

Building Action Through Data

An analysis of Equality, Diversity & Inclusion (EDI) in the BioPharmaChem Industry in Ireland.

FEBRUARY 2023



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The BPC Skillnet network supports the growth of member organisations by enhancing industry-specific skills and knowledge, broadening access to skills development opportunities, and encouraging ongoing professional development, the research was completed across early 2022.

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The ownership of all intellectual property in the research lies with Skillnet Ireland.

Contents

FOREWORD	3
EXECUTIVE SUMMARY	6
Key High-level Findings	7
Recommendations	8
INTRODUCTION	10
Background	10
Business Case	11
Research Objective	12
Research Methodology	13
SECTION 1: THE TALENT PIPELINE	16
Objective	17
Context	17
Key Findings	17
Conclusions	21
SECTION 2 – INFLUENCING FACTORS	24
Objective	25
Context	25
Key Findings	25
Conclusions	28
A generational snapshot	29
SECTION 3 – DEVELOPING AND IMPLEMENTING EDI STRATEGY	32
Objective	33
Context	33
Key Findings	33
Conclusions	36

SECTION 4 – STRENGTHENING TALENT ATTRACTION	38
Objective	39
Context	39
Key Findings	39
Conclusions	41
RECOMMENDATIONS	42
SECTION 5 – ORGANISATION CASE STUDIES	46
Case Study – APC & VLE Therapeutics	47
Case Study – MSD Ireland	50
Case Study – Pfizer	53
Case Study – Ipsen	56
Case Study – Takeda	59
SECTION 6 – APPENDICES	62
Organisation Survey Questionnaire	63
Employee Survey Questionnaire	71
Balance for Better Business	80
Useful Definitions	82
LIST OF FIGURES	83
REFERENCES	84

Foreword

At present, the availability of talent is one of the most significant challenges facing the BioPharmaChem sector in Ireland and globally. Businesses have acknowledged the importance of EDI in attracting and retaining talent, and are working on developing the right cultures, appropriate processes, and policies in the workplace to make that a reality. By attracting talent from diverse backgrounds, companies are opening the doors to a greater talent pool, which data has shown improves decision making, problem-solving, and helps to drive innovation.

Companies in the BioPharmaChem sector in Ireland by their nature are diverse, with a number of biopharma companies having existing Equality, Diversity & Inclusion (EDI) infrastructures in place, but many companies are only starting this journey. To help support this journey, an industry forum was established in 2019 supported by BioPharmaChem Skillnet and the 30% Club Ireland. Membership includes representatives from Biopharmaceutical, Pharmaceutical and Chemical companies across all areas of the country. The ambition of the group is to be a cohesive voice, specifically for the BioPharmaChem sector in Ireland and it is the first sectoral specific EDI Forum focused on improving the challenges encountered by BioPharmaChem companies in Ireland.

Workforce design is a key strategic theme for the BioPharmaChem Skillnet, BioPharmaChem Ireland and the BioPharmaChem sector. Ensuring under-represented groups are assisted in having their place in the workforce, will be a key contribution to the future of work and workforce development.

The research was commissioned to gain a snapshot of the workforce demographics within the sector in Ireland. It is the hope of the forum that the data will help influence and drive the EDI strategy for the sector to drive a culture of belonging and to encourage more innovation by enabling a diverse and creative workforce. Ultimately, we hope this report will support BPCI's strategy for the sector and ensure Ireland will be a globally recognised centre of excellence for innovation and development in the sustainable manufacture and supply of biopharmaceuticals, pharmaceuticals, and chemicals, and the location of choice for the launch of new products.

We would like to thank all the participants from our network who took part in the study and their employers for facilitating them. The authors of this report, we thank you for your time and dedication and BioPharmaChem Ireland for all your support in driving this initiative. Finally, we would like to thank Skillnet Ireland for their funding and support of this research.



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Foreword

Equality, Diversity & Inclusion within any industry is key to driving a more inclusive and an innovative culture. Ireland is a global leader in the BioPharmaChem industry and as outlined in this report, there is a clear commitment to fostering workplaces grounded in fairness, respect and belonging.

This report reflects on efforts made to date within the BioPharmaChem industry to become more diverse and makes recommendations that support a more diverse workforce. It gives us a snapshot of the diversity landscape within the BioPharmaChem Sector in Ireland and will help us to understand the key challenges within the current talent pipeline.

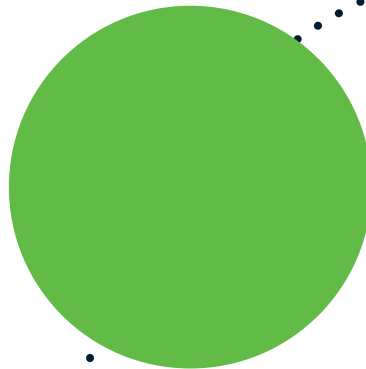
Skillnet Ireland supports the talent needs of all workers in Ireland. We recognise that by creating a more inclusive and happier workforce, this supports the sustainability of the industry and the attraction of foreign direct investment.

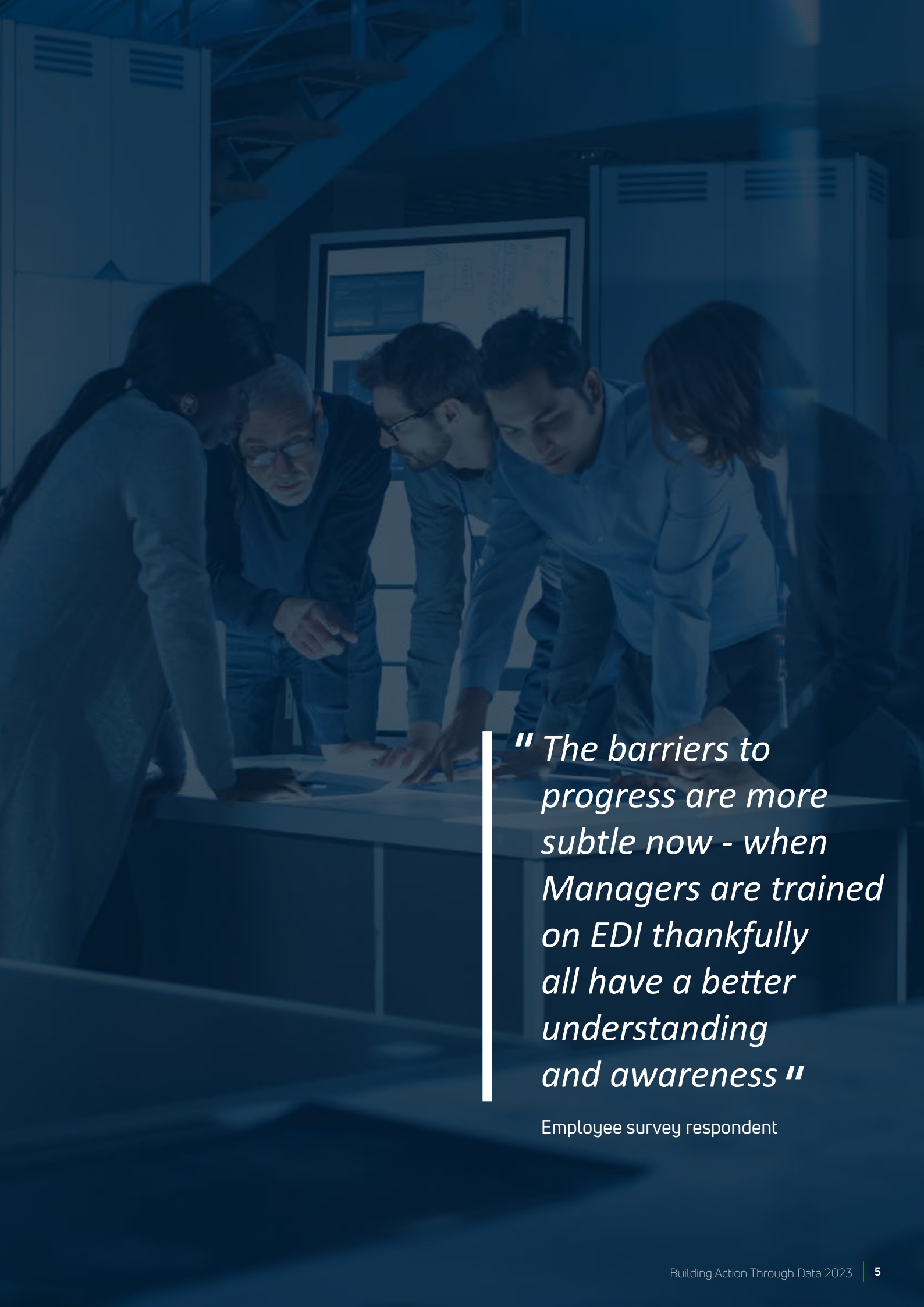
This report offers practical takeaways to enable businesses in all sectors to increase the breadth and depth of talent within their organisations by creating a more diverse and inclusive culture. It also offers some insightful case studies from companies who have shared their EDI journey, ambitions and achievements.

I would like to acknowledge all of the BioPharmaChem Skillnet member companies, employees and wider stakeholders who gave their time and expertise so generously to support the development of this report.



Dave Flynn
Director of Business Networks
Skillnet Ireland





" The barriers to progress are more subtle now - when Managers are trained on EDI thankfully all have a better understanding and awareness "

Employee survey respondent

Executive Summary

The purpose of this study was to collect data on Equality, Diversity, and Inclusion (EDI) within the BioPharmaChem Sector in Ireland, and to understand the key challenges within the current talent pipeline. The study is designed to show the EDI landscape across the industry in terms of strategy, policy, and process from the perspective of the organisations but also from the perspective of the employee experience and motivation. The aim of the research is to inform and drive action and future changes, both at organisation and industry level, in anticipation of attracting and retaining future diverse talent.

The specific aims are to consider what the pipeline for diverse representation looks like across the industry, establish a benchmark for future assessment, and to consider the factors influencing the pipeline. The objective is to also assess the progress the industry is making in terms of EDI strategy, and to consider the scope to strengthen diverse talent attraction and retention into the future. While considerable data was collected as part of this process, this report focuses on the data collected that was considered significant, with significance primarily grouped in three categories. Firstly, diversity figures collected

are not in line with most recent census data suggesting there is room for increasing focus on talent acquisition to build diversity in the sector. Secondly, there is disproportionate self-reported perceptions of diversity impacting on employee experience. Finally, there is considerable room for initiatives in specific areas not currently planned or with limited plans in the sector. For example, neurodiversity and disability is highlighted in this report as an area in which the industry could progress. Ireland was recently highlighted as having one of the highest disability employment gaps in OECD countries¹ and the research suggested limited neurodiversity and disability policies are currently in place.

In addition to the research, five case studies were completed to provide deeper insight into organisational level EDI initiatives and experiences. Of organisations interviewed, each organisation had a designated EDI person and ran events to support and celebrate EDI. Each organisation felt that EDI needed whole organisational involvement, gave them a competitive advantage particularly in talent acquisition, and that EDI needed to be embedded in their Learning & Development.

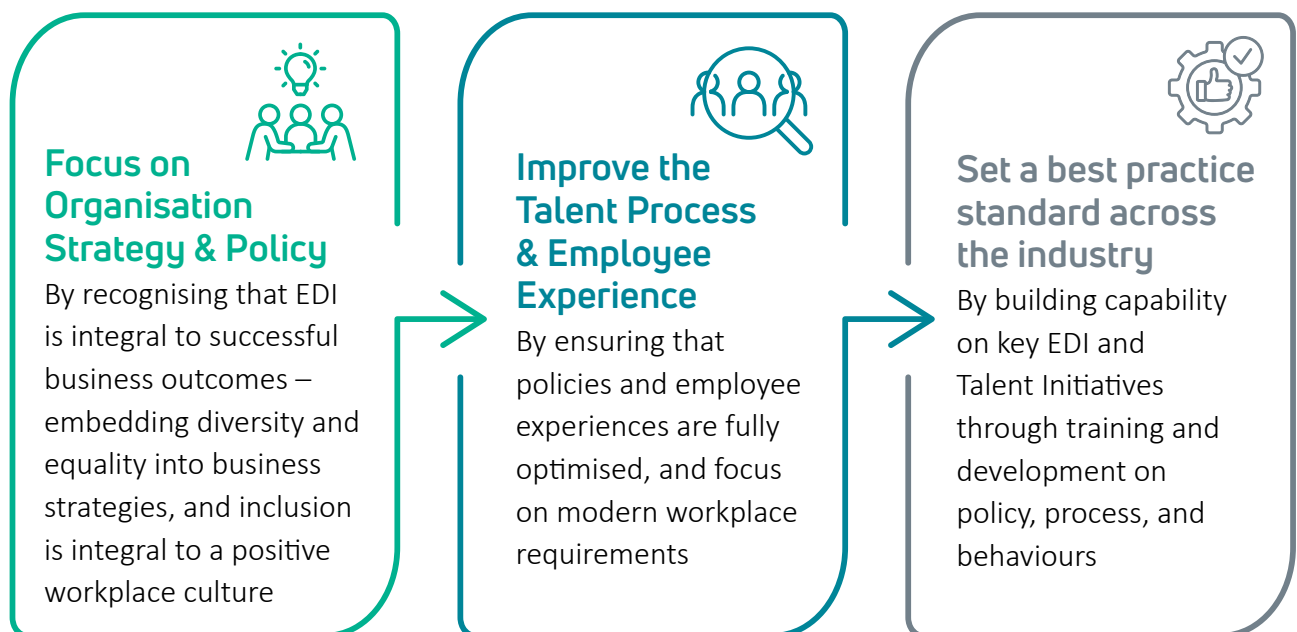
Key High-level Findings

- EDI are embedded as clear business priorities across the industry with strong employee confidence in leadership on this topic. There is still considerable scope for further industry development, to address reported mixed experiences from organisational strategy to corresponding action.
- Based on our sample of employees, the industry has opportunities to grow diversity further in the sector. As an industry with talent shortage challenges, this does drive opportunity to tap into underrepresented communities and groups in search of new talent for retention and growth. A potential barrier to progress is the issue that beyond gender and age, there is little in the way of demographic information held by organisations for baseline / tracking purposes on other recognised diversity groups.
- There are several factors impacting on the decisions employees make and commitment to a career within the industry. Agile, and more flexible working practices emerge as strong themes, both in terms of availability and preference, and availing of such is now less likely to be seen as career limiting.
- There is a strong commitment across organisations to creating a modern workplace in the development and provision of key employment policies, but some gaps still remain; both in terms of organisation priorities as well as employee expectations and experiences. Developing Knowledge & Skills, and the availability of mentor support is a strong theme, particularly across younger cohorts who have differing expectations and are highly motivated towards career progress.
- Supply of talent remains a challenge with all organisations identifying talent shortages as a key business imperative. This is exacerbated by the fact that competition for talent with other industries is high. However, the opportunities to recruit from more diverse skills and markets, could offer scope for greater talent attraction as well as an increase in a variety of skillsets.

Recommendations

There are many factors that impact on EDI progress globally from legislative, economic, and social perspectives. Yet the intent of this piece of research was to focus on supporting change from within, either at organisation or industry level, where the outputs would provide gaps and areas for focus as much as data, and information that could drive accountable actions. On that basis, our recommendations are designed to be practical, achievable within a reasonable timeframe, and directed towards improving the attraction and retention of talent in this key sector.

Further details on specific recommended actions are provided later in this report, but in summary the recommendations focus on three key areas, all of which are within the control of either individual organisations or at an industry level, to ensure achievable, but stretching action.





Introduction

Background

The BioPharmaChem sector encompasses the discovery, development, production and sale of pharmaceutical products, chemicals, and Active Pharmaceutical Ingredients (APIs) and biopharmaceuticals or biologics. The sector includes a mix of large global companies, service providers, and smaller operations with complex value chains. The Irish BioPharmaChem sector has a strong international reputation which is largely due to excellence in manufacturing and regulatory compliance; a highly qualified workforce operating in manufacturing sites that are globally recognised as manufacturing ‘process/product’ development specialists.

The sector employs over 80,000 people both directly and indirectly (in secondary employment in construction and other services.). Over two thirds of the employees in the BioPharmaChem sectors are third level graduates and 25% of all PhD researchers in the Irish industry are employed within the sectorⁱⁱ. As the sector continues to invest and expand its operations in Ireland, the demand for the right kind of talent will increase. To address this demand on new talent the sector is transforming their talent acquisition strategies, selecting partners, piloting technologies and customising new retention strategies.

BioPharmaChem DI&B working group

In 2019 BioPharmaChem Ireland (BPCI) the Ibec sector group that represents the Irish BioPharmaChem Sector set up the BioPharmaChem Diversity, Inclusion and Belonging working group with the support of the 30% Club Ireland and BioPharmaChem Skillnet. The group defined their vision “to attract, retain, return & grow the best talent for the BioPharmaChem sector in Ireland.” The group has agreed a strategy framework to support the sector on its journey to achieving its EDI ambitions in three primary areas: awareness and influencing, supporting talent, and supporting business. A key driver in this framework was the need for industry-based research in Ireland. Commissioned by BioPharmaChem Skillnet, (BPC Skillnet) the research was funded by Skillnet Ireland and was completed across early 2022.

The BioPharmaChem Skillnet

BioPharmaChem Skillnet is co-funded by Skillnet Ireland and network companies. Skillnet Ireland is funded from the National Training Fund through the Department of Further and Higher Education Research Innovation and Science. The network supports the growth and development of companies in the biopharma, pharmaceutical, chemical, and medical device sectors by enhancing specialised skills and knowledge, broadening access to skills development opportunities, and encouraging ongoing professional development.

Working in partnership with its member companies and its Ibec trade association promoter BioPharmaChem Ireland, the BioPharmaChem Skillnet sources, designs, and delivers enterprise-led, subsidised training solutions for the sectors it services. It works to address industry identified gaps in existing education and training provision, while working closely with companies to identify future skills requirements.

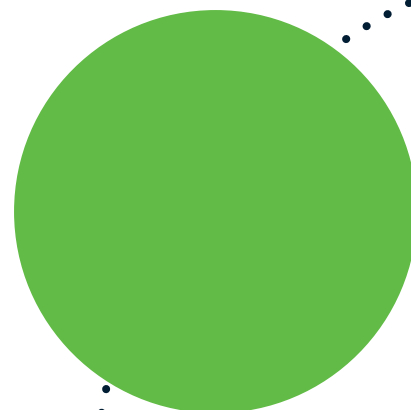
Business Case

A business focus on EDI is a key driver for successful business outcomes. Accenture estimates that if organisations can develop a culture of equality, it will lead to up to 33% increases in their profitsⁱⁱⁱ. Gallup research has found that feeling included increases employee productivity in the workplace^{iv}. Long term research by McKinsey^v has identified that companies in the top quartile of gender diversity on executive teams were 25% more likely to experience above-average profitability than peer companies in the fourth quartile and that the higher the representation, the higher the likelihood of outperformance. Research by the Centre for Talent Innovation^{vi} found that organisations who prioritise diversity are 70% more likely to capture new markets and 45% more likely to grow and increase market share.

