

EQUITY BENEFITS EVERYONE

PFIZER CASE STUDY

Closing the gender pay gap further embeds our value of equity within our business and increases the diversity of our workforce. In 2019, the gender pay gap was put on the UK board's agenda and two dedicated roles have been created to solely focus on the issue. After talking to experts and colleagues, the team have come up with a strategy to address the issue. They have identified **five key areas** that help to build and maintain diverse teams. We are building and implementing all five of our initiatives with a test, learn and adapt approach.

1. **Ensure recruitment diversity** – achieving a balanced Gender Candidate Slate across all levels and stages, continuing to enable recruitment of the best person for the role.
2. **Creating a trusting, flexible workplace culture** which encourages employees to achieve work life harmony, attracts talent and enables everyone to be their best working self.
3. **Building a Career Support Programme**, enabling colleagues to find clarity, momentum and direction to make positive changes.
4. Ensuring that colleagues **returning from long term absence** have a smooth return and are exposed to equal opportunities
5. **Ensuring family friendly practises** that recognise every stage of the family life cycle

The five initiatives are accompanied by

- A **Gender Pay Gap Communication Plan** – an engagement strategy ensuring that all colleagues at all levels are informed, engaged and understand the role they play.
- Developing and implementing a **metrics framework** to measure the progress of the actions taken. This will demonstrate the value and impact of Pfizer UK's gender pay gap strategy and initiatives and enable the team to target interventions when and where they are needed.

Why has it been put in place?

At Pfizer UK we want to ensure that our culture is inclusive and that every colleague is empowered to bring their 'whole self' to work. Our ambition is to be as diverse as the patients and communities we serve. We celebrate individualism and take pride in our diverse and passionate workforce. Inclusion supports each of us to perform and to be at our very best.

One of the obstacles to that drive for inclusion and equity is our gender pay gap, which exists because, at present, we employ more men in senior positions and more women in junior positions. We are firmly committed to addressing this issue. Closing the gender pay gap is a standing item on the UK Board agenda, ensuring it remains under scrutiny at the highest level of the business.

What impact has it had on the organisation and employees?

Driving Engagement:

We created for each initiative a work stream, in which we work closely in collaboration with colleagues, external partners and consultancies to identify, develop and implement solutions to the initiative. These colleagues are highly engaged and are:

- Providing functional and technical expertise and guidance to the work stream
- Designing and delivering work stream deliverables
- Acting as change champions to the wider business
- Championing work stream recommendations

Dagmar Albers, D&I Lead at Pfizer UK



We have launched already three out of five workstreams in 2020

1. Making Flexible working work for everyone

In May 2020 we started with **making flexible working really work** for everyone as creating a trusting and flexible work culture is one of the proven and most effective actions to close the GPG.

To make it even more impactful we created a **programme**, where colleagues act as champions and deliver these workshops to colleagues, peer to peer. The role of these champions is to build a sustainable culture of flexible working at Pfizer and guide a team through the Team Pact process and beyond. So far we have trained 24 Champions and the interest and uptake in the workshops is very high. From Launch in Mid May 2020 to October we have run 36 workshops, involving 402 colleagues.

2. Ensuring recruitment diversity

was launched at the end of July after a period of experimentation. The main goal is to reach a richly diverse set of candidates via increasing significantly the quality of Pfizer Job descriptions, thus the number of applications. That will lead to an improvement of the inclusivity and conversion rates of Pfizer job descriptions. We have developed guidance on putting together a job description, covering factors such as structure and language which are essential in attracting candidates to a role.

3. Returning from long term absence

In September we launched the third workstream; at Pfizer, we recognise that life is not linear and that there is diversity in lifestyles among colleagues. We want every colleague to be able to return to work as smoothly as possible and when they are ready to do so, being exposed to equal opportunities. For this we've created an interactive PDF that will make the journey easier as it shows all four phases of the entire returner process in just one page. It shows the roles and responsibilities in the process and acts as a source to all necessary resources for all types of returners.

How do you see the initiative evolving in the future?

Diversity amongst our workforce fosters diversity of thought. We will continue to build an inclusive environment that puts patients first and in which mutual respect and understanding are seen as part of Pfizer's DNA. To deliver this, we will:

- Maintain the Board level review of progress.
- Launch the last two workstreams:
- Career Progression support which guides colleagues through the next steps in their career, building on the richness of existing resources to make it easier to find information and explore opportunities.
- Family Friendly Practices will build on existing offers and evaluate what else it is we can do as a company to ensure that everyone is treated equally and has the same opportunities.
- Launch KPIs for each workstreams, so that we can measure the progress made.

True diversity and inclusion is vital to our future success. It is the key to unleashing the power of all our people, so that together we can make the breakthroughs that change patients' lives.

Thank you to our contributor



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