publicise progress.
3. Commit at board level to zero tolerance of harassment and bullying.
4. Make equity, diversity, and inclusion the responsibility of all leaders and managers.
5. Take action that supports Black, Asian, Mixed Race and other ethnically diverse employee career progression.
6. Support race inclusion allies in the workplace.
7. Include Black, Asian, Mixed Race and other ethnically diverse-led enterprise owners in supply chains.

The significance of the RAWC for Pfizer UK

On 17th October 2022, Pfizer UK committed to the RAWC. This step, championed by the Ethnic Diverse Colleague Resource Group (CRG) and a dedicated RAWC sub-team, reflects senior management's dedication

to equity and ongoing efforts to address inequalities. It underscores Pfizer UK's commitment to being a genuinely inclusive employer.

Latest progress and upcoming milestones

Progress against the seven commitments of the RAWC is currently being driven by the leadership of the CRG, who have appointed nine passionate RAWC Project Managers from diverse backgrounds. Our mission is to enhance equity and opportunity within Pfizer. As part of our strategy, we're exploring reverse mentoring and 360-degree feedback processes as tools for enabling senior leaders to champion inclusion and diversity.

The CRG and the UK People Experience team have initiated planning meetings to determine how best to implement these commitments for Pfizer UK colleagues. As part of our ongoing efforts, we are collaborating closely with BITC to conduct a gap analysis of our policies and procedures to inform future changes and drive the RAWC initiative's implementation.

There is also a major focus from the Diversity Equity and Inclusion (DEI) leadership teams and the UK Ethnicity CRG on capturing ethnicity data, publicising progress and closing the ethnicity pay gap. Last year, we collected ethnicity data for over 70% of our colleagues and conducted a comprehensive analysis in April 2023. This analysis now forms the baseline for our objective to close the ethnicity pay gap. Currently, the UK Ethnicity CRG members are collaborating with the People Experience team to develop tailored programmes and resources to support colleagues at all levels in this endeavour.

As we look ahead, we must determine how to measure the impact of these programmes and identify areas for further work. While our current efforts address some of the RAWC's commitments, we remain committed to fulfilling all the RAWC's commitments and are developing a forward-looking plan to ensure this.

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PFIZER: CLOSING THE GENDER PAY GAP

Our 2021 [report](#) featured a case study titled 'Equity benefits everyone,' highlighting Pfizer's five-point strategy to build diverse teams and close the gender pay gap. We recently followed up on the progress and evolution of these initiatives.

Pfizer's five-point Diversity, Equity, and Inclusion strategy

- 1. Ensuring recruitment diversity.**
Building a stronger gender balance of candidates across all levels and stages of the recruitment process.
- 2. Creating a trusting, flexible workplace culture.**
Encouraging employees to achieve the work-life harmony that enables every colleague to be their best working self.
- 3. Building a career support programme.**
Enabling colleagues to find clarity, momentum, and direction to make a positive change in their career choices.
- 4. Supporting colleagues who return from long-term absence.**
Ensuring that all employees returning from long-term absence feel supported, engaged and part of the business again, whilst enjoying equal opportunity to progress.
- 5. Establishing family-friendly practices for every stage of the family life cycle.**
Supporting colleagues at every stage of the family life cycle, recognising that the modern family comes in many forms.

Why has it been put in place?

Pfizer's purpose is to deliver breakthroughs that change patients' lives, both through our biopharmaceutical innovations and by working to ensure that those medicines and therapies can be accessed quickly and effectively by those who need them. Realising our purpose requires creativity, problem-solving, exceptional communication, and agile decision-making, attributes that are greatly enhanced by the rich cognitive diversity of our workforce.

Our core values - courage, excellence, equity, and joy - define our culture. We aim for a diverse, inclusive workplace where every individual feels seen, heard, and cared for. A significant part of this objective is closing the gender pay gap. It was clear that if we wanted to drive a significant cultural shift, we needed to innovate. So, we created a new full-time role dedicated to understanding the challenges surrounding the pay gap and creating an impactful strategy that would drive change.