Increasingly, organisations are focusing on the impact of EDI on culture. A focus on building belonging and diversity was identified by 19 million employees as a significant aspect of employee engagement, second only to agile working, in the 2022 Employee Expectations Report published by Workday^{vii}. At a time

where talent attraction and retention are critical to the continued success of the BioPharmaChem industry, the employee voice on EDI expectations continues to grow. For example, research from employment website Indeed in 2021 showed that 48% of girls aged between 16 and 18 would rule out working for an organisation that has a gender pay gap^{viii}.

The audience for EDI progress has also expanded with growing scrutiny by shareholders, investors, and wider stakeholder groups, including at a national and international level. EDI is now an essential boardroom topic, with diversity a clear requirement in sustainable business planning both from an employee and customer perspective, and equality and inclusion integral to high performance cultures. Organisations involved in the case studies reaffirmed this, with organisations having both international and global led initiatives, supported by local and site level initiatives.



Research Objective

THEMES	OBJECTIVE
1. What does the pipeline of diverse representation look like in the BioPharmaChem Industry in Ireland.	Establish a benchmark of representation in BioPharmaChem sector in Ireland.
2. What factors are influencing the shape of this pipeline, from an employee perspective.	Identify employees' perceptions and experiences relating to barriers, enablers, likelihood to stay in roles and capacity, versus likelihood to progress.
3. What progress is the industry making in terms of developing and implementing EDI Strategy.	Identify the state of maturity in EDI strategy across the industry, together with organisation and employee views on progress versus plan.
4. What opportunities could exist to strengthen talent attraction and retention into the future	What is the scope for policy changes or actions on attraction and retention of the full breadth of diverse talent to improve the talent pipeline for the future, and improve employee engagement for the current population.

Research Methodology



The Methodology covered four key stages



STAGE 1

RESEARCH DESIGN

The DI&B working group, supported by BPC Skillnet, carried out a design workshop to a) confirm the research objectives and methodology and b) to provide a basis and outline for the questionnaire content.



STAGE 2

ORGANISATION SURVEY

The Organisation Survey, designed to collect quantitative data on demographics and employment offerings, was circulated via the HR Managers in the target population. The survey was issued to a total of 72 sites. The survey remained open from December 2021 to May 2022, and 41 responses were received – a response rate of 57%. There were similar response rates across Pharma and Bio-Pharma sites, with Chemical and Global Business Services making up the remaining 20% of responses. In terms of organisation size, more than 40% of responses were from organisations with 350 employees or more, and more than 55% represented organisations with a single site in Ireland.



STAGE 3

EMPLOYEE SURVEY

The Employee Survey, designed to collect quantitative personal data relating to demographics, employment experiences and career aspirations, was promoted across social media and via contacts of the BPCI DI&B working group. Direct mail promotions were also completed across appropriate BPCI Skillnet mailing lists, within GDPR requirements. The survey remained open from April 2022 to August 2022 and 512 responses were received. To protect the confidentiality of the survey, respondents were not required to identify their employer site.



STAGE 4

ORGANISATION FOCUS GROUP

On the 19th and 26th January 2022 two online focus groups were conducted with a total of nine participants, primarily drawn from the BPCI Diversity Inclusion and Belonging working group. The purpose of this focus group was to gain qualitative views based on the content in the organisation research questionnaire.

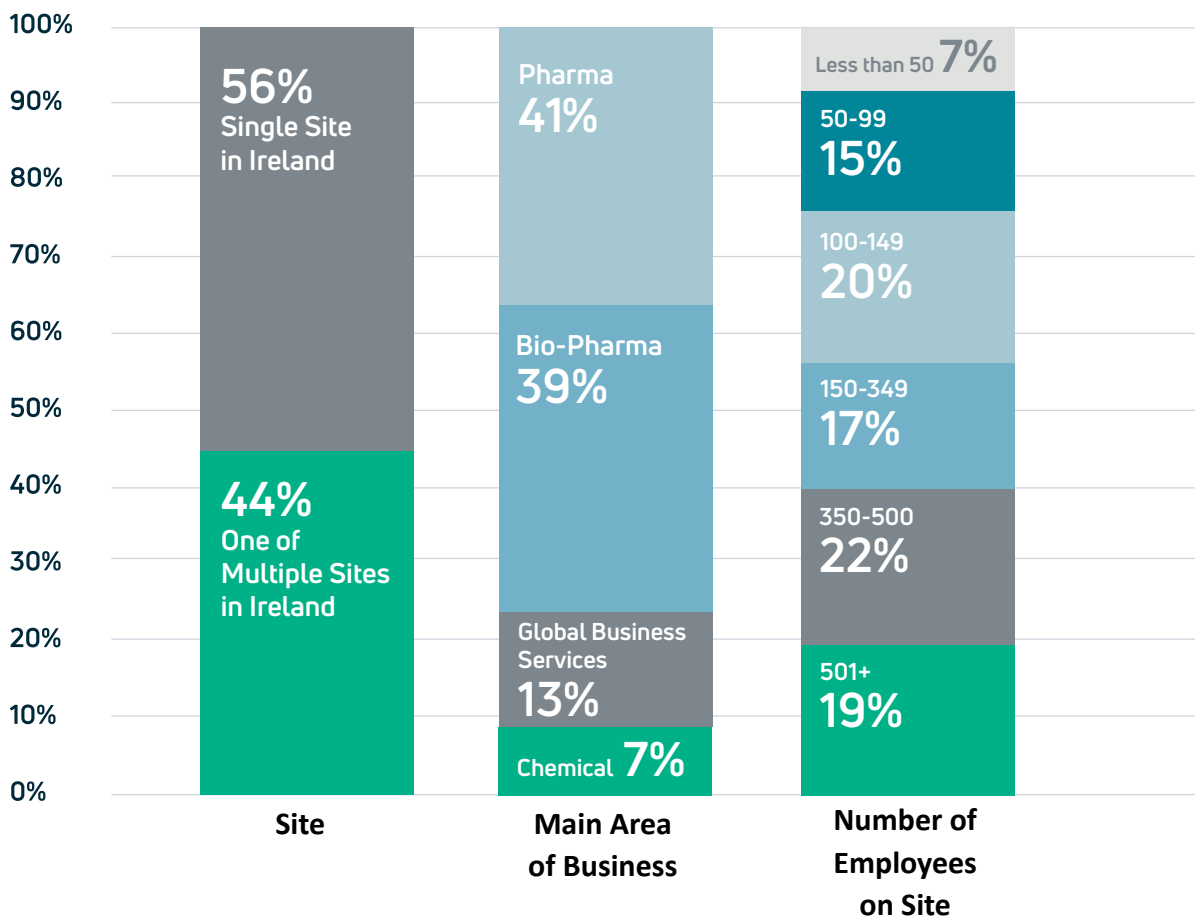
On the 7th of September 2022 a further focus group was established, again with representatives drawn from the BPCI DI&B working group and BPC Skillnet, to review the outputs from the questionnaires and to add qualitative comment to the outcomes and establish key priorities for the report and associated suggested actions.


In all cases the data was gathered and prepared by Coyne Research, as an independent body, and the format designed to ensure that no individual organisation or employee could be identified in their responses. The data comprises quantitative and qualitative information gathered across individual organisation and employee perspectives through surveys and focus groups. All related quotes used within this report are verbatim but have been anonymised.

The report has been designed to reflect key findings and conclusions across the research themes and includes a number of actionable recommendations developed by the working group, based on the data gathered.

Figure 1 Profile of Organisation Survey Respondents

Based: All BioPharmaChem Sites - 41





*"A clear roadmap
for progression is so
important to retain
employees who wish
to progress"*

Employee survey respondent

SECTION

1

The Talent Pipeline



Objective

Themes	Objective
What does the pipeline of diverse representation look like in the Pharma Industry in Ireland.	Establish a benchmark of representation in BioPharmaChem sector in Ireland.

Context

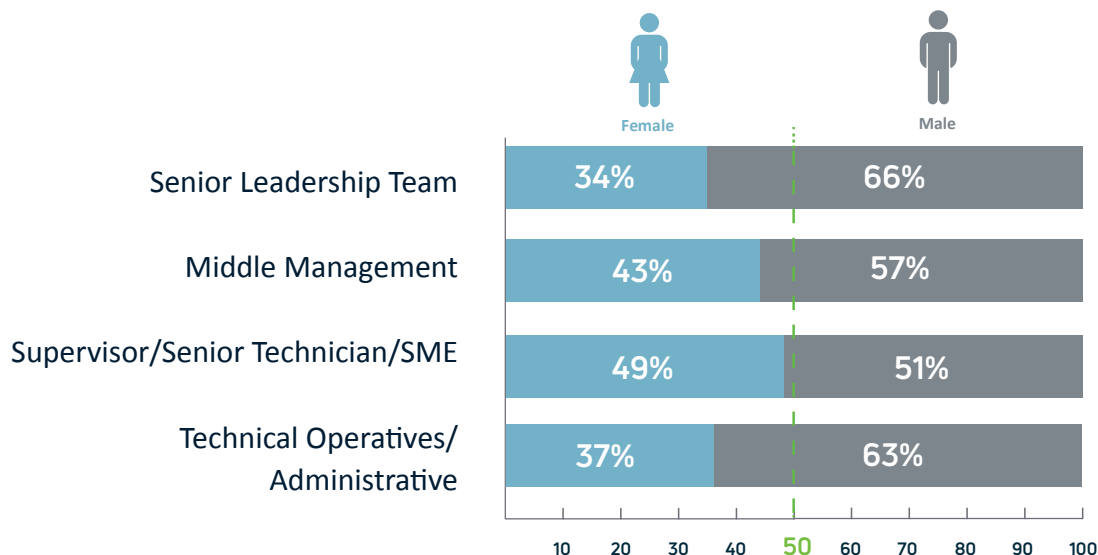
To date, the BioPharmaChem sector has been reliant on diversity data from other countries or other sectors in Ireland. Without sector data, it is challenging to identify best practice and targeted EDI interventions that can lead to meaningful and measurable change. The sector is not alone, with Affirmity finding in a global study that only 20% of organisations know how effective their EDI initiatives are, with 40% citing a lack of data as a barrier to measuring effectiveness^x. To provide clarity on the current state and provide a strong foundation for action planning for the future state of the sector, the research focuses on describing the current baseline to help support research-based next steps.

Key Findings

Diversity Demographic Data

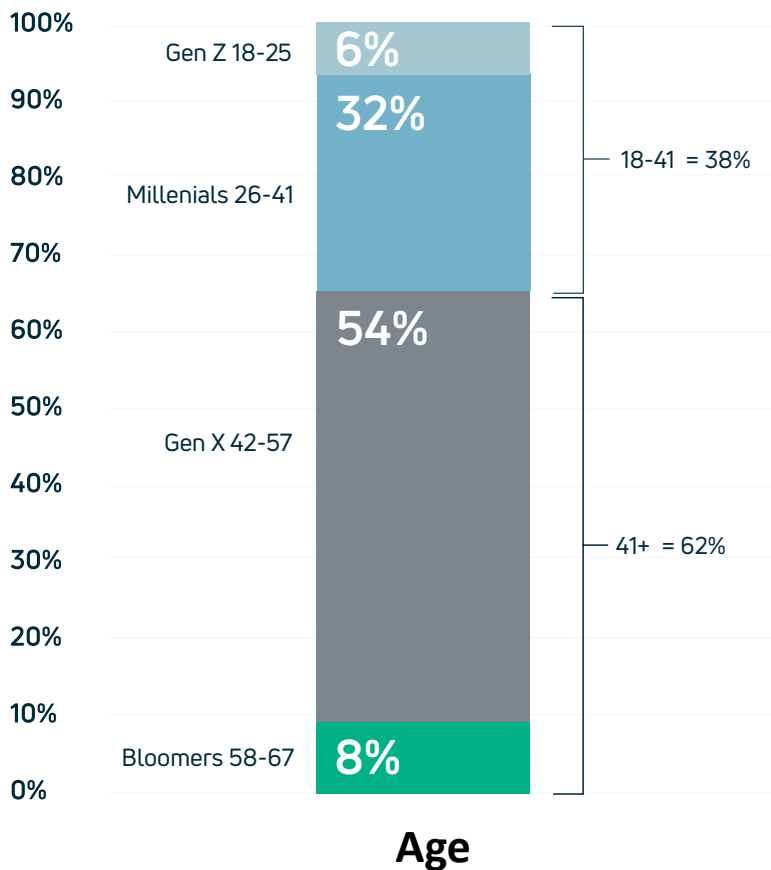
- Four gender identities (male, female, trans female, and non-binary) were represented in the sample population. There is a gender balance (between male and female gender identities) at junior and mid-career levels, the balance is not reflected at senior leadership team where women account for 34% of roles.

Figure 2 **Proportion of Females and Males by organisation levels**



- There are gender variations across functions with more than a third of female respondents working within support functions, compared with more than a third of male respondents employed in operation functions.
- In terms of age, only 6% (n=30) of respondents in the employee survey are classified as Gen Z (born 1997-2012), which would not be unusual given the strong requirement for a university education for a significant number of roles. It is an emerging generation within the workplace and combined with the millennial population which accounts for 32% (n=163) of the population, will be a strong influence in employee expectations going forward.

Figure 3 Age Profile



- 62% of the sample population are classified as Gen X (born 1965-1980) or Baby Boomers (born 1946-1964).
- 57% of employees (n=292) reported having caring responsibilities with high generational interest in care giving and family leave support policies. Millennials and Gen X accounted for 92% of those with caring responsibilities.

- While organisations hold demographic data in relation to gender, age, and service – there is little other formal data on other diversity groups available on an industry basis. However, within the employee survey, through a process of self-disclosure, we established that the sampled population suggested there is considerable opportunities to grow diversity in the sector, with 93% identifying as White and 89% identifying as Heterosexual/Straight. 3.3% identified as physically impaired/disabled and 1% from the travelling community. 4.7% identified as neurodivergent.

Figure 4 Profile of Employees



Figure 5 Incidence of Neurodivergence

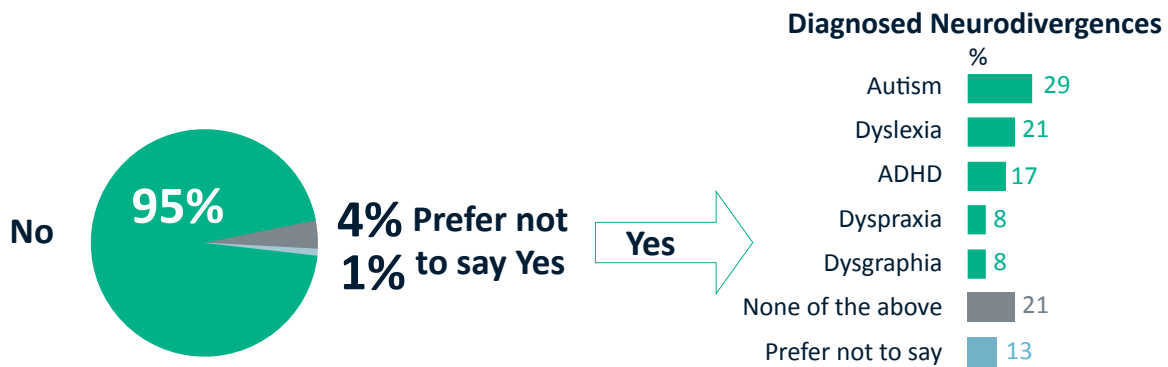


Figure 6 Disability Data

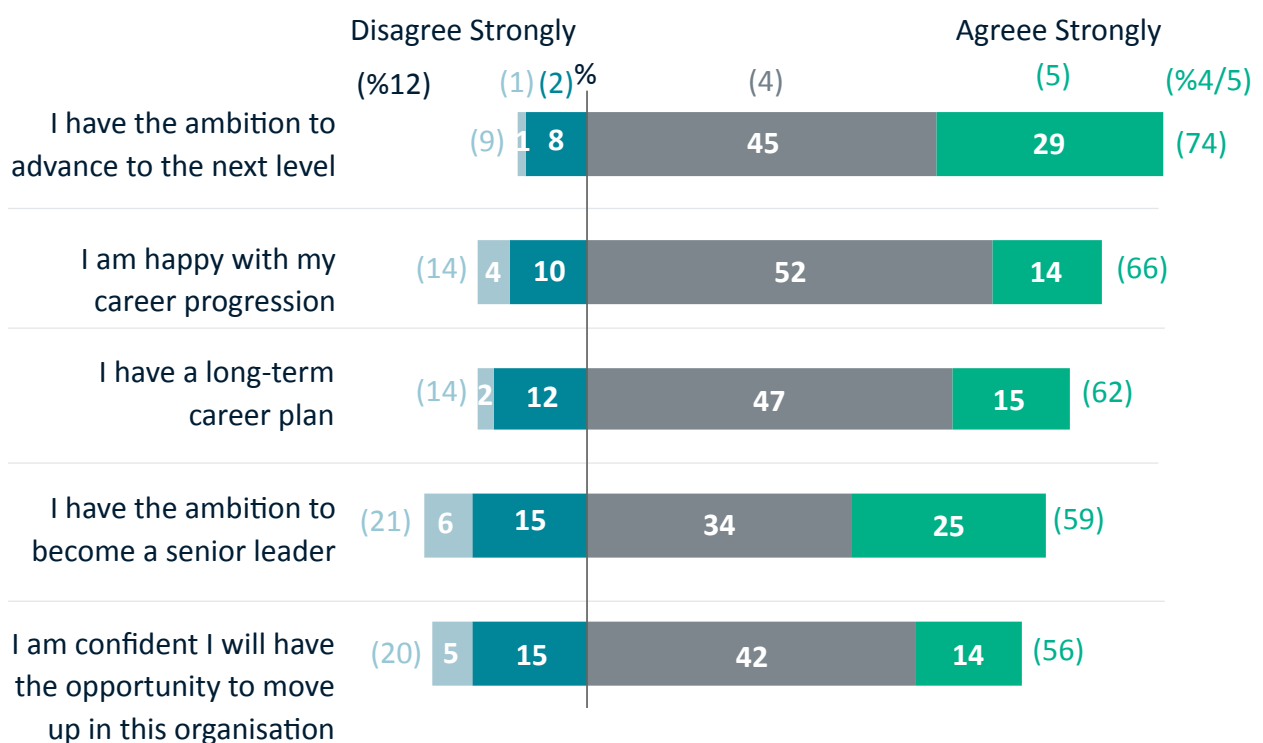


- By comparison, CSO data collected in 2016 would suggest that 82.2% of Irish society is White Irish^x, and the Irish Census 2016 identified that 6.5% of all workers^{xi} and 13.5% of the full population identified as disabled^{xii}. The census data also confirmed 0.7% of the population identifying from the travelling community^{xiii}. Furthermore, 13.8% of the population of Ireland in 2022 are non-Irish nationals^{xiv}.
- 48% of the sampled workforce have been employed within the same organisation for five years or less, which gives us a range of views and experiences across both new and longer serving talent. With an average organisation tenure at 9%, and 13% of respondents citing more than 21 years with the same organisation, this suggests a strong level of ‘stickiness’ which is a positive sign regarding retention.

