

inclUsion

Many You's. One Us.



inclUsion

Many You's. One Us.



Organisation of Pharmaceutical Producers of India

Index

SECTION-1: Foreword

SECTION-2: Diversity & Inclusion Initiatives of OPPI members

• Allergan India Pvt Ltd	01
• AstraZeneca Pharma India Ltd	03
• Bayer Pharmaceuticals Pvt Ltd	09
• Boehringer Ingelheim India Pvt Ltd	14
• Eli Lilly and Company (India) Pvt Ltd	24
• GlaxoSmithKline Pharmaceuticals Ltd	27
• Johnson & Johnson Pvt Ltd	31
• Merck Ltd	34
• MSD Pharmaceuticals Pvt Ltd	37
• Nestle Skin Health India Pvt Ltd	41
• Novartis India Ltd	51
• Novo Nordisk India Pvt Ltd	55
• Sanofi India Ltd	65
• Shire India (Baxalta Bioscience India Pvt Ltd)	70
• Pfizer Ltd	74

SECTION-3: The Missing Link: Sustainable Diversity and Inclusion through organization design by Mercer

• Introduction	78
• Designing D&I Efforts for Sustainable Impact	80
• Landscape of Today's D&I Efforts Design	82
• Grouping and Linking: The Building Blocks of Organization Design	86
• A Disciplined Approach to Organization Design	92
• Applying the Principles to Common D&I Design Challenges	94
• Conclusion: Using Organization Design to achieve Organizational Congruency and Sustainable Impact	102

*“The rainbow is a beautiful sight
It needs a bright blue sky and not the darkness of the night
As the clouds disperse and the sunlight scatters rays
The world is more beautiful and inclusive in its ways”*

- Kanchana TK

Diversity and Inclusion in the workplace starts with a Hello!

Embracing a Hello Culture allows us to bring diverse perspectives, work experiences, lifestyles and cultures with us into the workplace. And accepting these diversities, makes for an inclusive ecosystem that fosters a more productive and collaborative work environment, in which all people thrive. Creating a diverse workforce in a workplace calls for active seeking and sharing of unfiltered experiences, moving from tolerance to understanding, that will build an inclusive workplace. Diversity and inclusion (D&I) impact brand, corporate purpose and performance.

Diversity and inclusion reinforce organizational performance. While the most popular approach is training, awareness needs to be built. For diversity and inclusion to be embedded in the organization, leaders should pursue changes in processes and systems. It is believed that listening to people who think differently, ignites the idea bulb in each of us.

Diversity and inclusion need to be on the dashboard of every business head and not just remain a HR responsibility. As the meaning of inclusivity broadens, organizational responsibilities continue to grow. In the New World, where inclusive organizations will soon become a reality, sustained D&I initiatives will look at bringing positive shifts in corporate thinking, and the everyday language of the business will change. The Millennials of today, for example, see inclusion as a part of corporate culture. For younger workers, diversity is everyone being invited to the party and inclusivity is having every team member asked to dance.

As part of driving organizational efficiencies, OPPI member companies have several initiatives for Diversity & Inclusion. Inclusion requires organizational re-design and we are grateful to Mercer for permitting us to reproduce the study: *The Missing Link, Sustainable Diversity and Inclusion through Organization Design*: as it provides D&I practitioners a guidance on the framework and methodology for designing their own highly effective, sustainable D&I efforts. We would like to thank G. Sathya Narayanan, Chairman of the OPPI HR Committee & Managing Director- South Asia, Nestle Skin Health India Pvt Ltd and Co-Chairman Ashok Bhattacharya, Country Manager, Takeda Pharmaceuticals India Pvt Ltd who have provided support and encouragement throughout the making of this compendium. We would also like to thank all the HR leads from our member companies who have helped put this compendium together.

Happy Reading!



A.Vaidheesh

President-OPPI

Vice President, South Asia and
Managing Director, India.
GlaxoSmithKline
Pharmaceuticals Ltd.