Progress so far

We've made significant progress by adopting a 'test, learn, and adapt' approach. We developed and implemented a metrics framework to optimise how we target our resources and activities. We backed each of our key initiatives with a comprehensive communication plan and internal social media campaign, and engaged colleagues across the business to provide functional and technical expertise and champion change.

Our multi award-winning Closing the Gender Pay Gap Strategy has been recognised as an example of best

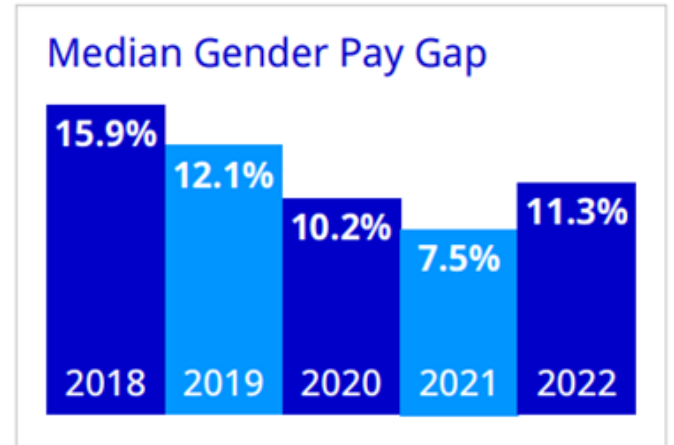
practice, including with the Top Employers Institute. It's an approach that has driven long-term change, and which has narrowed our median gender pay gap from 15.9% in 2018 to 11.3% in 2022.

There is still plenty to do, and we are extremely mindful not to become complacent. As you can see from the graph below, in 2022 the median gender pay gap increased. Multiple variables affected the gap, but two key factors had a particular impact on the distribution of men and women across different levels of our business, which in turn impacted the pay gap.

- Our latest figures show that there was a positive increase in the number of women taking up entry level STEM positions. In terms of our long-term development, this trend points to a growing talent pipeline of women who will be equipped to pursue future STEM leadership positions. This reinforces the fact that closing the gender pay gap is not a 'quick win', it is a longer term strategy.
- Second factor was related to the closure of one of our manufacturing facilities in the UK which employed a high number of male employees in the lower pay quartile.

Despite the impact of these events, our five-point Diversity, Equity, and Inclusion (DE&I) strategy is driving long-term change. Within Pfizer Limited, the number of women in the two upper pay quartiles has increased by 5% since last year. Male applications for lower job grades have increased, while female

applications for senior roles have seen double digit growth. In addition, our hiring figures across the board are more even. This means that we are moving towards a long-term rebalancing of gender distribution across the business. This, more than any other factor, will work towards closing the gender pay gap.



Next steps

As we move forward, we are determined to further embed diversity and inclusion as a hallmark of our business. To do this, we will:

- Empower ever-greater numbers of colleagues to contribute to this work: sharing ideas, driving new initiatives, and championing existing initiatives.
- Create an 'Alumni Club' for colleagues who have taken our career workshops. This will be a forum for discussion, development, and further career support.
- Extend our Returner Support to include training for managers: enabling them to facilitate effective career progression conversations with all colleagues.
- Advocate for ever greater colleague-generated activity around inclusion, reinforcing the message that we all share the responsibility for creating a truly inclusive workplace culture and closing the gender pay gap.

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LIFEARC: INNOVATIONS TO ENHANCE OUR EARLY YEARS WORK AND SUPPORT SOCIAL MOBILITY

At LifeArc, we firmly believe in diversity in its broadest sense and recognise that, for some, adverse outcomes may be compounded by the intersection of certain life situations, backgrounds and identities. We know, for example, that ethnicity often aligns with social mobility.