Career Data

- More than 33% of employee respondents have changed job in the last three years, and while 50% were hired from outside their current organisation on promotion, the same number were promoted internally through a progression process, which would suggest an equal commitment to buying in and internally building talent, which is a positive attraction for the industry.
- In assisting employees in advancing their careers, Knowledge Skills & Experience, Mentors, and Confidence are rated as the top three factors by both Organisations and Employees alike. However, employees, particularly those employed for one year or less, put a higher emphasis on Knowledge and Skills with 83% of this cohort rating it as their highest consideration.

Figure 7 Attitudes to Career Progression



Conclusions

The self-disclosed employee data would suggest that the industry has room to grow diversity to further reflect modern-day Ireland. As an industry with talent shortage challenges, this does drive opportunity to tap into underrepresented communities in search of new talent for retention and growth. The case studies highlight organisational and site level initiatives that have led to success stories in attracting talent from non-traditional pathways into the sector, these can provide as inspiration for organisations looking for specific initiatives they could adopt. APC & VLE Therapeutics have recognised the need for earlier engagement at school level, to diversify their future talent pipeline. A potential barrier to progress is the issue that beyond gender and age, there is little in the way of demographic information held by organisations for baseline / tracking purposes on other diversity aspects.

The emergence of national and legislative requirements including The Gender Pay Gap Reporting Information Act 2021, the Annex to the 2016 Governance Code for State Bodies, and the 2018 Directive - Balance for Better Business will continue to drive the need for, and the focus on, information and data as the basis for reporting and action.







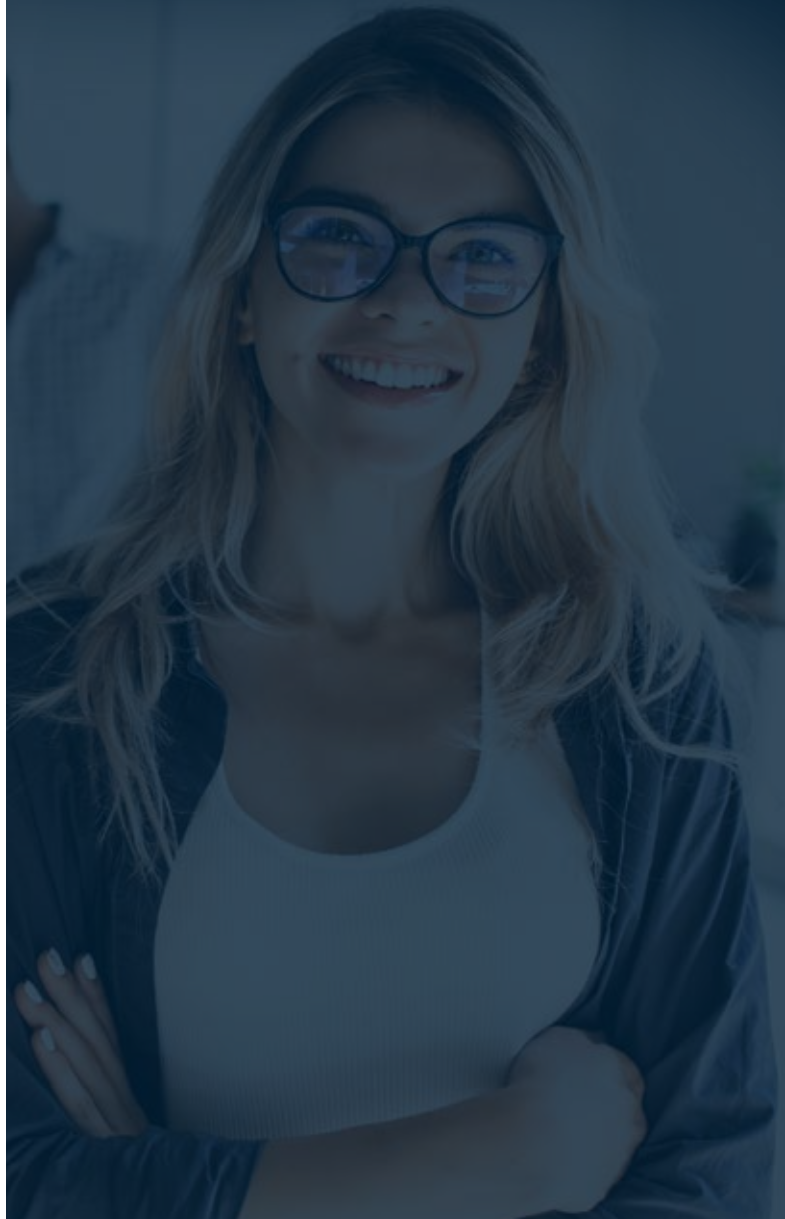
*“ As I get older
(currently
mid-forties)
I worry about
my ability to go
further in my
organisation ”*

Employee survey respondent

SECTION

2

Influencing Factors



Objective

Themes	Objective
What factors are influencing the shape of this pipeline, from an employee perspective.	Identify employees' perceptions and experiences relating to barriers, enablers, likelihood to stay in roles and capacity, versus likelihood to progress.

Context

Strategy and Policy make good starting points for embedding EDI within the business and culture of organisations; but ultimately the employee experience of the policies and initiatives in terms of priority and satisfaction, is what drives engagement and retention. As organisations continuously strive to meet the needs of their working environment, we wanted to gather information on what's important, what's working well, and what factors influence the prioritisation discussions.

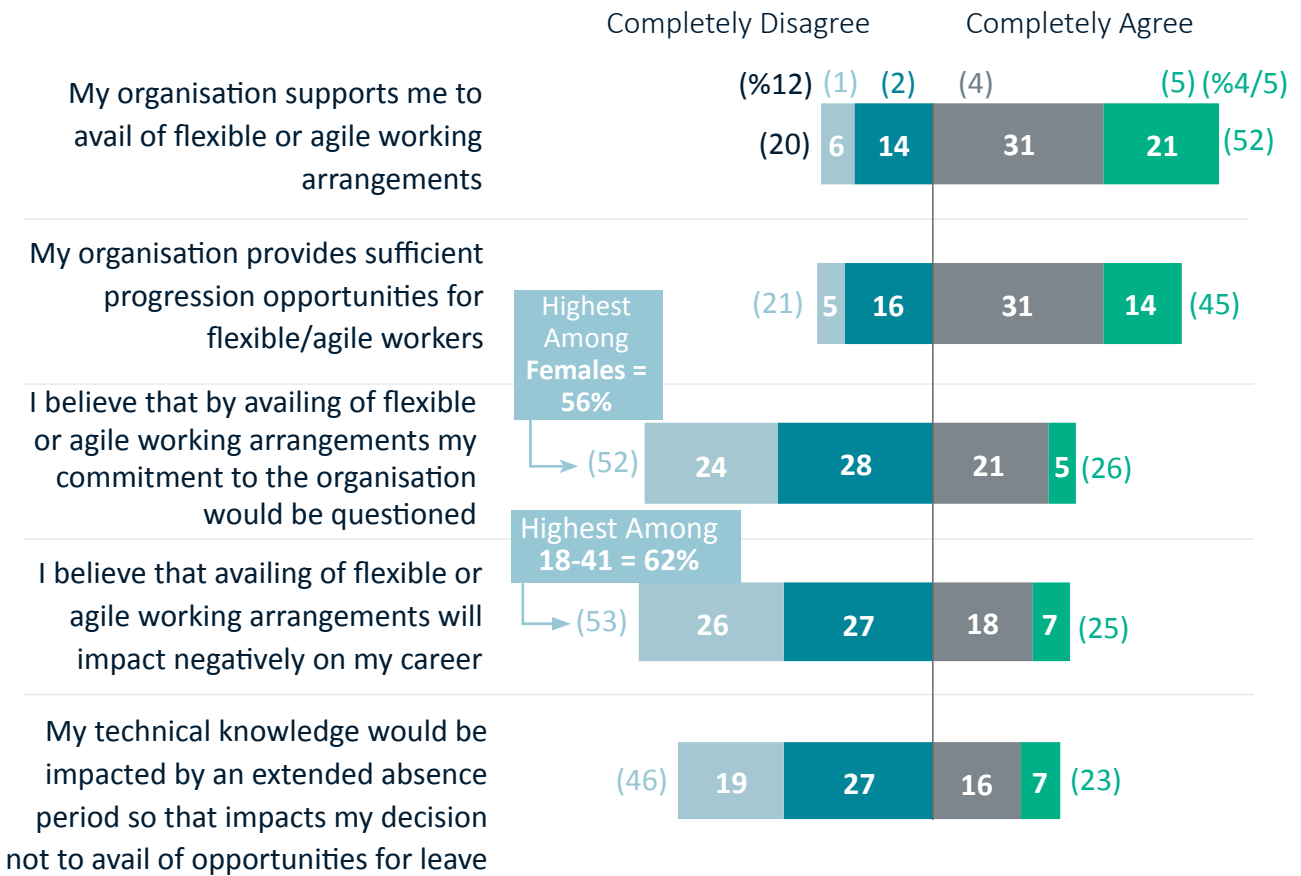
Key Findings

Agile Working

- Agile working and flexible start/finish times are the most prevalent policies / programmes currently offered, with availability across almost all organisations.
- In terms of policies availed of, they also score on top, with more than 75% of employees availing of agile working and flexible start/finish but with a slightly higher take up rate across female employees (+80%) compared to male employees (+67%). This is in marked contrast to 30% Club Research completed across the Financial Services and Professional Services industries prior to lockdown, where at that point the take up rate was less than 40% and 50% respectively^{xv}. Given that the employee responses were completed in mid-2022, post lockdown, this would suggest that hybrid working continues to be a strong feature, even for an industry sector with a strong manufacturing/ on-site requirement.
- Attitudes to agile/flexible working for both male and female employees, are also more positive than previously anticipated with a much lower belief that agile style working could impact on career progression, or would bring commitment to the organisation into question.

Figure 8 Attitudes towards Agile/Flex working

Base: All BioPharmaChem Employees- 512



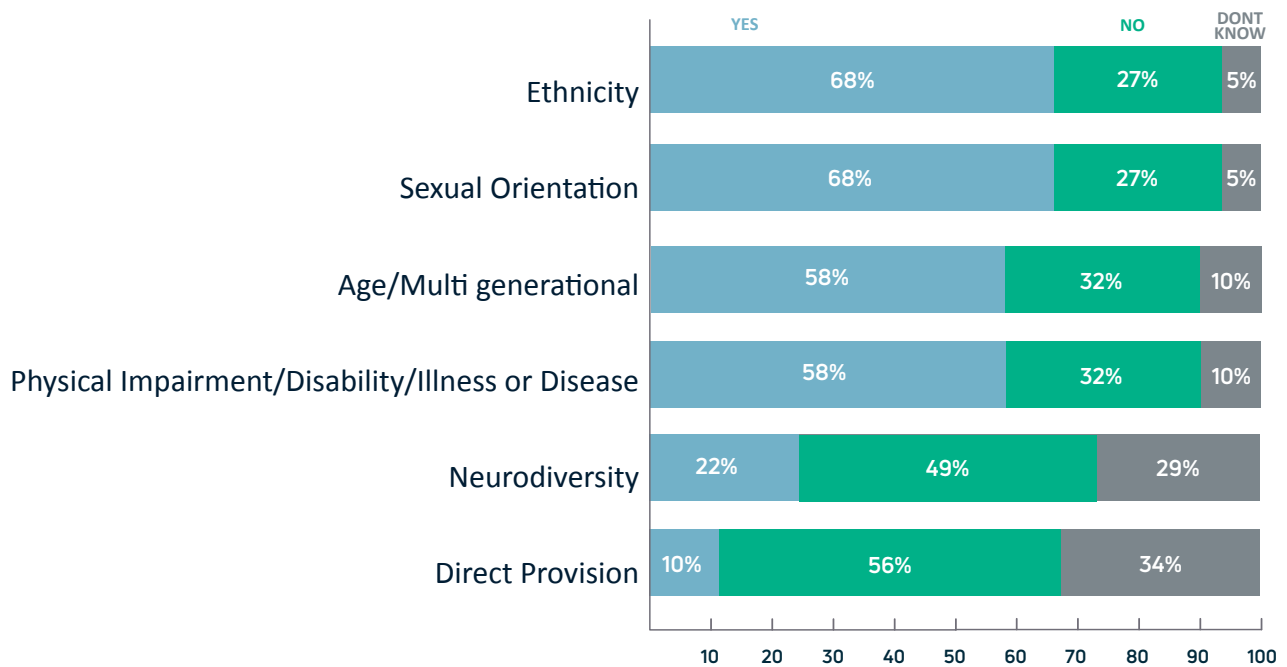
Multi-Generational Workplaces

- The impacts of a multigenerational workplace are strongly articulated, particularly in the focus group discussions – key areas raised included the challenge of meeting expectations (both career and remuneration) across younger talent, particularly in such a competitive skills market; the need for multiple communication channels suitable to all staff; and creating an inclusive environment where compromise and flexibility was as much a requirement for existing and more mature employees, as for new younger joiners.
- Age was highlighted across employee respondents as having a clear impact on career progression with almost 40% of employee respondents identifying their age as having either a positive or negative impact on their career progression. Verbatim comments provided by employees across generations featured a growing concern regarding ageism as a potentially emerging bias.

Employee Priorities & Experiences

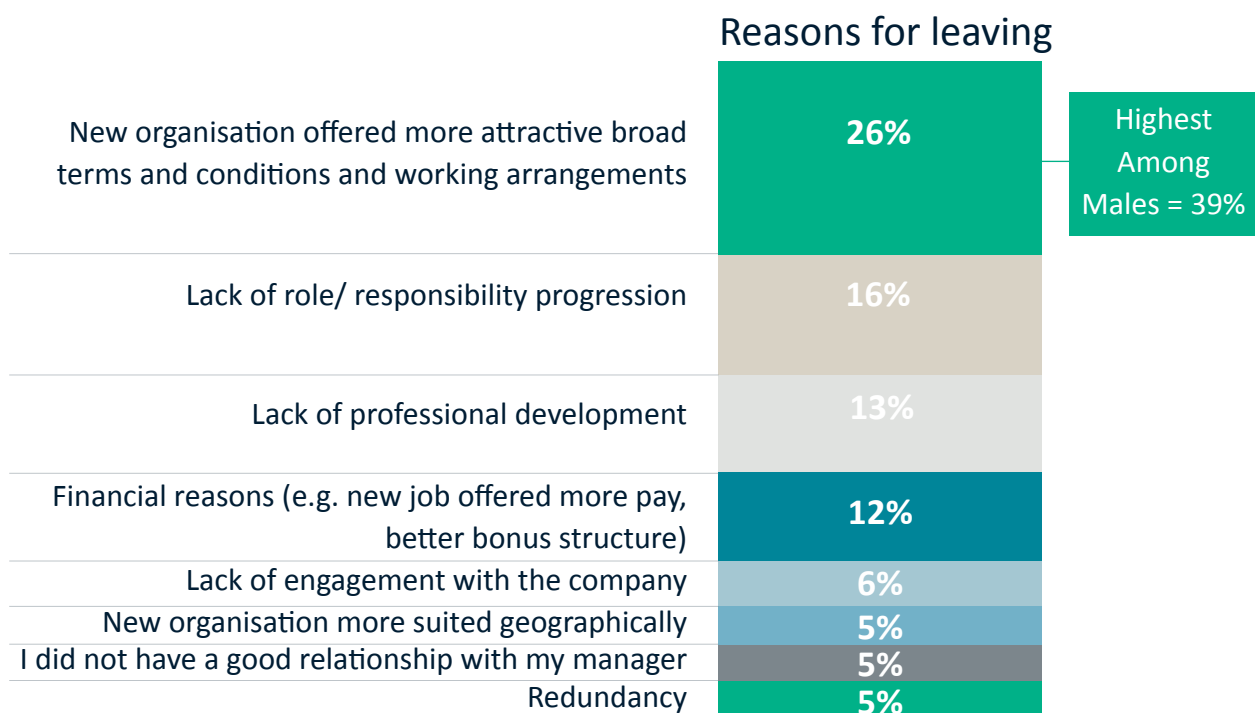
- 70% of organisations who responded to the survey have policies in place to ensure against bias/discrimination on standard grounds as set out in legislation. However, there is far less evidence in relation to anti-discrimination/ bias outside of the mandatory requirements. For example, less than a quarter of the organisations have policies against bias on the grounds of neurodivergence.

Figure 9 Policies to Ensure Against Diversity Discrimination/Bias



- There is a strong incidence of employees with caring responsibilities and an equal expression of interest in, and prioritisation of, family care policies.
- In the organisation survey the availability of mentors to assist with career development was identified as the most important factor in assisting employees in advancing their careers, yet only 54% of organisations cite having a formal mentoring programme in place. The importance of mentoring is mirrored in employee aspirations, with only 27% citing having a mentor in place, and 45% citing they would like to have one.
- Of the 32% of employee respondents who have changed job in the last three years, more than half of them left for reasons related to modern employment expectations including broad terms & conditions, working arrangements, development, and progression. While 12% left for more pay/bonus. *Figure 8 - next page*

Figure 10 Reasons For Moving Job in last three years



Conclusions

There are several factors impacting on the employee decisions and commitments to a career within the industry. Agile and more flexible working practices emerges as a strong theme both in terms of availability and preference. The need for organisations to focus on new ways of working is a challenge across all industries, with a particular challenge emerging for industries which have flexibility across some roles, but less flexibility regarding on-site roles for research and manufacturing. Upcoming legislation regarding the Right to Request Remote Working will also drive a need for additional focus and change. Ipsen’s case study highlights how flexible work has benefitted their organisation by supporting employee well-being, while ensuring that culture is not negatively impacted. MSD has found that remote work was beneficial for running EDI initiatives as it has meant employees have been able to tap into global initiatives and Learning & Development events.

There is the challenge and opportunity presented by a multi-generational workplace with different views and priorities more obvious across age than gender. While there is a strong commitment across organisations to creating a modern workplace in the development and provision of key employment policies, some gaps remain; both in terms of organisation priorities and employee expectations and experiences^{xvi}. Developing knowledge and skills, and the availability of mentor support is a strong theme, particularly across younger cohorts who have differing expectations and are highly motivated towards career progress. The BioPharmaChem industry is not unique and the drive for more flexibility and matching employee expectations will continue. The Workday Employee Expectations Report 2022^{vii}, which reflects comments from more than 19 million employees, indicates Flexible Work as the highest expectation in employee engagement, followed closely by Belonging and Diversity, and Professional Growth.

A Generational Snapshot

Gen Z - 6.25% of respondents

Key takeaways

High Motivation	Less homogenous than other generations	Perceived Barriers	Moving Roles	DEI
75% of Gen Z respondents have ambitions to be in Senior Leadership, with 94% believing they have the ambition to advance to the next level.	78% are white and 78% identify as heterosexual. Of those polled, 6% have a disability and 9% are neurodivergent.	25% believe their age negatively affects their work, with 25% not believing the merit system is fair. 34% disagree with the statement that their organisation supports them to avail of remote work.	53% have changed jobs in the last 3 years, 30% of those because of a more attractive offer. 35% changed for another reason such as graduation.	69% of Gen Z respondents agree or strongly agree that their organisation is committed to EDI, suggesting room for further work.

Millennials - 32% of respondents

Key takeaways

More homogenous than Gen Z	Moving jobs	Satisfaction with career	Perceived barriers	DEI
90% of millennials respondents are white, with 85% identifying as heterosexual. Of those polled, 2% are neurodivergent and 1% identify as having a disability.	45% have moved jobs in the last 3 years. The top 3 reasons for moving are: <ul style="list-style-type: none"> • Lack of professional development (18%) • Financial (18%) • More attractive offer (16%) 	66% of respondents are satisfied with their career, with 67% wanting to reach Senior Leadership. 65% of those are confident they will progress, with 85% having ambitions to progress their career.	12% believe that age negatively affects their career, with 52% agreeing that the evaluation system is fair. 25% believe that remote work may impact their technical skills.	76% agree that their organisation is committed to EDI.

" You CANNOT underestimate the power and benefit of having a mentoreveryone should have one – whether you're a graduate or a well-seasoned manager. This environment is a constant learning, growing experience!!"

Employee survey respondent





SECTION

3

Developing and Implementing EDI Strategy



Objective

Themes	Objective
What progress is the industry making in terms of developing and implementing EDI Strategy.	Identify the state of maturity in EDI strategy across the industry, together with organisation and employee views on progress versus plan.

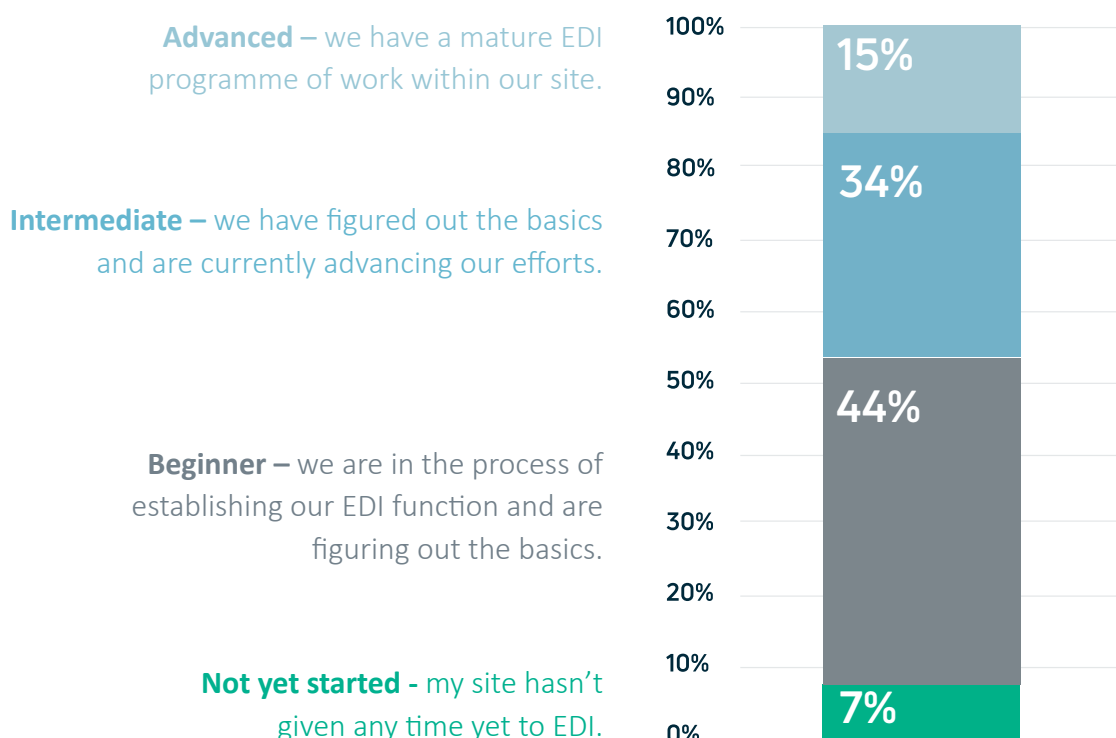
Context

As EDI becomes a key focus across the full range of stakeholders including employees, customers, supply chain, shareholders, investors, regulators, and government. How do we assess the progress across the industry in relation to a) turning ambition into planning and b) turning plans into embedded and progressive action. As with all aspects of business development, what gets measured gets done.

Key Findings

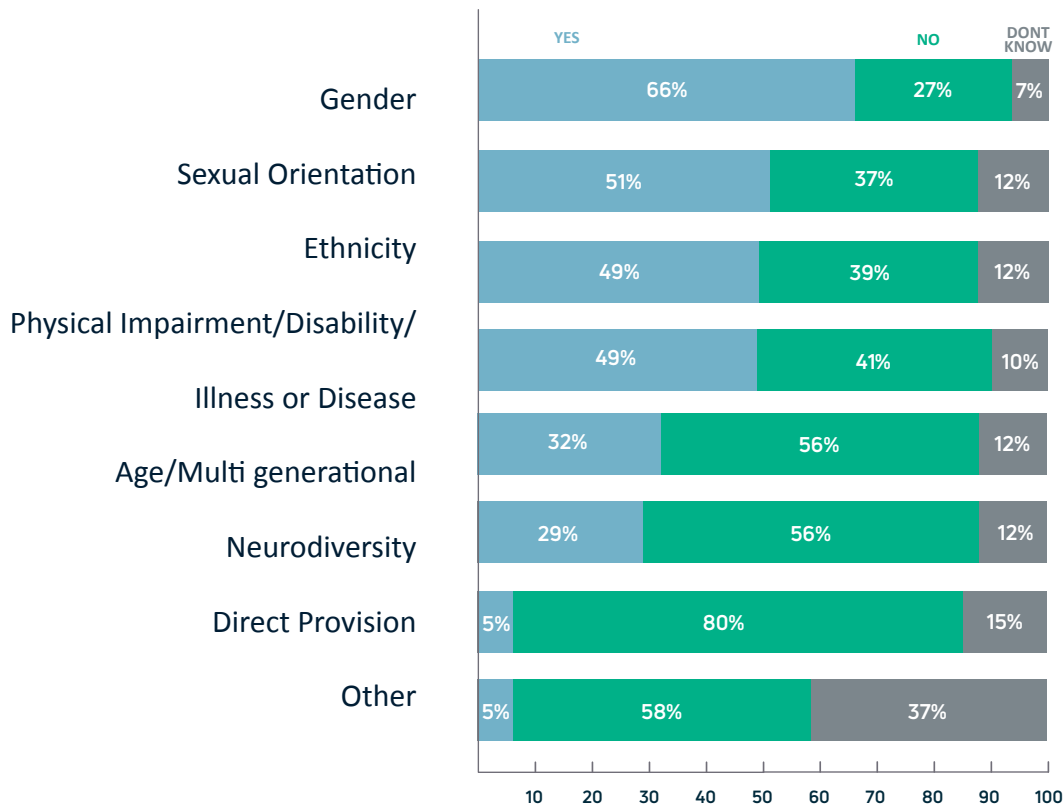
- Almost 50% of organisations would cite their EDI programme as advanced or intermediate, and a further 44% are at early stages, yet 56% of organisations have an EDI Strategy for their site, which is a strong indicator for action required. Additionally, 67% of organisations have not reviewed their strategy in more than a year with 5% reviewing more than five years ago. Continued focus on EDI progress and areas such as Gender Pay Gap Reporting will highlight this issue.

Figure 11 **Position on the EDI Maturity Spectrum**



- Positively, more than 66% of organisations have initiatives in place focusing on gender diversity, and more than 50% focusing on sexual orientation, ethnicity, or physical impairment/ disability/ illness. However less than a third of organisations have initiatives directed towards Multi-Generations or Neurodiversity.

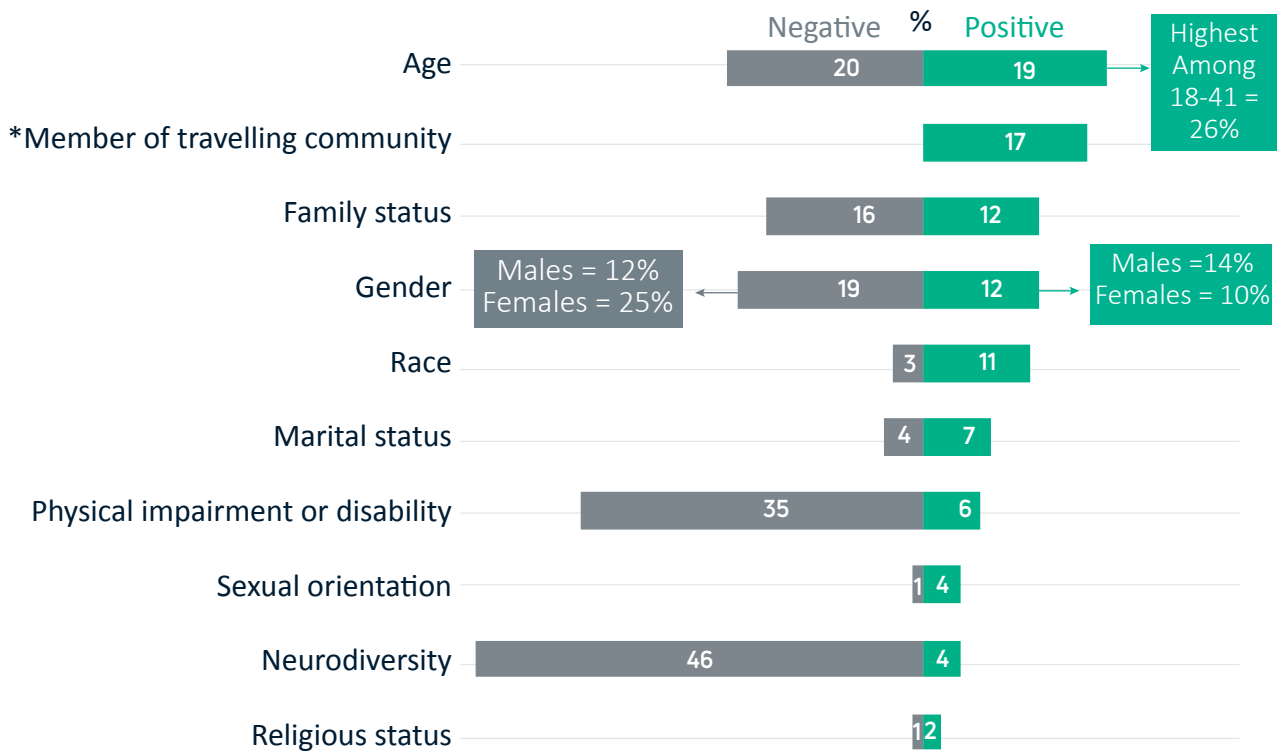
Figure 12 EDI Initiatives In Place



- 76% of organisations confirm that greater gender diversity is one of their top 10 strategic priorities, which is a positive sign in relation to integrating EDI into business planning. However, only one in six sites (17%) claim to have targets for gender representation at their site. While many organisations can have a strong policy without representation targets, the focus on key metrics should be a strong consideration if change is to be achieved.
- There are positive signs of progress in relation to monitoring, with more than 50% of respondents regularly reviewing hiring, promotion, voluntary exits, and performance appraisals to ensure against bias/discrimination.
- The most telling response in relation to the impact of the EDI strategy however is how the factors are perceived to impact negatively or positively. Despite stated efforts to remove barriers and improve the sense of inclusion and belonging – 25% of female employees believe their gender impacts negatively on their career; 35% of those with a physical impairment or disability believed they were negatively impacted; and while a small sample size (n=24), almost half of employees who identified as neurodivergent felt it impacted negatively on their career.

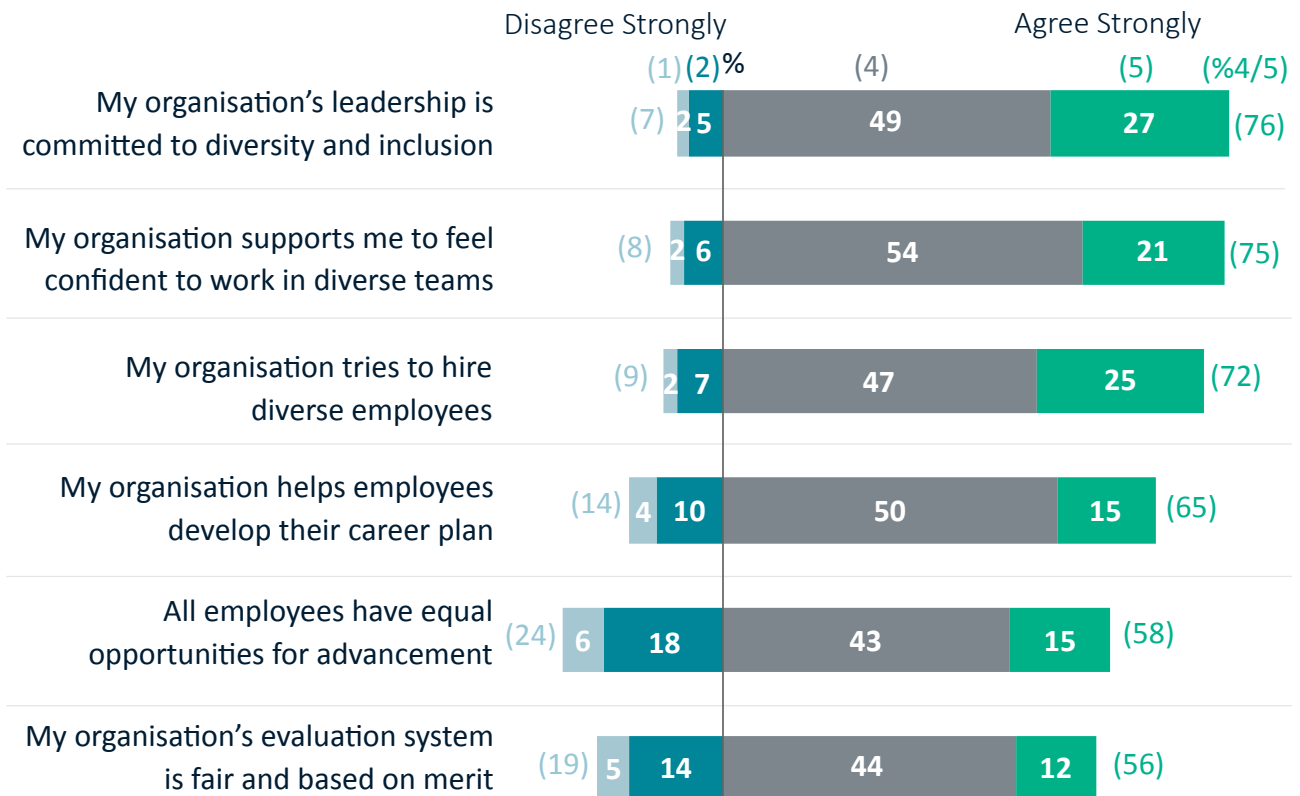
- Of the sample population, 7% were from minority groups, with 14% of those from minority groups surveyed feeling race had a negative impact (n=35), compared to 3% of white respondents (n=477). Though a small sample size, rates were highest among Asian respondents at 22% (n=2) and Hispanic respondents at 20% (n=1).
- Age was also counted as a factor and while 19% of respondents felt their age had a positive impact on their career, equally 20% felt their age had a negative impact. Figure 12. While this may be influenced by the small sample size (n=512) or based on past experiences, it shows the need for much further work on removing bias, discrimination, and improving inclusion as priority actions.