With this in mind, a central action under our Inclusive Culture pillar has been to review, re-develop and enhance our early years offerings. This has afforded us a unique opportunity to attract and recruit more diverse early years talent and, at the same time, help to address wider economic and social barriers by advancing greater social mobility in STEM and the Life Sciences sector.

Implementing contextualised recruitment

In 2022, we introduced RARE contextualised recruitment data technology to support our social mobility goals. We now use this technology to support all our early careers programmes: Industrial Placements (IPs), Fellows and Apprentices.

A sophisticated algorithm measures a candidate's achievements against datasets that have been developed over the last decade. The first database contains exam results of more than 4,000 UK secondary schools and sixth-form colleges. This enables us to contextualise A-Level grades by considering performance across different schools and colleges. The second database uses up to five social mobility "flags", alerting us to relevant factors including an applicant's postcode, caring responsibilities, employment status whilst studying, and being the first in their family to attend university.

In early 2023, we finished recruiting our next intake of Industrial Placements with encouraging results: 18% of those invited to attend an assessment centre and 17% of those offered a role had at least one social mobility flag.

We have also just completed recruiting our first-ever School Leaver Degree Apprentice programme. Of those invited to attend an assessment centre, 50% had at least one social mobility flag, as did 50% of those offered a place on the programme. 50% of those offered a place were from minority ethnic groups.

Gathering social mobility data at each stage of the recruitment process has an added benefit as it also helps us isolate and identify any differential adverse impacts on socio-economically disadvantaged candidates, which can then be addressed.

Launching a virtual work experience programme

It was clear from our research that progressive and innovative early careers provision not only contributes to greater equity for disadvantaged communities but is also vital to 'unlocking' a vast pool of diverse future talent. As a result, broadening access to work experience opportunities has become a priority for LifeArc. We've examined differing modes of access to, for example, pre-skilling technologies, mentorship opportunities and types of work experience options, and this year, we were proud to launch our new Virtual Work Experience Programme.

This includes four tailor-made biology modules and can be accessed by all university students interested in exploring a career in biological Life Sciences. Students completing the programme gain valuable insight and receive a certificate, which can be added to their CV! Three months into this programme, the results are impressive, with over 1,200 students having enrolled from universities across the globe.

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GSK & THE JAMES MCCUNE SMITH SCHOLARSHIPS

Background

The James McCune Smith Scholarships (JMS) were established to support Black UK students to undertake PhD research at the University of Glasgow. This initiative not only aims to finance the recipients' studies but also to provide an enhanced academic experience through mentoring, placements, leadership training, and networking opportunities.

James McCune Smith - A Historical Legacy

Born into slavery in 1813 in New York City, James McCune Smith was emancipated by the city's Emancipation Act of 1827. Demonstrating significant intellectual prowess from a young age, he faced racial barriers when American universities denied him admission. In a pivotal moment, the University of Glasgow welcomed him in 1832, paving the way for McCune Smith to make history. He graduated from the University of Glasgow with three degrees - a bachelor's degree (1835), a master's degree (1836) and a medical degree (1837), becoming the first African American to hold a medical degree. Returning to the US, he used his education to challenge racial prejudices. His commitment to equality and his significant accomplishments, such as establishing the first African American-owned pharmacy in the US, made him an inspiration to many, including American social reformer Frederick Douglass.

Recognising the under-representation of minority ethnic groups within Pharma R&D, GSK viewed the JMS Scholarships as an opportunity to proactively support the development of Black talent. This initiative aligns with GSK's broader commitment to Diversity & Inclusion, aiming to nurture a pipeline of skilled professionals in the pharmaceutical sector.

In 2022, GSK's Medicinal Chemistry department proudly funded two of the ten JMS Scholarships awarded. Reinforcing their ongoing commitment, GSK is set to fund another two scholarships in 2023. The University of Glasgow further supported these students by providing fee waivers.

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ASTRAZENECA: APPRENTICE PROFILE

Christina Dumitriu Jackson



Christina Dumitriu Jackson, a 20-year-old Laboratory Scientist Apprentice in peptide chemistry at AstraZeneca, is currently undertaking a Level 6 apprenticeship with Manchester Metropolitan University (MMU). With three years left in her apprenticeship, Christina is already making strides in her role and showcasing the value of apprenticeship pathways in the pharmaceutical sector.

Why did you choose a career in life sciences?

I have always had a love and curiosity for science. At 16 I volunteered in my local care home and became interested in residents' conditions. This led me to research how to better understand and communicate with them. This passion for science was further explored through me undertaking a digital medicine

EPQ (Extended Project Qualification) during the Covid-19 pandemic. As an A-level student and a key worker at Waitrose, I was fascinated and discovered AstraZeneca and the positive impact scientists have on millions of lives.

Why did you decide to pursue an apprenticeship?

When deciding between an apprenticeship and the traditional university route, the first thing that came to mind was not only the financial benefit but the experience in industry. At the end of the apprenticeship, you have at least four years in the workplace as well as a degree. I discovered science apprenticeships on AstraZeneca's early careers website and thought it was too good to be true. After

completing work experience in the NHS, I realised I loved learning actively and gaining first-hand experience. This further encouraged me to choose an apprenticeship so I could simultaneously apply and relate my studies to the industry. After hearing about AstraZeneca and connecting with my now managers at the assessment day, I realised this is where I wanted to be.

What was your first day at AstraZeneca like, and how do you feel you've grown since then?

Peptide chemistry is a specialised and niche area of chemistry. I work as part of a team of 7 peptide chemists, all of whom hold postgraduate qualifications. Our team works with multi-million-pound equipment and technology to develop peptide medicines. At first, the most basic tasks that are now second nature to me were a challenge and seemed daunting. The pandemic

and virtual learning during my A-levels meant I had very little experience in a lab environment. Chemistry is like learning a new language. My confidence grows by the day as I continue to gain hands-on experience and transferrable skills. I am challenged to push the boundaries of science.

What has been the most unexpected aspect of your apprenticeship experience?

One thing that was different and very unexpected was the community feel at AstraZeneca. Potentially it was naive of me, having joined straight from school during the pandemic, but I was taken aback by how friendly, welcoming, and inclusive people were at the company.

This includes the infinite time and investment my managers give me in terms of my learning and evolution as a scientist but also as an individual, with time allocated to my personal development.

Can you share some of your most memorable experiences as an apprentice?

I am forever grateful to have had many memorable experiences on my apprenticeship journey so far. As a scientist, as well as contributing to projects in my team's impactful pipeline, I am working to take a significant step forward in our organisation's commitment to sustainability. In peptide chemistry, the use of an organic solvent called dimethylformamide (DMF) is a standard practice. However, upcoming EU regulations will restrict its use in manufacturing due to safety and sustainability concerns. To align with AstraZeneca's zero-carbon target, I am leading a project actively

researching "greener" alternative solvents. To address these issues, I have been exploring alternative solvents that are both less hazardous and bio renewable. This work shapes the future of peptide chemistry's processes and aligns with global efforts to address climate change, creating a more environmentally conscious and responsible chemical industry. Moving forward, I will expand on this work by researching more alternatives and sharing my work with other teams at AstraZeneca internationally. I have already shared a research highlight with the wider organisation.

How has AstraZeneca supported you during your apprenticeship?

I feel that the most important thing for apprentices, especially at the very beginning, is support and community. At AstraZeneca, I have had the upmost support from my managers, team, the early careers team, colleagues in the business and even senior leaders in the company. The passion and excitement for early talent radiates through the business. A moment that stands out for me is the Apprentice Showcase 2022. I had the pleasure to co-lead the

event with a fellow Apprentice Committee member. This event showcased the achievements and positive impact of apprentices to senior leaders and the whole of the business. As the panellist representing my area of BioPharma R&D, I was paired up with Sir Mene Pangalos and together with the other panellists, we discussed the progression of the apprenticeship scheme and the future of the company.