Figure 13 How Factors Impact Career – Negatively or Positively



- Notwithstanding some of the variations across policies and experiences, the employee respondents place a strong belief in the leadership commitment to EDI and feel confident in the support they receive to work within diverse teams, and their organisations’ desire to hire diversely. Figure 13 - next page

Figure 14 Confidence in Organisation EDI Ambitions

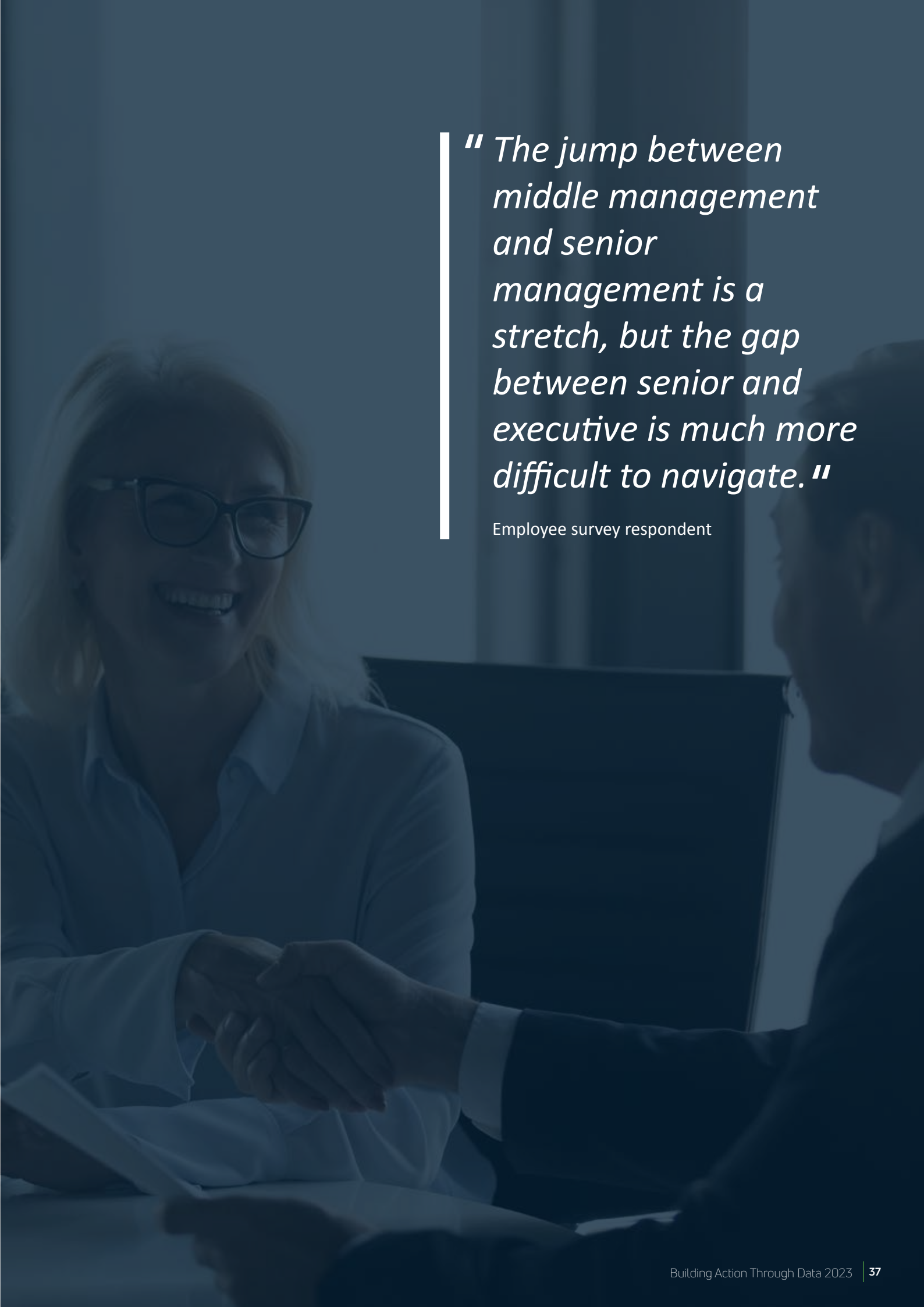


Conclusions

EDI appears to be embedded as a clear business priority across the industry with strong employee confidence in leadership on this topic. However, there are mixed experiences in terms of strategy and action, and there is scope for industry development and collaboration to improve the experiences across the industry as a whole. There is also significant scope for many organisations to advance their EDI strategy beyond the basics and into a more comprehensive and advanced strategy.

Additionally, there are contradictory messages between employee confidence in the strategic intent within their organisations, and their experiences in relation to how their personal characteristics have impacted negatively or positively on their career. There is also a lack of target setting in relation to key progress at the most senior and influential levels, although this survey result may not fully reflect local target setting in individual processes e.g., recruitment and selection. This could also be linked to the fact that a number of sites are still at early stages of their strategy. This would indicate a strong need for ensuring that the intent of any strategic EDI plan is fully backed up by KPI's which include representation targets as standard, and measurement of employee engagement and experience.

The case studies provide inspiration for organisational level initiatives that have increased awareness and engagement across the organisation. Both Takeda and Pfizer have found people-led initiatives, with a strong focus on developing all employees as allies, leads to increased openness, acceptance, and engagement across the workforce.

A woman with blonde hair and glasses is smiling and shaking hands with a man in a dark suit. They are in an office setting, with a large black chair visible behind them. The image is overlaid with a dark blue tint.

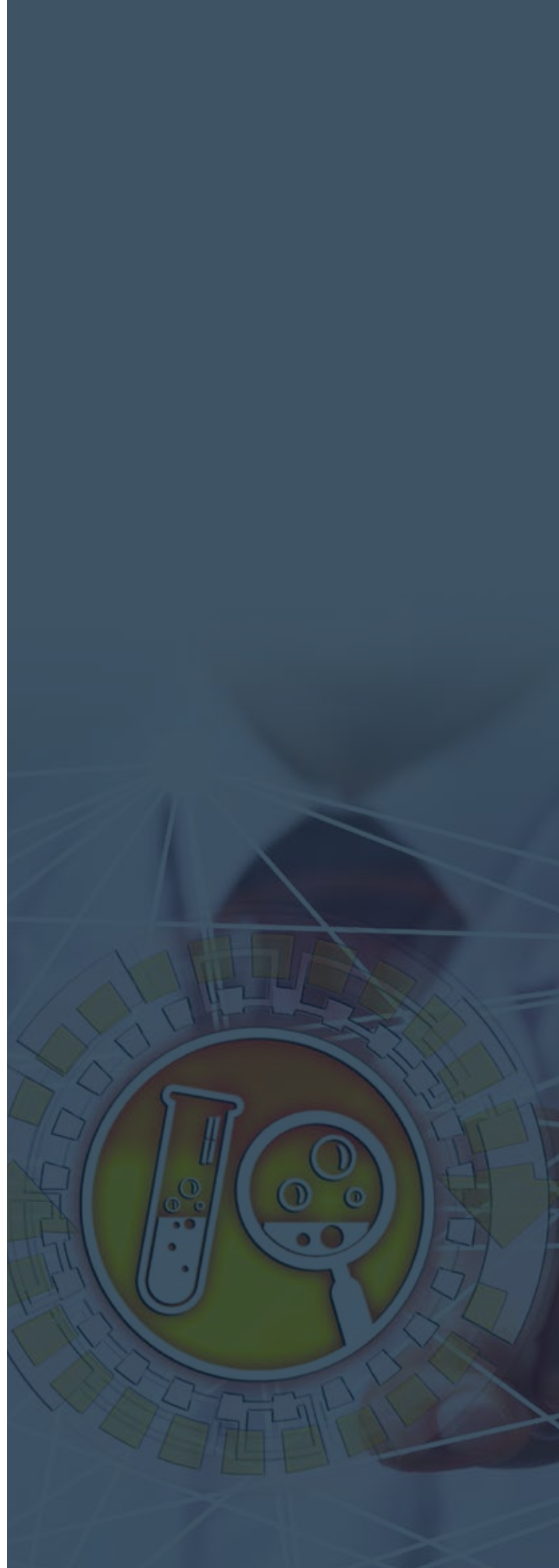
" The jump between middle management and senior management is a stretch, but the gap between senior and executive is much more difficult to navigate."

Employee survey respondent

SECTION

4

Strengthening Talent Attraction



Objective

Themes	Objective
What opportunities could exist to strengthen talent attraction and retention into the future.	What is the scope for policy changes or actions on attraction and retention of the breadth of diverse talent to improve the talent pipeline for the future, and improve employee engagement for the current population.

Context

While many organisations face the challenges of the current economic climate, the BioPharmaChem industry has seen a continued challenge in skills attraction. The need is caught in a triple bind in that:

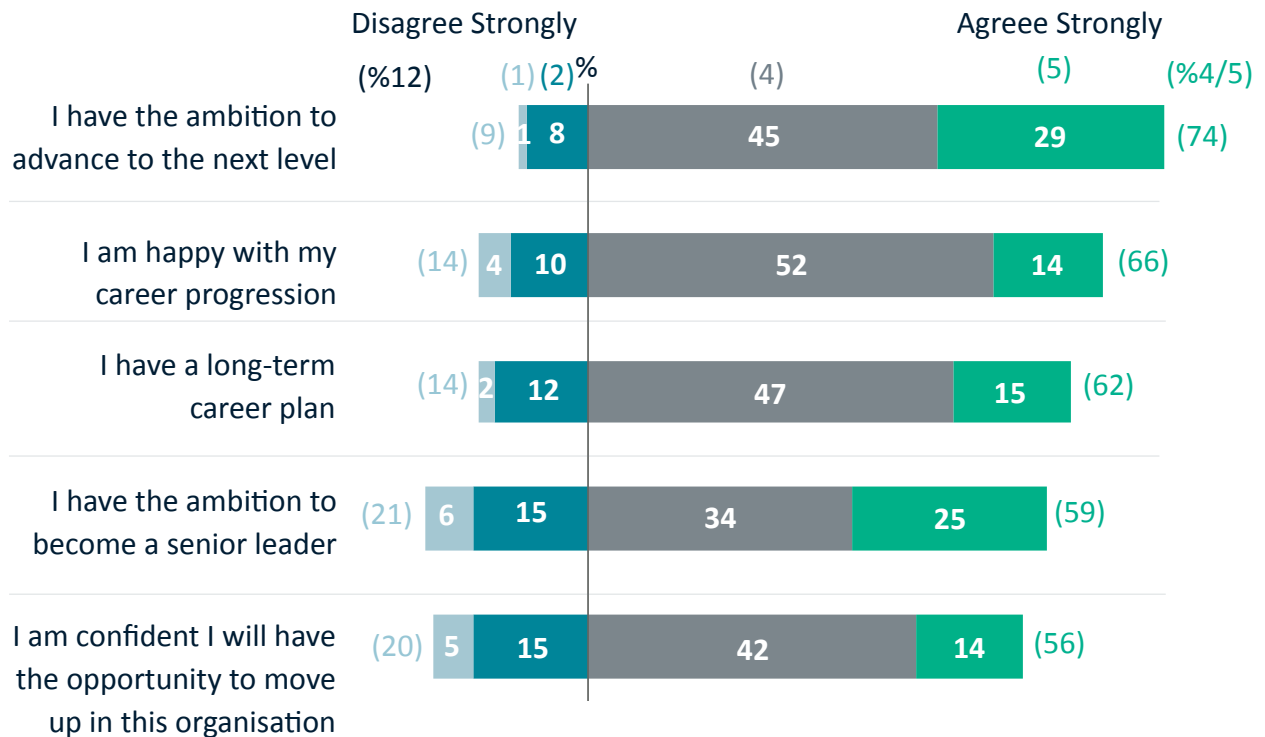
- a) skills are in short supply from the outset with insufficient numbers in the graduate pools relative to technical needs.
- b) the industry competes with other industries for talent particularly in relation to IT, Research and Engineering .
- c) many of the organisations operate on a B2B basis and their employment and customer brand would be less well known across the employment market compared to other competitors.

This drives a need to consider not just retention of existing talent, but a focus on new ways to attract talent, particularly focusing on the full breadth of diverse talent.

Key Findings

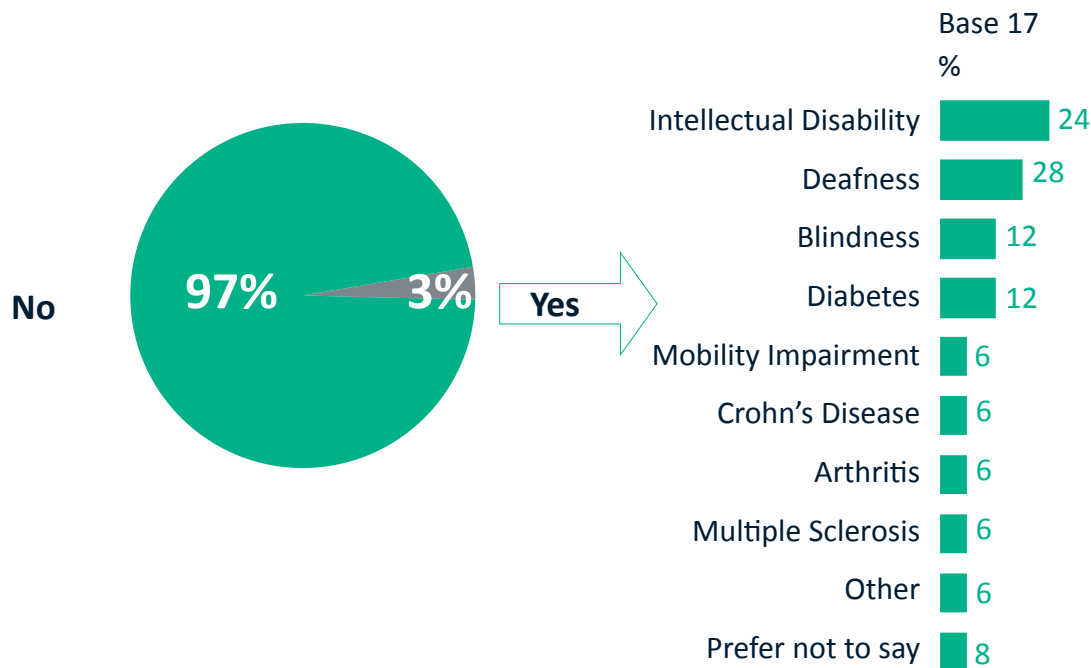
- There is a positive approach to career progression among respondents with more than 50% confident that they will have the opportunity to progress, are happy with their career progression, and have the ambition to advance to the next level. Figure 7 - next page

Figure 7 Attitudes to Career Progression



- Data from the organisation survey would indicate that the average voluntary exit rate across the industry for 2021 was approximately 5%. There is no evidence as of yet of a ‘great resignation’, or of a significant post pandemic upturn in attrition for female employees, with 60% of attrition made up of male employees.
- The majority of responding organisations cited a challenge in recruiting enough skilled employees with Quality (QA & QC) and Engineering as the noted requirements; but quoted overall strongly positive views on the attractiveness of the industry to internal and external candidates.
- There is low evidence of the application of policies to attract talent outside of standard processes. Returner, neurodiversity and chronic/invisible illness policies scored lowest in organisation up take to date and planned uptake over the next two years of twenty-two policies polled. While 17% of organisations have a returners programme, no further organisations planning to adopt this policy (expected 17% uptake in two years). Only 7% of organisations have a neurodiversity policy, though 15% plan to introduce such a policy in the next two years (expected 22% uptake in two years). Only 10% have a chronic/invisible illness policy with 12% planning to introduce a policy in the next two years (expected 22% uptake in two years).
- Only 3% of the respondent employee base identified as having a physical impairment and/or a disability (including chronic illness), compared to the national average of 13.5% as identified in the 2016 Census^{xvii}. Only 4.7% of the respondents identified as neurodivergent, with indicators suggesting that between 10% - 20% of people are neurodivergent^{xviii}. Whether the variation is because of under diagnosis or fears regarding disclosure, the figures suggest scope for further attention in talent attraction and retention across these talent pools.

Figure 15 Presence of Physical Impairment/Disability



- There has been an increasing move by individual organisations to adopt Return to Work policies with successful initiatives implemented in Ireland by J&J^{xix} as an example.

Conclusions

Supply of talent remains a challenge, with all organisations identifying addressing talent shortages as a key business imperative. Future steps should include initiatives to attract talent from more diverse skills and markets such as specific recruitment and retention programmes to include talent with physical impairments, disabilities, and neurodivergence. This could offer scope for greater attraction and talent of new skills and is an identified gap in current policy offerings. Opportunities to investigate a focus on returners as a talent stream is also a strong option which, while not in operation across a high number of organisations, is strongly embedded in some organisations as a case study in best practice for industry learning.

However, attraction of the full breadth of diverse talent relies on more than just policy implementation – it depends on informed and inclusive advertising; appropriate accommodations within processes which might not fit the ‘standard’ recruitment hiring process and are more talent specific; and mature awareness and behaviours among leaders and hiring managers. The potential for better practices also needs to extend beyond hiring and talent attraction, but more importantly needs to be embedded into all talent, performance, and progression processes to ensure that diverse talent is not just hired, but that employees have the opportunity for development and growth to aspire and progress into new and more senior roles for ongoing retention.

Recommendations

While there are many factors that impact on EDI progression from legislative, economic, and social perspective, our intent in this research was to focus on supporting change from within, either at organisation or industry level, where the outputs would provide more than just data, but information that could drive accountable actions. On that basis, our recommendations are designed to be practical, achievable within a reasonable timeframe, and directed towards improving the attraction and retention of talent in this key sector.

The recommendations should also be taken in the context of recent and forthcoming government policies which are designed to strengthen the employment equality landscape in Ireland. Relevant examples already referred to in this report include the Annex (2020) on Gender Balance, Diversity & Inclusion Governance Code for State Bodies 2016^{xx}; the Gender Pay Gap Reporting Information Act 2021^{xxi}; Balance for Better Business 2018, and the upcoming proposed legislation in relation to the Right to Request Remote Working^{xxii}. Additionally, consideration will also need to be given to outputs from the Joint Oireachtas Committee on Gender Equality^{xxiii}, following on from the recommendations from the Citizens' Assembly on Gender Equality^{xxiv}.

Organisation Strategy & Policy

Recognising that EDI is integral to successful business outcomes.

Set out an organisational strategy for greater diversity in senior roles of influence. Set and align targets at Board level (where indigenous to Ireland) and c Suite at site level, to the standards and timelines as set out in the government led initiative 'Balance for Better Business'

Refresh and renew the organisation EDI strategy and action plan at site level, and ensure it is fit for purpose and reflects modern requirements. Collaborate through the BPCI industry group to share learnings and best practice for the benefit of the industry.

Set a comprehensive set of KPI's at all stages of the talent process to track and improve progress in relation to Hiring, Talent Retention, Career Progression, and Senior Representation

Identify and address gaps in key policy areas. Pay particular attention to areas identified in the research with a particular focus on more inclusive attraction and retention of under-represented talent.

Complete an immediate audit of all recruitment and internal promotion process to ensure they include accommodations for the full breadth of diverse talent. Set out an immediate remediation plan for identified organisational deficiencies and opportunities.

Talent Process & Employee Experience

Ensuring that policies and employee experiences are fully optimised.

Implement a 'self-disclosure' policy and process to track baseline data, and improve tracking on progress across key diversity categories

Implement a Reasonable Accommodation/Inclusion Passport to improve information, access to required accommodation, and improved inclusive practices and behaviours supporting employees with disabilities, neurodivergent abilities and other requirements.

Review and update internal communications methods and content to appeal to a multigenerational audience and reflect the best of all audiences.

Update current Employee Engagement Surveys to collect data on Inclusion and to track that Employee Experience matches the strategic intent of the EDI approach. Pay particular attention to personal characteristics (e.g., gender, age, ethnicity, etc.) and their impact on career progression. Be mindful, and act immediately on any clear messages identified in relation to bias or discrimination.