If you were to give one piece of advice to young people considering the apprenticeship route, what would it be?

My parents were encouraging of the traditional university route and were proud and excited at the idea of me going to a university. As two individuals who immigrated to the UK, they had a more 'traditional' view and were not aware of the more unconventional pathways, such as apprenticeships, especially in health sciences. They had not personally seen anybody pursue an apprenticeship but knew of countless individuals succeeding in careers after pursuing a

university degree. I have the utmost respect for my parents and highly value their opinion, however, it was challenging for me to explore and express my interest in apprenticeships. I decided to take the initiative to step outside the box and do what seemed like a risk at the time. I did this because the opportunity and challenge an apprenticeship offered outweighed those university would have given me.

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AstraZeneca 

GSK'S SPECTRUM EMPLOYEE RESOURCE GROUP: FOSTERING INCLUSION AND DIVERSITY

In today's diverse and inclusive workplace, it is crucial for companies to go beyond mere lip service and take concrete actions to support their LGBTQ+ employees. GSK has taken significant strides in this direction by creating Spectrum, its LGBTQ+ Employee Resource Group (ERG). Spectrum is not just an organisation within GSK; it's a vibrant and affirming community that celebrates the inclusion of all people, regardless of their sexual orientation, gender identity, or gender expression.

Founded in 1997, Spectrum marked its 25th anniversary last year, demonstrating the enduring commitment of GSK to fostering a diverse and inclusive workplace. The group's mission is clear: to provide a supportive and nurturing forum for GSK employees across the spectrum of sexual orientation, gender identity, and gender expression. Spectrum supports GSK's gay, lesbian, bisexual, transgender, queer, and straight ally employees, striving to increase awareness and understanding of issues and concerns that impact them.

Spectrum's impact is tangible and far-reaching. The group's chapters organise a wide range of events throughout the year, all designed to promote inclusion and foster a sense of community. From "In conversation with" style talks featuring prominent LGBTQ+ figures like Tom Daley and Dame Kelly Holmes to active participation in numerous Pride events, Spectrum

ensures that GSK's LGBTQ+ employees have a platform to express themselves and be celebrated for who they are. These events not only promote inclusivity within the organisation but also serve as opportunities for education and engagement. Beyond the grand events, they offer smaller social gatherings, providing a relaxed and safe space for its members to meet and socialise. These informal interactions are invaluable in building a strong sense of community and camaraderie among LGBTQ+ employees at GSK.

The group has representatives on the LGBT+ Global Council and the newly formed Intersectionality Council. This enables Spectrum to work closely with GSK's Diversity, Equity, and Inclusion (DEI) teams to help shape policies and challenge the business where necessary. This collaboration ensures that the LGBTQ+ employees' voices are heard and GSK's commitment to diversity and inclusion is put into practice.

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Every day that I come to work, I see GSK's commitment to DEI realised. Inclusion is baked into the GSK code, so that everyone is reminded of their responsibilities to their colleagues. By the actions of the organisation, and of the people working in it, I know that I can come to work as my authentic self and share aspects of my life as a LGBTQ+ person with my colleagues and friends just as any straight person would. The Spectrum employee resource group flies the flag for the LGBTQ+ community and organises events and meetups for employees. All employees can join this group and pledge their allyship in exchange for a rainbow lanyard. While it might seem like a small thing, walking down the corridor and seeing so many people wearing rainbow lanyards is a great reminder that LGBTQ+ people have a home at GSK.

Alex Zwetsloot, a GSK employee, shared his experience of being LGBTQ+ at GSK

Inclusion is deeply ingrained in GSK's corporate culture, which fosters a sense of unity and mutual respect, strengthening the organisation as a whole.

GSK's Spectrum Employee Resource Group is a shining example of how companies can create a more inclusive and diverse workplace by actively supporting their

LGBTQ+ employees. It demonstrates that inclusion is not just a buzzword but a core value, one that benefits everyone who walks through the doors of GSK, every day.



PFIZER'S COMMITMENT TO DISABILITY INCLUSION

Pfizer is an equal opportunities employer. With equity as one of our four key values, we are driven to be as diverse as the patients and communities we serve. We want to maximise the opportunities for everyone to join and flourish in their career at Pfizer. From a disabilities perspective, this means making every effort to ensure individuals can perform at their best at interviews and in their subsequent careers.

In the UK, there is a gap of approximately 30% in the employment rate between individuals with disabilities and those without.³² We are driven to do all we can to help bridge this gap and celebrate the unique abilities and 'superpowers' that everyone brings to our workforce. We work to ensure fairness and accessibility during the interview process by providing reasonable accommodations, assistive tools, and specialist support from Pfizer Colleague Wellness (Occupational Health). This empowers every candidate to showcase their strengths and potential.

In collaboration with HR, our UK DisAbility Colleague Resource Group, regional Diversity, Equity & Inclusion Council Europe, and global workstream, we've identified and advanced three strategic areas:

- Nurture trust and confidence for any candidate to make an application with the relevant accreditation and partnerships throughout the community.
- Identify best practices, including reasonable accommodations we can make and assistive tools and technologies we can utilise.
- Build on existing Colleague Wellness expertise and resources to further the reach and impact of our inclusion initiatives.

We are proud to have signed up as a Level 1 Disability Confident Committed Employer, a strong indication to colleagues and people applying to Pfizer as to our commitments here. We continue to partner with Evenbreak, a specialist disability job board, and SeeAbility, a leading charity and training provider. Many colleagues from our global Talent Acquisition team have completed a Disability Recruiter Certification with training provided by The Sierra Group.

We are also particularly passionate about supporting the Superhero Series - the UK's only disability sports series. This incredible initiative empowers individuals with a wide range of disabilities through sports events, reinforcing their strength and resilience. We are proud to be supporting and sponsoring the Superhero Series for the fifth consecutive year in 2023.

While we have laid excellent foundations and have seen strong engagement across the business, we are continually striving to make further improvements. As a global organisation in a digital world, navigating the complexities of high-volume recruitment, global systems, and diverse legal landscapes, it can be challenging to maintain a personal approach. We recognise there's room to expand and evolve our methods, especially for roles requiring specialised skills or experience. We aim to enhance accommodations from the earliest stages of the application process, enabling candidates to feel at ease when disclosing their disability, thereby enabling us to support them throughout their recruitment journey better.

Awareness is a key factor in our progress, both internally and externally. If people do not have first-hand experience, either as a carer or with a friend, colleague, or family member with a disability, then there may be less of an awareness or understanding. Moving forward, we aim to provide more training for hiring managers to increase awareness of the available assistive tools, accommodations, and Colleague Wellness support. We are excited to have SeeAbility join us at our next UK company forum to raise awareness and heighten participation amongst Pfizer UK colleagues. We are resolute in our journey towards fostering a more inclusive, equitable, and diverse workplace.



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³² House of Commons Library: Disabled people in employment: Research Briefing, June 2023

GSK: SUPPORTING YOUNG PEOPLE WITH LEARNING DISABILITIES TRANSITION FROM EDUCATION INTO EMPLOYMENT

GSK was the first private organisation in the UK to adopt the Project SEARCH Transition to Work programme to provide real work experience and training to young people with learning disabilities and autism spectrum conditions. This is the tenth consecutive year that GSK has followed the DFN Project SEARCH model, supporting 12 young people a year to transition from education into employment. The interns gain extended work experience on GSK premises, are taught by a West Thames College specialist teacher and are supported by a full-time employment support specialist and job coach from the charity Kaleidoscope.

GSK supports the interns by coaching them to deliver a focused employability curriculum and encouraging them to learn work and life skills, including IT skills, to prepare them for future employment opportunities. Throughout the year, they have three 10-week rotations across diverse areas, including security, reception, catering, computer work, gym, hairdressing, and the post room, while they are also studying for an employability qualification.