Access toolkits for best practice ideas and collaborate through the sharing of organisation policies at industry level. Focus on improvements, including KPI's, in terms of Talent Attraction, Retention, Progression and Employee Engagement. Examples could include 30% Club EDI Toolkit, Enterprise Ireland – the Level Project, Ibec Diversity Hub.

Setting a best practice standard across the industry

Building training capability on key topics including: -

Implement Industry Training on designing a robust EDI strategy – to include templates for EDI policies and toolkits. Implement Industry Training on developing an inclusive recruitment and internal promotion process for the full breadth of diverse talent. Include training for talent acquisition and hiring managers on advertising, attraction, accommodation, induction, and inclusion.

Implement Industry Training on designing an induction process for new interns and new graduates, to optimise the transition from academia to the workplace - to include practical business formats, and to focus on knowledge and skills development as part of early career progression planning.

Implement Industry Training on developing inclusive leadership in Managers, including managing diverse, and multi-generation talent, in a hybrid world. Pay particular attention to raising awareness and understanding of less familiar topics including unconscious bias, inclusive language, cultural respect, positive accommodations for differing needs.

Implement Industry Training on designing internal communications processes to support a multi-generational workplace

Implement Industry Training on developing a mentoring culture including supports for developing in-house mentoring programmes.

Develop programmes to offer professional development in EDI to the BioPharmaChem sector

Develop micro credentials to support the professionalisation of EDI in the sector and to provide professional development that accounts for the unique EDI needs in the BioPharmaChem sector globally and in Ireland. Suggested micro credentials that should be developed include:

- Understanding Equality, Diversity, and Inclusion in BioPharmaChem
- Using and facilitating inclusive language
- Addressing unconscious bias in the workplace
- Understanding and developing allyship in organisations
- Supporting brave conversations
- Recruiting and retaining neurodiverse talent
- Accessibility and inclusion

Implement follow up coaching and facilitation for organisations and teams to support in the implementation of learning, and takeaway actions from professional development programmes.

Deliver a female leadership programme to empower women in organisations to take the leap to the next level based on the findings that there is not a gender balance when we reach senior leadership teams.

It is recommended there is a yearly review on progress towards implementing these recommendations.



"It's an advantage when Managers have been trained in the area of D&I as they gain better understanding and awareness , and we benefit as a team "

Employee survey respondent

SECTION

5

Organisation Case Studies

Five of our supporting organisations share their EDI journey, ambitions and achievements.



Case Study 1 - APC & VLE Therapeutics

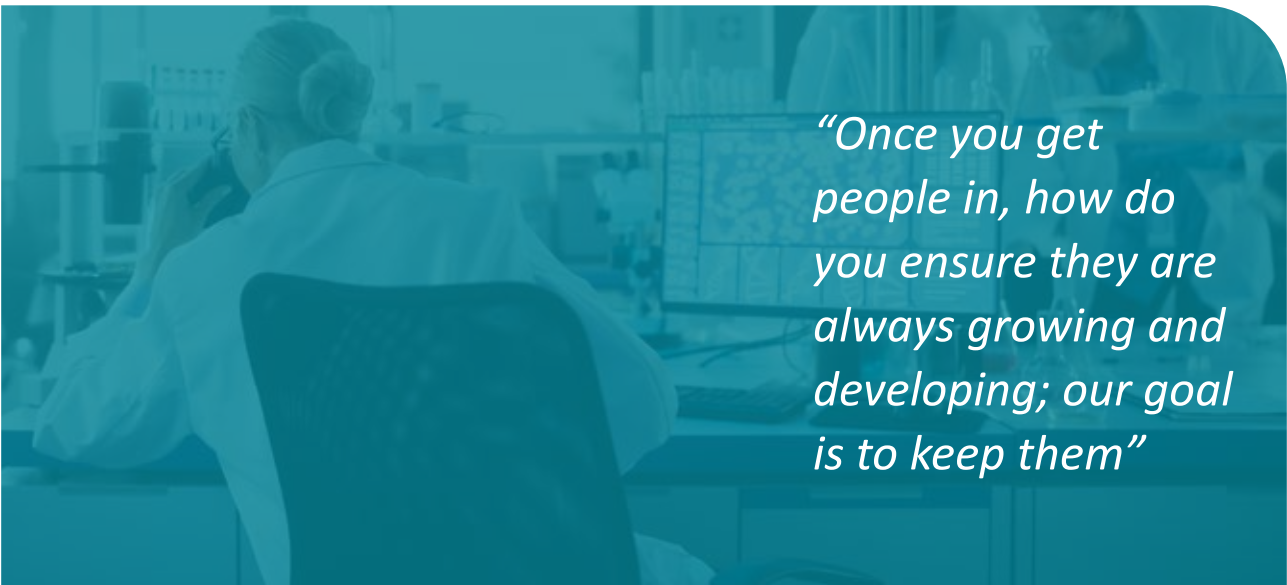
Changing the future through talent development today

“There are a lot of young, talented, inquiring minds out there”

“Through talent development we can create future talent pipelines – it’s kind of a way of future-proofing the industry”

APC & VLE Therapeutics is a rapidly growing company, within which prioritizing, attracting, and retaining and growing talent is vital. With over 90% of the staff being PhD qualified, APC & VLE Therapeutics is identified as being one of the biggest employers of research talent in Ireland. They have had to consider the challenging question of, “once you get people in, how do you ensure they are always growing and developing?”

APC & VLE Therapeutics recognizes that prioritizing EDI can help them differentiate themselves from others in a saturated market, where the demand for talent is high, and the potential candidates can be limited. APC & VLE Therapeutics is battling that challenge through talent development, both within their organization for current employees, and for younger generations with the intention of creating future pipelines.



“Once you get people in, how do you ensure they are always growing and developing; our goal is to keep them”

How is APC & VLE Therapeutics changing the future through talent development today?

STEM Internships and school partnerships

- STEM internship programs (STINT Program) in collaboration with Dublin City University. Where teachers in training are invited to gain exposure to the variety of careers within STEM. Once in the classroom, these teachers can reference real life experiences when designing curriculum and educating students when choosing college courses.
- APC & VLE Therapeutics has and continues to work one-to-one with schools and other educational institutions with the priority of sharing information about STEM opportunities for communities that are less often represented in the current STEM working environment in Ireland. EDI events, such as International Women’s Day discussions develop connections with teachers at a primary level. Helping them to encourage STEM related areas, especially for students from lesser represented diversity groups.

Current Talent

- Hiring from diverse backgrounds. APC & VLE Therapeutics hires globally for talent. With an extremely specialized profile in mind, APC & VLE Therapeutics is extremely open in terms of culture, and background. They are hiring specifically regarding candidates’ skillsets.
- APC & VLE Therapeutics practices its research-driven approach with EDI as well, by remaining aware of changes and adapting accordingly with the times in the EDI space.
- The Culture Forum, recently re-structured and supported by the EDI team, provide peer led opportunities for APC & VLE Therapeutics colleagues to share and connect with one another.
- EDI events, such as International Women’s Day discussions, bring APC & VLE Therapeutics colleagues together to celebrate their diverse workforce.

Culture Forums

STEM Internships and School Partnerships

“Our previous intern came back to the site with his transition year class, it was like a full circle”

Celebrating EDI Events

Looking to the Future

With EDI being named as a cultural pillar at APC & VLE Therapeutics (“Be You @ Cherrywood”), the priority will be to continue developing it as part of the overarching culture. By ensuring that EDI is built into the future, APC & VLE Therapeutics hopes that the work being done now will help to ensure that future policies and procedures are as inclusive as possible.

Along with APC & VLE Therapeutics EDI pillar “Be You” they have the wellness pillar “Be Well” which prioritizes wellness strategies and mental health awareness, “Be Responsible” to support CSR activities, “Be Excellent” to drive Operational Excellence & High-Performance and “Be Green” to improve our carbon footprint, green chemistry, and sustainability. By not only showing they care about employees on a surface level, but deep into the policies and procedures, the future talent pipeline looks bright.

*“Research will help us shape our policy
– help us to retain people and help us
succeed in this rapid growth”*



Case Study 2 - MSD Ireland

Evolving in an ever-changing environment

“The virtual way of working allowed for our EBRGs to broaden networks, and connections that now span globally”

“We continue to look for opportunities to ensure EDI remains a focused part of our Ways of Working rather than just an “add-on” or a “nice to do”.”

MSD is continuously striving to be a EDI trailblazer and to make EDI a habitual part of the everyday life at MSD. This is evident by the recently relaunched Ways of Working, which calls out EDI as one of the key pillars. To ensure EDI goals are achievable, MSD is making a strong effort for a physical representation of EDI, with EDI leads and team members at each of their sites as well as Diversity & Inclusion Leadership Champions. MSD also adapted when people were forced to work from home during the global COVID-19 pandemic.

MSD utilized virtual experiences and meetings as opportunities to grow once smaller scale, local efforts (such as Employee Resource Groups (EBRGs) and Diversity & Inclusion events) into every day, enterprise-level experiences. MSD is demonstrating their desire to be the #1 trusted and valued healthcare organization in the world by not only recognizing a need for increased diversity, but also celebrating and instilling inclusion as part of their culture.



How is MSD evolving in an ever-changing environment?

Taking a holistic approach, from (before) day one...

- By prioritizing EDI throughout the career life cycle. Diverse interview panels and selection, along with unconscious bias training for any hiring manager. EDI is prioritized through the onboarding and everyday workplace experience through an open and collaborative culture by constantly highlighting inclusion and people bringing their whole self to work.

Approaching adversity with agility...

- Hybrid/virtual work due to the COVID-19 Pandemic brought unprecedented challenges. Leaders at MSD recognized the opportunities with virtual work to expand local networks to be accessible globally. Many EDI events are promoted at all sites and are accessible. Future plans are to make these both in person and with a virtual opportunity, allowing for an expansion of networks and connections.

Instilling EDI into the culture...

- By embracing intersectionality. MSD recognizes that EDI starts from a global position and relies on its wide breadth of knowledge to create and promote EDI.
- By recognizing EDI as a global strategic priority, “Ways of Working” and then “adding their own flavour” and rolling the strategy out locally.
- By leadership acting as EDI role models with the collaborative support from the EDI team acting as the “red thread” to bring leadership, HR, and EBRGs together on EDI efforts. With EDI leads and team members at each site, as well as an EDI Leadership Champion at each site, there is a strong leadership presence who can create an open and collaborative culture.
- By prioritizing Diversity & Inclusion Moments at the start of meetings. The meeting lead is asked to share a specific topic relating to EDI that is important to them, or if there is something relevant in the media, they can touch on that. It is important to keep it fluid and personal and to use it as an opportunity to engage colleagues.
- Through organized EDI groups, celebrations, and events. Strongly supported EBRGs work directly with the EDI teams to organize regular events which can highlight issues and promote initiatives and holidays. Furthering EDI as a priority, MSD celebrates September as a Diversity & Inclusion month with virtual and in-person experiences to continue promoting EDI as a Way of Working at MSD.
- By promoting EDI priorities in each employee’s annual development plan.

Diversity & Inclusion Month

Diversity & Inclusion Moments

“Diversity & Inclusion Moments are a part of every meeting”

EBRGs

Looking to the Future

MSD is committed to continuing to strengthen EDI efforts throughout the organization with continued sponsorship by leadership and increased EDI events (both in-person and virtual options) where they will meet colleagues where they are at. On that same note, they intend to continue encouraging and promoting access to current and new EBRGs. Success will be measured not only through internal surveys, increased EDI related events and growing EBRG numbers, but also through observing examples of inclusivity in everyday life. Success in EDI efforts will be an environment where EDI permeates through the culture at MSD in all areas.

“We want to expand people’s understanding of what Diversity & Inclusion is, it’s so much broader than many people think. The focus can be on areas like race or gender, but Diversity & Inclusion also encompasses areas like ensuring you are pronouncing someone’s name correctly. That can be a really informal but powerful act of inclusion”



Case Study 3 - Pfizer

People driven equality, diversity, and inclusion

“The passion of our volunteers, you need people who are passionate about some aspect of DE&I. At the same time as this passion, you also need that site leadership endorsement and recognition of the value this brings”

“We want to continue to evolve, and continuing to learn about what is happening in the wider world of EDI. Then putting that through the site filter to see what makes sense.”

Pfizer is committed to engaging with people and allowing people to drive their EDI efforts. Internally, their seven different Colleague Resource Groups drive real change as well as volunteers at all organisational levels. They also support all employees to learn and develop as allies and to be able to have courageous conversations. Externally, their focus is on working with different people and different organisations. Realising that EDI is fast moving and ever evolving, they have structured processes for reengaging their people so they can learn from and with them, and consistently apply new learning.

Pfizer understands the importance of balancing global policy and site needs. In the last year they have undergone a transformation, as they have moved to a more global structure. This is where their EDI representatives provide two key functions. Firstly, they make sure that all local site-based managers are supportive of their EDI strategy by filtering back to managers and through the site. Secondly, they support global leaders to understand site nuances and needs. Making sure there is this channel between global and local EDI efforts insures you can have the biggest impact on colleagues at a local level.

How is Pfizer supporting people to drive EDI?

Involving everyone

- Pfizer's EDI team has volunteer sponsors at three different organisational levels (leadership, management, and influential colleague). Every year they have new employee volunteers. Pfizer supports their seven Colleague Resource Groups to drive meaningful change.
- Pfizer ensures all employees are aware of what is happening related to EDI in the organisation through twice yearly site presentations, so everyone is up to speed.
- Pfizer is focused on making sure all nationalities are represented at different levels of management.
- Pfizer also focuses on recruiting diverse people into their organisation. For example, through having neurodivergent students included in internship programmes and attracting students from disadvantaged backgrounds.
- Pfizer works with diverse external partners to provide information sessions and speaking events.
- Pfizer focuses on how to involve both employees and contractors. With contractors, they consider how they can include them and communicate this.
- One of Pfizer's four focus areas is cultural appreciation recognition. They recognise different nationalities through culture month and different activities throughout the year.

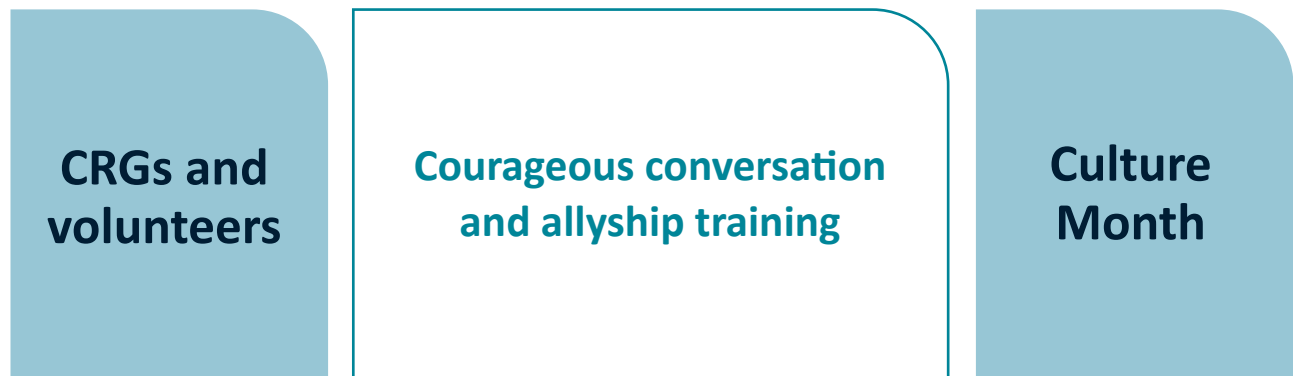
"What we do in EDI really helps our onsite culture. It defines us and who we want to be."

Being proactive in supporting people needs...

- Pfizer believes in asking employees what they want. One of their key focus areas is communication. For example, they facilitate group sessions on how to have courageous conversations. This supports employees to be able to ask about their colleagues as people and develop as allies.
- Pfizer has a strong focus on allyship and is constantly finding new and creative ways to develop their employees as allies. They understand that by creating a workforce of allies they can better support their people.
- Pfizer considers the future needs of employees and ensures that their leaders are trained to support employees effectively. The leadership team has been trained to respond positively across sites should any colleagues be undergoing transition procedures and/or therapy or wish to discuss their journey as a transgender person.

Allowing learning to be driven by and for people...

- By collecting data from employees every year so they can assess their EDI strategy and ask for feedback. Finding out what is important for colleagues allows them to set their strategy for the next year.
- Pfizer provides training for all employees on allyship and courageous conversations. They also ensure local leaders are trained and continue to foster that sense of allyship in the organisation.
- Pfizer focuses on consistently learning about changes in EDI so they can adapt this learning into the organisation.



Looking to the Future

Pfizer is happy with how they have evolved and want to continue to evolve. What is important for them is to keep learning and keep connections with their people, so they can implement their learning throughout the organisation. One of Pfizer's goals is to develop diversity at all levels of management and to continue to develop diversity in their recruitment process. They also hope to support their employees to develop as allies with their goal of having every employee identify as an ally. Yet they recognise that this future is only possible through their people, and this is not something that can be pushed down from the top. By allowing their people to be empowered to drive EDI in their organisation they know they can better grow their business, attract top talent, build partnerships, and meet the needs of their patients.