By being part of Project SEARCH, GSK challenges and changes cultures and helps to demonstrate that young people with learning disabilities or autism spectrum can enrich the workplace by bringing their incredible skills and talent. As well as encouraging greater diversity while achieving their DEI commitment.

70% of GSK interns gain jobs after graduation; without Project SEARCH, only 5.1% of young people with learning disabilities and autism spectrum are employed after leaving education.

GSK believes that hosting a Project SEARCH programme is the right thing to do to support one of the most marginalised groups in the employment market and improve health outcomes amongst that group. It's also a good opportunity for the company to open an unexplored talent pool looking for meaningful, entry-level, yet complex and systematic employment.

One of the GSK interns was a non-communicative, talented young man passionate about photography. As part of their rotation, he took pictures of product displays. The marketing team, which is responsible for identifying potential improvements, noted the young man's excellent work, which led to increased sales. Throughout the year, the participant became more confident and talkative.

On graduation day, the young man's parents were thankful for the experience and its impact on their son. They were delighted to see the daily evolution of their son and hear about his work experience when returning home.

At the end of the year, the young man improved immensely his communicative skills and secured his first role in the reception of a photographic gallery, starting his professional career.

A GSK intern, success story.

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PFIZER'S EARLY CAREERS SOCIAL IMPACT PROGRAMME

In the world of corporate social responsibility, companies are often faced with the intricate task of aligning business strategies with broader societal goals. Pfizer's Early Careers Social Impact Programme stands as a shining example of how these two priorities can be harmoniously integrated. Launched with a dual objective, the initiative provides an innovative new learning programme for the talented early careers cohort, giving them an opportunity to develop essential workplace skills while making a meaningful contribution to the business's social impact agenda.

The programme focused on forging symbiotic partnerships with six UK-based charities, each echoing the company's ethos on global health and social impact. Facilitated by Three Hands, this wasn't just a selection process but a declaration of Pfizer's intent to embed authenticity and purpose into their corporate commitments. Launched in February 2023, the initiative offers Pfizer's early career professionals a unique opportunity not just to collaborate but to deeply engage with these charities over four months, forging relationships and understanding the nuanced challenges they face.

A deep dive into the partnership with 'Health for All', a Leeds-based charity dedicated to enhancing community health, sheds light on the tangible impacts of the programme. Pfizer's team didn't just participate but immersed themselves in the 'Inspiring Futures' project. Alongside their regular roles, the team developed a new model for measuring the charity's impact along with a new promotional video — strategic tools that the charity now employs to secure prospective funding and engagement.

For the participants, it wasn't just a professional journey; it was transformative. They didn't merely acquire tangible skills like marketing acumen and organisational prowess but were instilled with a deeper sense of purpose and self-confidence. One participant aptly reflected, "I feel this has given me more confidence in my ability as a marketer."

From Pfizer's perspective, the rewards manifest in enhanced competencies of their nascent talents and a deeper comprehension of the Social Determinants of Health. It's evident that such initiatives, apart from boosting Pfizer's corporate reputation, also play a pivotal role in talent retention. Widespread endorsement from participants regarding the project's value for career development, coupled with the charities' eagerness to renew collaborations, signals the initiative's broader success.

Pfizer's initiative illustrates an important point: that true corporate commitment to ED&I isn't just about acknowledgement but about actionable integration. While challenges persist, as they inevitably will in any large-scale endeavour, Pfizer's approach serves as an inspiration for the sector. The path forward is clear - informed collaboration, tangible impact, and an unwavering commitment to bettering society at large.

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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.

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We are a specialist in skills for science and technology, and a charity that's committed to making a difference on the availability and quality of skills in our sector. We actively support collaborative employer-led action on skills across the science, nuclear and low-carbon sectors, working hard to improve the skills landscape for all. To find out more about our work visit www.cogentskills.com.

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