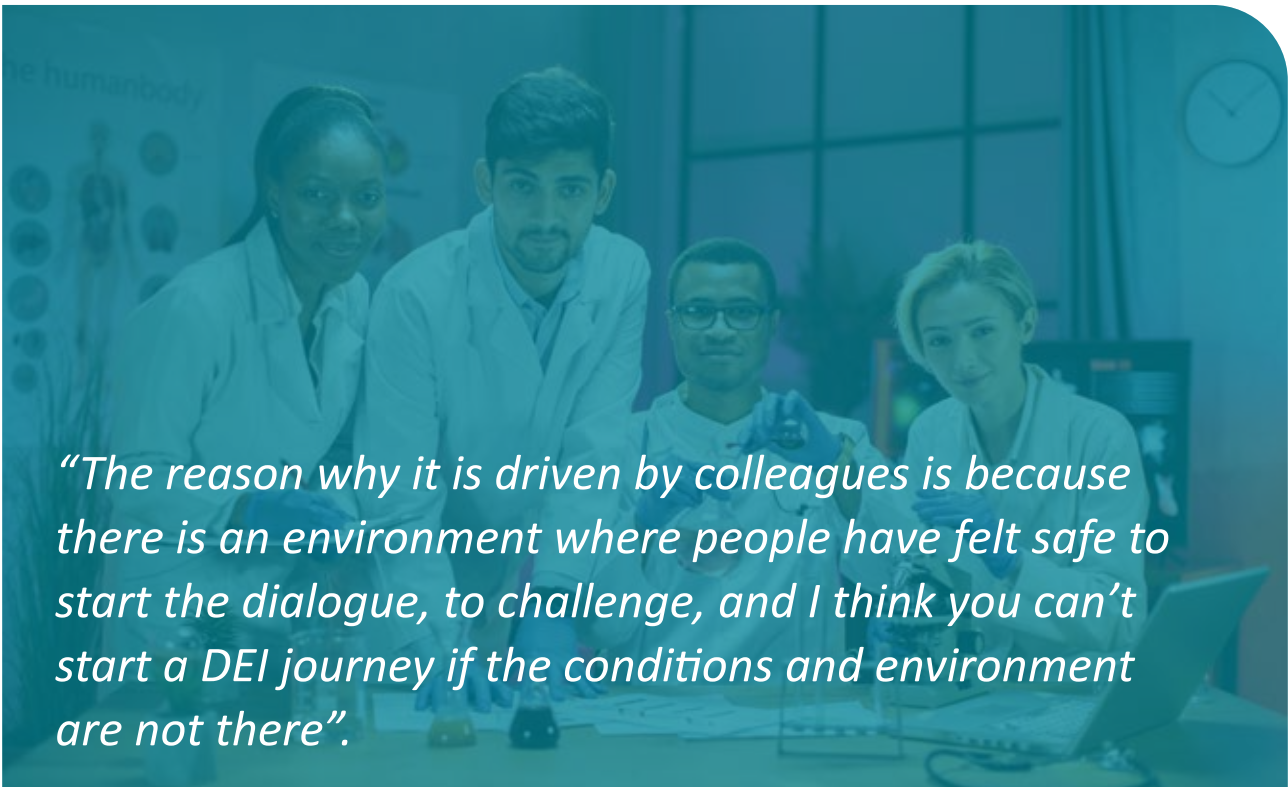
"We are a trusted and integral partner. Having DE&I has helped our organisation to be stronger."

Case Study 4 - Ipsen

Creating a safe environment for growing inclusion and belonging

“To have an employer that recognises and creates an environment for you to be able to come to work and develop. We all row behind it”.

Ipsen, a pharmaceutical company with a presence in over thirty countries, is committed to both developing themselves and promoting themselves as inclusive employers. To achieve this ever-evolving goal, they recognise that they need to create a safe space for colleagues to be able to bring their whole selves to work and feel comfortable sharing. Ipsen recognises sharing can come in many forms from sharing lived experiences and challenges, sharing big life moments like becoming a parent, to feeling comfortable to voice their opinion to their manager in team meetings. Ipsen is committed to creating an environment that empowers colleagues to experience this belonging through both global and local initiatives.



“The reason why it is driven by colleagues is because there is an environment where people have felt safe to start the dialogue, to challenge, and I think you can’t start a DEI journey if the conditions and environment are not there”.

How is Ipsen creating a safe environment for growing inclusion and belonging?

Supporting life events and quality of life...

- Ipsen understands that colleagues bring their whole selves to work and should be supported through all their life events. Some of the policies they have implemented to support colleagues through life events include a menopause policy, with an occupational health nurse on site. They also provide maternity and paternity leave to support new parents.
- Ipsen has embraced hybrid working as they believe it helps colleagues to have an improved quality of life (e.g., by reducing commuting time) while not compromising on maintaining their culture. They have found hybrid work drives engagement when colleagues have on site days.
- Ipsen celebrates all colleagues' significant days including culturally significant days. They focus on days that are important to colleagues and allow them to be involved in driving these efforts (e.g., sharing details about the holiday with their colleagues, celebrating Diwali, Shrove Thursday, Bastille Day just to name a few.).
- Ipsen supports internationally recognised days and events (e.g., Disability Awareness month, International Women's Day, LGBTQ+ initiatives such as Pride Month) and invites colleagues to share their lived experiences. Ipsen understands that all colleagues face challenges and wants them to feel comfortable sharing their experiences.

Purposeful colleague recruitment and whole organisational engagement...

- Ipsen appreciates that their colleagues play an integral role in driving culture. Therefore, they ensure that their recruitment process accounts for this. Ipsen does this by incorporating value-based questions into their recruitment process and by insuring potential new hires understand the importance of their culture of inclusion and belonging.
- Ipsen understands that everyone needs to be involved in their DEI effort. They have DEI Engagement Champions who organize events across departments and levels.
- Senior Leadership supports DEI both at global and at local level. At a global level, Ipsen has its Global DEI Forum every quarter. One initiative that has been impactful at the local level is Senior Leadership have a weekly meeting where they visit the different departments. During this time, they engage all colleagues to better understand successes and barriers, as well as what initiatives they need to work and live better. Colleagues see follow up actions based on this feedback. These proactive actions ensure colleagues know their voice is heard.
- Ipsen recognises the importance of learning in DEI, with all colleagues having access to development in areas like unconscious bias and allyship.

Evaluating efforts...

- Ipsen uses pulse surveys to evaluate their progress using data. In the most recent pulse survey Ipsen had increased scores in DEI which they plan to build on further in the coming years.
- Ipsen has engaged external organisations including Great Place to Work and the Irish Centre for Diversity to evaluate and support organisational DEI efforts.

Power of celebrating life and cultural events

Prioritising belonging
“We will make sure you belong”

Using data to evaluate progress



Looking to the Future

Ipsen is committed to maintaining and building diversity in their workforce but is working towards a future where future talent is seeking out roles at Ipsen. Ipsen sees a culture of inclusion and belonging as integral in achieving this goal. Whether it is third level institutes sharing previous graduates’ positive experiences to potential hires, or word of mouth from colleagues sharing the benefits of working at Ipsen, they believe their culture will allow them to further build their reputation as a great place to work. Ipsen also hopes to continue to support their DEI Engagement Champions in driving whole culture DEI action from every angle. Lastly, they want to continue to build a safe workplace where colleagues feel safe to share and feel confident to bring their whole, authentic selves to work.

Case Study 5 - Takeda

Growing equality, diversity, and inclusion through awareness

“You need to keep EDI on the agenda, everyone has a role to play”.

Takeda, a global pharmaceutical company, has nearly one thousand employees across four sites in Ireland. While Takeda has a strong global focus on EDI guided by their principles of Patient, Trust, Reputation, and Business (PTRB), they have also celebrated significant positive progress in EDI at local level in Ireland. With overarching organisational goals of meeting their diverse patient populations needs, attracting and retaining diverse talent, and being an EDI trailblazer, Takeda has taken considerable steps in achieving these goals.

Takeda understands that developing awareness of EDI is key in developing sustainable progress both at local and global level. Awareness supports colleagues to develop as allies and allows the organisation to take practical steps to build on this awareness and build momentum for their initiatives. Takeda appreciates colleagues at every level and site play a role in supporting their EDI development, and only through whole organisational awareness of the importance of EDI, can meaningful change occur.

“You definitely need your leadership team, but also you do need trailblazers to share their experiences and you need to provide opportunities for people to be able to share it in a safe way”.

How is Takeda focusing on awareness to prioritise and grow EDI?

Starting and facilitating conversations...

- Focus groups such as Takeda's #reducethebias focus group allows colleagues the opportunity to share their experiences and be inspired. Takeda found the #reducethebias group led to female colleagues sharing interesting and powerful intersectional stories.
- Takeda organises events such as DEI Month and talks by 'Shout Out' which provides a safe and encouraging environment for colleagues to share lived experiences and learn about others lived experiences.
- Takeda understands that their leadership team need to be involved in EDI conversations. They have found that when leadership are modelling vulnerability and sharing their own stories, this inspires colleagues. Female colleagues also report feeling inspired by seeing females in leadership positions in their site.
- Takeda holds Town Hall meetings where site leaders come together on a call and share with everyone about what EDI means to them. This affirms to all colleagues that EDI is an organisational priority.

Structured policies & programmes...

- Takeda has had exceptional outcomes from their Apprenticeship programme which provides opportunities for diverse talent to access careers at Takeda supported by universities. Through the programme, they have been able to provide career opportunities to talent that could not access traditional pathways and this has also positively impacted talent retention.
- Takeda are inspired by their participation in the #iamremarkable programme which supports women and underrepresented groups to develop their self-promotion skills. They also found the programme benefited all employees as it allowed the opportunity to discuss developing confidence and allyship.
- Transition year programmes allow transition year students a chance to explore all the departments at Takeda so they have greater awareness of the diversity of career opportunities open to them. Takeda appreciates that attracting diverse talent must start earlier than the recruitment process.

Tapping into the global Takeda community...

- Takeda Resource Groups (TRGs) facilitate colleagues globally to connect and share experiences. Colleagues in Ireland are closely tied to their TRG colleagues in the United Kingdom.
- DEI Month is a global Takeda initiative that allows colleagues at their Irish site to access global virtual events. By signposting this month it reaffirms their goal of building awareness.

**Focus groups
and town
halls start
conversation**

*“I do know we are
succeeding because of the
employee experience survey,
which is really encouraging”.*

**Apprenticeship
programme**

Looking to the Future

Takeda know their initiative are working, with their employee experience yearly survey finding that there are significant increases in their people feeling like they belong, that differing opinions are valued, and that Takeda is committed to diversity. Yet they understand they must continue to build awareness by keeping EDI front and center. They have ambitious plans including more apprenticeship programmes and having more TRGs at their Irish sites. Takeda will know their future efforts are succeeding when they see more diverse candidates applying to join their teams. Yet Takeda understand EDI must be prioritized throughout the employee lifecycle and they hope to see continued positive trajectory in their employee experience yearly surveys and consistent engagement and awareness organisation wide.



SECTION

6

Appendices



Organisation Survey Questionnaire

BioPharmaChem Skillnet Ireland Industry Research, Site (organisation) Survey

Thank you for agreeing to take part in this survey. The questions are largely about diverse representation at different levels in your site, as well as policies and programmes currently in place. All responses will be collated by Coyne Research and only viewed externally in aggregate form; none of your responses will be linked back to your site specifically. We very much appreciate you taking the time to complete this important process.

Please note that, unless otherwise specified, answers should relate to operations in the Republic of Ireland only.

Section 1: Site Information

ASK ALL

Q.1

Which of the following best describes your site? SC

Single Site in Ireland	1
------------------------	---

One of Multiple Sites in Ireland	2
----------------------------------	---

Chemical	1
----------	---

Pharma	2
--------	---

Bio-Pharma	3
------------	---

Global Business Services	4
--------------------------	---

Commercial	5
------------	---

ASK ALL

Q.2

How would you best describe your sites main area of business? SC

ASK ALL

Q.3

Approximately, how many people are there in your site?

Q3. Total Number

Section 2: Gender Representation

ASK ALL

Q.4

Thinking about all of the people in your site, what is the proportion of females and males in your site? Total must add up to 100%

Female	
--------	--

Male	
------	--

**ALL ANSWERS
MUST ADD UP
TO 100%**

100%

ASK ALL

Q.5

Please provide details as to the number of females and males at each of the following levels within your site.

	Number of Females	Number of Males
Senior Leadership Team		
Middle Management		
Supervisor/Senior Technicians/SME		
Technical Operatives/Administrative		

ASK ALL

Q.6A

How many employees have voluntarily left the site in the past 12 months at each of these levels?

	Number of Females	Number of Males
Senior Leadership Team		
Middle Management		
Supervisor/Senior Technician/SME		
Technical Operatives/Administrative		
Not Available by Levels	1	

ASK ALL WHO DO NOT HAVE DATA AVAILABLE AT Q6A

Q.6B

How many employees have voluntarily left the site in the past 12 months?.

Number of Females		
Number of Males		
Not Available	1	

ASK ALL

Q.7

Does your site have targets for gender representation in your site? [SINGLE CODE]

Yes	1
No	2
Don't Know	3

ASK ALL WHO HAVE GENDER TARGETS CODE 1 AT Q.7

Q.8

Which of the following levels have targets for gender representation in your site?

Please select all that apply. [MULTI CODE]

Board Level	1
Senior Leadership Team	2
Management	3
Supervisor	4
Technical Operatives/Administrative	5
Entry Level	6

ASK ALL

Q.9

Thinking about your site's strategic priorities in general, which of the following would best describe where 'greater gender diversity' fits within these priorities?

Within the Top 5 strategic priorities	1
Within the Top 10 strategic priorities	2
Not included in the Top 10 strategic priorities	3

Section 3: Diversity & Inclusion

ASK ALL

Q.10

Which of the following statements best describes where your site is on the Diversity & Inclusion (EDI) maturity spectrum? [SINGLE CODE]

Not yet started- my site hasn't given any time yet to EDI	1
Beginner – we are in the process of establishing our EDI function and are figuring out the basics	2
Intermediate – we have figured out the basics and are currently advancing our efforts	3
Advanced – we have a mature EDI programme of work within our site	4

ASK ALL

Q.11

Does your site have a Diversity & Inclusion strategy? [SINGLE CODE]?

Yes	1
No	2

ASK ALL

Q.12

Does your site have a Diversity & Inclusion strategy at each of the following levels? [SINGLE CODE].

	Yes	No	Not Applicable
Local	1	2	
Regional	1	2	3
Global 1	2	3	

ASK ALL

Q.13

How long has your diversity strategy been in place/last reviewed? [SINGLE CODE]

Within the last 3 months	1
Within the last 6 months	2
Within the last 6-12 months	3
1-2 years	4
2-5 years	5
5-10 years	6
10+ years	7
Don't Know	99

ASK ALL

Q.14 Does your site have any initiatives for any of the following?

	Yes	No	Don't Know
Age/Multi-generational	1	2	3
Gender	1	2	3
Ethnicity	1	2	3
Sexual Orientation	1	2	3
Physical Impairment/Disability/Illness or Disease	1	2	3
Neurodiversity	1	2	3
Direct Provision	1	2	3
Other (please specify)	1	2	3

ASK ALL Q.15

Does your site plan to introduce initiatives for any of the following in the next 1-2 years?

	Yes	No	Don't Know
Age/Multi-generational	1	2	3
Gender	1	2	3
Ethnicity	1	2	3
Sexual Orientation	1	2	3
Physical Impairment/Disability/Illness or Disease	1	2	3
Neurodiversity	1	2	3
Direct Provision	1	2	3
Other (please specify)	1	2	3

ASK ALL WHO HAVE A EDI STRATEGY AT A LOCAL LEVEL (CODE 1 AT Q12)

Q.16

What area of your site is responsible for implementing your Diversity & Inclusion strategy locally? SC
[MULTI CODE]

Senior Leaders/Leadership	1
HR	2
CSR	3
Dedicated Committee	4
Don't Know	99
Other (Please Specify)	98

ASK ALL

Q.17 How does the Diversity & Inclusion maturity level of your site differ from local level to global level?

Please answer on a scale of 1-5 where 1 is global is much more mature and 5 is local is much more mature

Global is Much More Mature		No Difference		Local Site is Much More Mature	Not Applicable
1	2	3	4	5	

Section 4: Policies & Procedures

ASK ALL**Q.18**

Which of the following policies and programmes does your site currently offer to employees?

Please select all that apply. MC

Part-time schedule/job sharing	1
Agile working programme (i.e., work from home, hybrid working etc.)	2
Flexible working hours (i.e., flexible start and end times)	3
Working reduced/less hours	4
Unpaid maternity leave	5
Unpaid paternity leave	6
Top up to fully paid maternity leave	7
Top up to fully paid paternity leave	8
Paid parental leave	9
Family/caregiver leave	10
Menopause policy	11
Fertility treatment policy	12
Formal mentorship	13
Formal sponsorship programmes	14
Formal return to work programmes (for those who have been out of the industry on extended absence i.e., 2+ years)	15
Formal training/ support for further education & learning to facilitate promotional opportunities	16
Diversity & inclusion networks/ employee resource groups	17
Neurodiversity policy	18
Career breaks	19
Transitioning/Transgender policy	20
Chronic/invisible illness policy	21
Other compassionate leave	22

ASK ALL

Q.19

Which of the following policies and programmes does your site plan to introduce in the next 1-2 years? Please select all that apply. MC

Part-time schedule/job sharing	1
Agile working programme (i.e., work from home, hybrid working etc.)	2
Flexible working hours (i.e., flexible start and end times)	3
Working reduced/less hours	4
Unpaid maternity leave	5
Unpaid paternity leave	6
Top up to fully paid maternity leave	7
Top up to fully paid paternity leave	8
Paid parental leave	9
Family/caregiver leave	10
Menopause policy	11
Fertility treatment policy	12
Formal mentorship	13
Formal sponsorship programmes	14
Formal return to work programmes (for those who have been out of the industry on extended absence i.e., 2+ years)	15
Formal training/ support for further education & learning to facilitate promotional opportunities	16
Diversity & inclusion networks/ employee resource groups	17
Neurodiversity policy	18
Career breaks	19
Transitioning/Transgender policy	20
Chronic/invisible illness policy	21
Other compassionate leave	22

Section 5: Career & Progression

ASK ALL Q.20 Thinking about how your site reviews activities in Ireland relating to promotions, hiring and performance appraisals to ensure against diversity discrimination/ bias, please indicate which of the following areas are routinely reviewed.

	Yes	No
My site routinely reviews hiring rates by diversity to ensure against any bias/ discrimination	1	2
My site routinely reviews promotions by diversity to ensure against any bias/ discrimination	1	2
My site routinely reviews job exits by diversity to ensure against any bias/ discrimination	1	2
My site routinely reviews performance appraisals by diversity to ensure against any bias/ discrimination	1	2

ASK ALL

Q.21

Thinking about how your site reviews activities relating to promotions, hiring and performance appraisals Does your site have any policies in place to ensure against discrimination/ bias for any of the following areas? [SINGLE CODE]

	Yes	No	Don't Know
Age/Multi-generational	1	2	3
Ethnicity	1	2	3
Sexual Orientation	1	2	3
Physical Impairment/ Disability/Illness or Disease	1	2	3
Neurodiversity	1	2	3
Direct Provision	1	2	3

ASK ALL

Q.22

Does your site provide unconscious bias training? [SINGLE CODE]?

Yes	1
No	2

ASK ALL

Q.23

Does your site identify a high potential 'talent pool' for development and advancement? [SINGLE CODE]?

Yes	1
No	2

ASK ALL

Q.24 How attractive, or not, is the BioPharmaChem industry to those a) in the industry and b) those outside the industry?

Please answer, on a scale of 1-5, where 1 is 'not at all attractive' and 5 is 'very attractive'.

	Not At All Attractive	2	3	4	Very Attractive
	1				5
In the industry	1	2	3	4	5
Outside the industry	1	2	3	4	5

ASK ALL

Q.25

Are you currently facing challenges recruiting employees with skills in any of each of the following? [MULTI CODE]

Research and Development	1
Manufacturing	2
Engineering	3
Regulatory affairs	4
Quality	5
Sales and marketing	6
IT/Digital skills	7
Finance	8
Human Resources	9
None of these	10

ASK ALL

Q.26

Please rank what you believe are the top 3 most important factors in assisting female employees in advancing their careers? (*Where 1 is most important, 2 is second most important etc.*)

ROTATE	RANK 1-3
Confidence	
Knowledge, skills & experience	
Appraisal process & engagement with line manager	
Self-management of career	
Sponsors	
Mentors to assist with career development	
Networking	
Participation in workplace activities to help career development	
International roles	
Stretch opportunities	
Experience in revenue generating roles	
Technical Know	
Other	

ASK ALL

Q.27

From your experience, are there any blockers that you have observed to the progression of Diversity & Inclusion within your site?

(Please provide as much information as possible).

Thanks, and Close

Employee Survey Questionnaire

BioPharmaChem Skillnet Ireland Industry Research Employee Survey

Thank you for agreeing to participate in this confidential survey. The questions are largely about your experiences and opinions. The survey will take approximately 10 minutes to complete.

The survey will begin with some questions relating to demographics. These are included for the purpose of understanding the overall profile of the sample of people that answer the survey, and to allow for a limited amount of analysis according to various demographics.

Section 1: Myself

ASK ALL

Q.1

To which gender identity do you most identify? SC

Female	1
Male	2
Non-binary	3
Transgender Female	4
Transgender Male	5
Not Listed (Please Specify_____)	6
Prefer not to say	7

ASK ALL

Q.2

Which of the following age brackets do you fall into? SC

18-25	1
26-41	2
42-57	3
58-67	4
68+	5

ASK ALL

Q.3

Which of the following racial groups do you identify with? SC

Asian	1
Black/African/Caribbean	2
Hispanic	3
Middle Eastern	4
Mixed/multiple ethnic groups	5
White	6
Other racial group (Please Specify;)	7
Prefer not to say	8

ASK ALL

Q.4

Considering your cultural background, do you identify as a member of the travelling community? SC

Yes	1
No	2
Prefer not to say	3

ASK ALL

Q.5

Which of the following best describes your sexual orientation? SC

Asexual	1
Bi / Bisexual	2
Gay	3
Heterosexual / Straight	4
Lesbian	5
Pansexual	6
Queer	7
Other (Please Specify;)	8
Prefer not to say	9

ASK ALL

Q.6 Do you have any caring responsibilities for a child/ children and/or another adult/s? SC

Yes	1
No	2
Prefer not to say	3

ASK ALL

Q.7 Do you have a physical impairment or a disability? SC

Yes	1
No	2
Prefer not to say	3

ASK ALL SAID YES (CODE 1) AT Q.7

Q.8

What is your physical impairment or disability? MC
Tick all that apply

Blindness or a severe vision impairment	1
Deafness or a severe hearing impairment	2
Dwarfism	3
Epilepsy or other seizure disorders	4
Intellectual disability	5
Mobility impairment that substantially limits physical activities such as walking, climbing stairs, reaching, lifting, or carrying	6
Partial or complete paralysis	7
Psychiatric Disorder	8
Traumatic brain injury	9
Other, including any chronic illness or disease (please specify)	10
Prefer not to say	11

ASK ALL

Q.9

Have you been diagnosed, or do you self-identify as neurodivergent? SC

Yes	1
No	2
Prefer not to say	3

ASK ALL SAID YES (CODE 1)

AT Q.9

Q.10

Have you been diagnosed, or do you identify with any of the following neurodivergences?

MC

Tick all that apply

ADHD	1
Autism	2
Dyscalculia	3
Dyslexia	4
Dyspraxia	5
Hyperlexia	6
Tourette's Syndrome	7
Other (Please Specify;)	8
None of the above	9
Prefer not to say	10

Section 2: My career

ASK ALL

Q.11

Which of the following best defines your role within your current organisation? Please select the description that most closely matches your current role. SC

General management	1
Operations functions	2
Research/Technical role	3
Revenue-generating functions	4
Support functions (including HR Marketing, Legal, Finance, IT)	5
Other (Please Specify;)	6

ASK ALL

Q.12 How many years have you been working with your current organisation? Please round up/down to the nearest year.

Number of Years

ASK ALL

Q.13

What is your current career stage within your organisation? Please select the description that most closely matches your current role. SC

Senior Leadership Team	1
Management	2
Supervisor/Line Manager	3
Entry Level	4
Other (Please Specify;)	5

ASK ALL

Q.14

Were you promoted internally or hired (from outside the organisation) for your current role? SC

Promoted internally/Progression within the organisation	1
Hired (from outside the organisation)	2

ASK ALL

Q.15

Have you moved job (from one organisation to another) in the last 3 years?
[SINGLE CODE]

Yes	1
No	2

ASK ALL WHO MOVED JOB IN LAST 3 YEARS CODE 1 AT Q.15

Q.16

What was your primary reason for leaving your previous job? [SINGLE CODE]

Lack of engagement with the company	1
Lack of role/ responsibility progression	2
Lack of professional development	3
New organisation offered more attractive broad terms and conditions and working arrangements	4
New organisation more suited geographically	5
I did not have a good relationship with my manager	6
Financial reasons (e.g., new job offered more pay, better bonus structure)	7
Other (Please specify)	8

ASK ALL

Q.17

To what extent would you agree or disagree with each of the following statements regarding career progression?

Please use a scale of 1-5 where 1 is 'disagree strongly' and 5 is 'agree strongly'.

(ROTATE STATEMENTS)	Disagree Strongly 1	Disagree 2	Neutral 3	Agree 4	Agree Strongly 5
I have the ambition to become a senior leader	1	2	3	4	5

I have the ambition to advance to the next level	1	2	3	4	5
I am confident I will have the opportunity to move up in this organisation	1	2	3	4	5
In order to progress, work must be the number 1 priority for me	1	2	3	4	5
I am willing to do “what it takes” to move up in this organisation	1	2	3	4	5
I have a long-term career plan	1	2	3	4	5
I am happy with my career progression	1	2	3	4	5

ASK ALL

Q.18 Considering each of the policies and programmes first, please tick whether you have availed of them within your organisation. Then, please tick any policy or programme that you would like to avail of. SC Tick all that apply

Example: if you have not availed of a policy or programme, but would like to please tick “No” and “Would like to”

	No	Yes	Would like to
Part-time schedule/job sharing	1	2	3
Agile working programme (i.e., work from home, hybrid working etc.)	1	2	3
Flexible working hours (i.e., flexible start and end times)	1	2	3
Unpaid maternity/Paternity leave	1	2	3
Paid parental leave	1	2	3
Family/caregiver leave	1	2	3
Menopause policy	1	2	3
Fertility treatment policy	1	2	3
Formal mentorship/Sponsorship	1	2	3
Formal sponsorship programmes	1	2	3
Formal return to work programmes (for those who have been out of the industry on extended absence i.e., 2+ years)	1	2	3
Formal training/ support for further education & learning to facilitate promotional opportunities	1	2	3
Diversity & inclusion networks/ employee resource groups	1	2	3

	No	Yes	Would like to
Neurodiversity policy	1	2	3
Career breaks	1	2	3
Transitioning/Transgender policy	1	2	3
Chronic/invisible illness policy	1	2	3
Other compassionate leave	1	2	3

ASK ALL

Q.19

Consider your experience and the effect the following factors have on your career.

ASK ALL SC *Slider scale

	Negative	None	Positive
	1	2	3
Age	1	2	3
Family status	1	2	3
Gender	1	2	3
Marital status	1	2	3
Race	1	2	3
Religious status	1	2	3
Sexual orientation	1	2	3

ASK ALL SAID YES (CODE 1) AT Q.4, MC

Q.20

	Negative	None	Positive
	1	2	3
Member of travelling community	1	2	3

ASK ALL SAID YES (CODE 1) AT Q.9, MC

Q.21

	Negative	None	Positive
	1	2	3
Physical impairment or a disability	1	2	3

ASK ALL SAID YES, (CODE 1) AT Q.11, MC

Q.22

	Negative	None	Positive
	1	2	3
Neurodiversity	1	2	3

ASK ALL

Q.23

Do you currently have or would like to have a career mentor, coach, or sponsor (i.e., someone who talks with you and advises you about your career or someone who advocates for you)?

[SINGLE CODE]

No	1
Yes	2
Would like to	3
Don't know	4

ASK ALL WHO HAVE ANSWERED YES CODE

2 @ Q.23

Q.24

Is your primary mentor/coach/sponsor inside or outside your organisation? [SINGLE CODE]

Inside my organisation	1
Outside my organisation	2

Section 3: My organisation

ASK ALL

Q.25 To what extent do you agree or disagree with each of the following statements regarding your organisation?

Please use a scale of 1-5 where 1 is 'disagree strongly' and 5 is 'agree strongly'.

	Disagree Strongly	Disagree	Neutral	Agree	Agree Strongly
	1	2	3	4	5
My organisation's leadership is committed to diversity and inclusion	1	2	3	4	5
My organisation tries to hire diverse employees	1	2	3	4	5
My organisation supports me to feel confident to work in diverse teams	1	2	3	4	5
My organisation helps employees develop their career plan	1	2	3	4	5
All employees have equal opportunities for advancement	1	2	3	4	5
My organisation's evaluation system is fair and based on merit	1	2	3	4	5

ASK ALL

Q.26 Thinking specifically about flexible or agile working arrangements in your organisation post-Covid-19, to what extent would you agree or disagree with the following statements?

Please answer on a scale of 1-5 where 1 is completely disagree and 5 is completely agree

	Disagree Strongly 1	Disagree 2	Neutral 3	Agree 4	Agree Strongly 5
My organisation supports me to avail of flexible or agile working arrangements	1	2	3	4	5
I believe that by availing of flexible or agile working arrangements my commitment to the organisation would be questioned	1	2	3	4	5
I believe that availing of flexible or agile working arrangements will impact negatively on my career	1	2	3	4	5
My organisation provides sufficient progression opportunities for flexible/agile workers	1	2	3	4	5
My technical knowledge would be impacted by an extended absence period so that impacts my decision not to avail of opportunities for leave	1	2	3	4	5

ASK ALL WHO MOVED JOB IN LAST 3 YEARS CODE 1 AT Q.15

Q.27

Please rank what you believe are the top 3 most important factors in assisting employees in advancing their careers? (Where 1 is most important, 2 is second most important etc.)

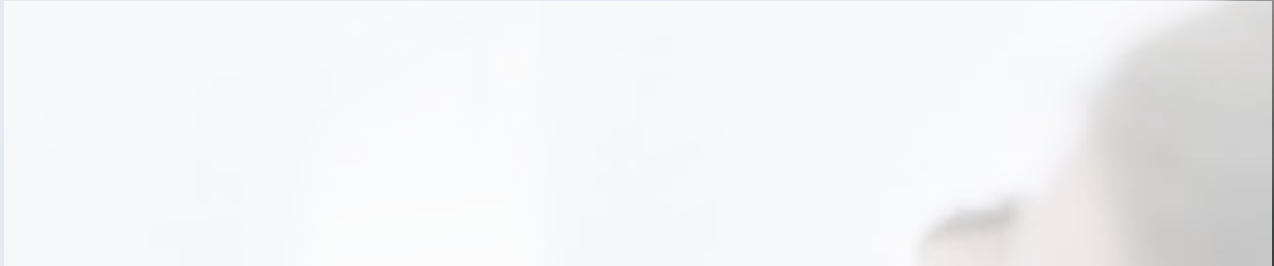
ROTATE	RANK 1-3
Confidence	
Knowledge, skills & experience	
Appraisal process & engagement with line manager	
Self-management of career	
Sponsors	
Mentors to assist with career development	
Networking	
Participation in workplace activities to help career development	
International roles	
Stretch opportunities	
Experience in revenue generating roles	
Experience working in different countries	
Other (Please specify)	

ASK ALL

Q.28

Optional Question: Finally, from your experience, are there any barriers to progression for you or other employees within your organisation?

(Please provide as much information as possible).



Thanks, and Close

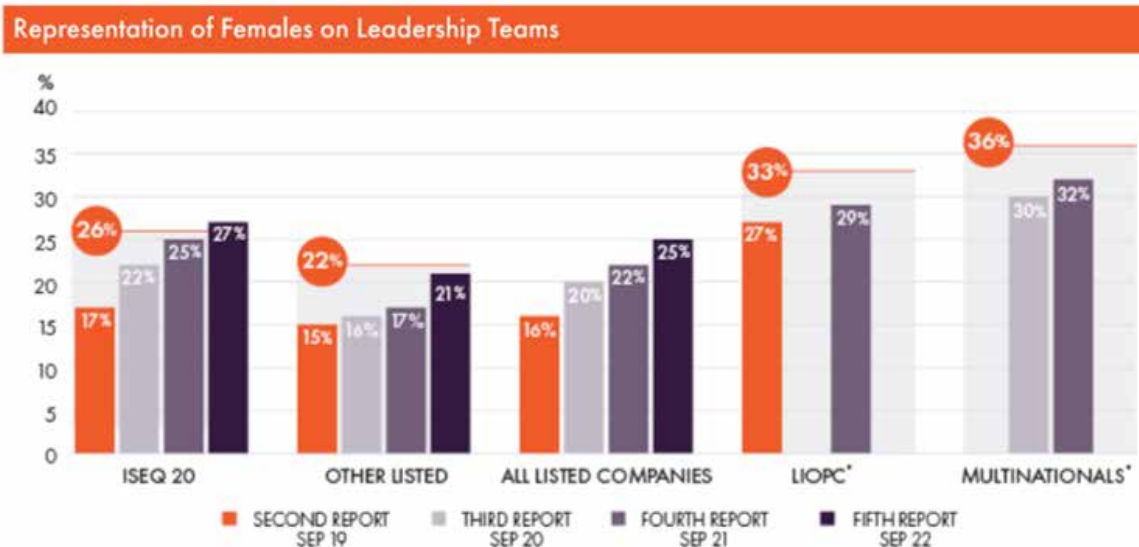


Balance for Better Business

Balance for Better Business is an independent business-led Review Group established by the Government of Ireland to improve gender balance in senior leadership. The Review Group is examining the gender mix within the governance and senior management of companies in Ireland and the issues which arise in connection with the appointment of company directors and senior management. The Review Group is calling for a reform of the current system to ensure more women play a role at board level and in senior leadership teams. The Review Group has set progressive targets to 2023 for the achievement of improved gender balance on the boards and senior management of these companies^{xxv}.

Balance for Better Business

Leadership Targets & Results



* See Annex 3

Balance *for* Better Business



Useful Definition

Pharmaceuticals are small molecule, chemically manufactured, active substance molecules, for human and veterinary applications. Chemical processing is evolving with the application of new continuous manufacturing capabilities and in-line analytics and automated decision-making which require new skills on the part of operatives and support roles.

Biopharmaceuticals or biologics are large molecule pharmaceutical drug products manufactured in, extracted from, or semi-synthesised from biological sources.

Biologics include monoclonal antibodies, vaccines, recombinant hormones/proteins and new emerging advanced therapeutic medicinal products (ATMPs) also termed cell and gene therapies (CGTs) encompassing cells as therapies, gene therapies and engineered tissues with applications across infectious diseases, oncology, immunology and autoimmune diseases.

The **biotechnology** market consists of the development, manufacturing, and marketing of products based on advanced biotechnology research.

Inclusion is where people's differences are valued and used to enable everyone to thrive at work. An inclusive working environment is one in which everyone feels that they belong without having to confirm that their contribution matters and they are able to perform to their full potential, no matter their background, identity or circumstances. An inclusive workplace has fair policies and practices in place and enables a diverse range of people to work together effectively.

Diversity is about recognising difference. It's acknowledging the benefit of having a range of perspectives in decision-making and the workforce being representative of the organisation's customers.

The concept of 'intersectionality - that we all have multiple, overlapping identities that impact on our experience - takes into account this principle.

In Ireland, gender, civil status, family status, sexual orientation, religion, age, disability, race (including colour/nationality/ethnic or national origin) and membership of the Traveller community are the nine distinct grounds covered by discrimination law to give people protection against being treated unfairly.

Differences include visible and non-visible factors, for instance, personal characteristics such as background, culture, personality, workstyle, accent, and language. It's important to recognise that a 'one-size-fits all' approach to managing people does not achieve fairness and equality of opportunity for everyone. People have different personal needs, values, and beliefs. Good people management practice needs to be consistently fair but also flexible and inclusive to support both individual and business needs.

Discrimination can:

- Impact an individual’s wellbeing, performance at work and intention to stay.
- Adversely affect employment opportunities.
- Result in failure to recognise skills-based abilities, potential and experience.
- Result in significant legal costs, compensation and settlements paid to avoid defending expensive discrimination claims.

Neurodiversity is a growing area of workplace inclusion. It refers to the natural range of differences in human brain function. Among employers, it’s used to describe alternative thinking styles including dyslexia, autism and ADHD. Neurodivergent individuals can have unique strengths, including data-driven thinking, an ability to spot trends, and processing information at extraordinary speeds.

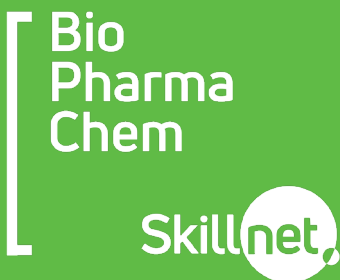
Source CIPD Ireland^{xxvi}

List of Figures

Figure 1 Profile of Organisation Survey Respondents	14
Figure 2 Proportion of Females and Males by organisation levels	17
Figure 3 Age Profile	18
Figure 4 Profile of Employees	19
Figure 5 Incidence of Neurodivergence	19
Figure 6 Disability Data	19
Figure 7 Attitudes to Career Progression	20/40
Figure 8 Attitudes towards Agile/Flex working	26
Figure 9 Policies to Ensure Against Diversity Discrimination/Bias	27
Figure 10 Reasons For Moving Job in last three years	28
Figure 11 Position on the EDI Maturity Spectrum	33
Figure 12 EDI Initiatives In Place	34
Figure 13 How Factors Impact Career – Negatively or Positively	35
Figure 14 Confidence in Organisation EDI Ambitions	36
Figure 15 Presence of Physical Impairment/Disability	41

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