Kanchana TK

Director General-OPPI

SECTION-2:

Diversity & Inclusion Initiatives
of OPPI members



WE FOCUS ON *INCLUSION AND DIVERSITY*

A DIVERSE WORKFORCE

Allergan exceeds external metrics in the areas of gender and ethnicity

53% Females
(N=8,894 Globally) **+14% to external**

30% Ethnicity*
(N=2,495 U.S.) **+3% to external**

32% Females AVP+
(N=80 Globally) **+11% to external**

14% Ethnicity* AVP
(N=26 U.S.) **-1% to external**

Diverse Slates at AVP+ Roles
Diverse Slates Director - AVP: **77%**
Diverse Slates below Director: **84%**

*U.S. data as of December 31, 2017. Diverse slate defined as at least one qualified woman OR minority interviewed for position. Data is based on 72% self-reporting gender or ethnicity. *Includes American Indian/Alaskan Native, Asian, Black & Hispanic. Data as of January 10, 2018 (Post January Restructure). External Metric for Global Female: World Bank Population Estimates (2017) - International Labor Organization. External Metric for Global Female by Level: Corporate Executive Board Q1-Q3 2014 Global Labor Market Survey. External Metric for Ethnicity: 2015 EEOC Demographic Data, Pharmaceuticals Manufacturing and Preparation (375412)

CEO **ACTION** FOR DIVERSITY & INCLUSION

Largest CEO commitment to advance diversity & inclusion

Diverse labor markets and immigration makes Allergan stronger

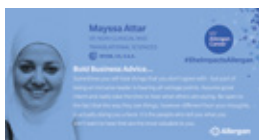
Hiring more women into R&D roles than other companies; support Society of Women Engineers

BRENT SETS THE TONE



ON OUR TALENT AGENDA

#SheImpactsAllergan



#pressforprogress



#AllerganLovesJAG



OUR INCLUSION ***PHILOSOPHY*****I AM ALLERGAN**I am
uniqueI have a
voice that
mattersI make a
difference**Together we are stronger**

This is how we drive results, create value for our customers, and improve the lives of our patients

#oneallergan



Section 2: Diversity & Inclusion Initiatives

We want to be a Company that truly reflects the society we operate in. Diversity helps us understand our patients better and enables us to make an even deeper and lasting impact on our patients.

INITIATIVES TO SPREAD EDUCATION AND AWARENESS FOR THE NEED OF AN INCLUSIVE ECOSYSTEM

ATTRACTING DIVERSE TALENT

13%
2018

6%
2016

India Sales Force
Diversity

22%
2018

9%
2016

India Sales Force
Diversity
(Top 8 Metros)

53%
2018

12%
2016

India Medical Field
Force Diversity

- Tiered approach for Diversity Hiring in Sales Force & Medical Field Roles: Top 8 Cities

- Focused talent scouting in Pharma and related industry: Leadership Talent

- College Hire Program: Pharma/ MBA/Medical Schools

- Referral Award for Women Referrals

- Attracting women on career breaks

15%
2018

8%
2016

Overall India
Gender Diversity

27%
2018

9%
2016

India Leadership
Diversity

AstraZeneca Pharma India Ltd has been leading the pharmaceutical market in India in having a diverse workforce across levels. In order to ensure an inclusive ecosystem, the company has invested in building inclusion intelligence amongst our workforce through the following initiatives:

- **Addressing unconscious bias and stereotyping:** Real life scenario based workshop for Managers & Leaders. All our managers undergo addressing unconscious bias and stereotyping workshop once a year. Through workplace and Leadership connect dialogue we encourage open inclusion sessions through our initiative **Act Right now** – in which the country leadership discuss on dealing with real life inclusion challenges in the right manner.

All people managers are being continually coached and trained on how to lead and manage a diverse team. This covers aspects such as using appropriate language, building inclusive team norms, making decisions based on merit and not gender and work practices guidelines for field work. We educate our managers on work or call-planning, business review meeting schedules, national conference timings etc to consider important but softer aspects like time & place of official meetings, over-night stay or travel guidance, safety tags for female colleagues etc. We educate managers on our extensive guidance on travel safety e.g. cab facility, home drop-off guidelines, corporate tie-up with safe hotels etc to enable our female team members to perform their best.

All our programs are led by AstraZeneca leaders and not outsourced. This reinforces our seriousness in these programs and also enable employees to learn through real-time interactions with the leaders.

- **AZ Diversity in India Scorecard & Leadership Objectives:** Diversity is an important KPI which reflects on our Country Scorecard, thereby is a key aspect for the Country's annual achievement. This is reflected in individual objectives of leaders. Further, this is one of the key people parameters that is measured for awarding the biannual Region of Honour Award. Finally, our biannual employee opinion survey, called the Pulse, specifically asks questions on both Inclusion and Diversity – Gender, Age, Generations.

Section 2: Diversity & Inclusion Initiatives

- **In India Gender Diversity**, particularly in Pharma Sales is a big challenge. Hence Gender Diversity is a big area of focus for us and to encourage active support from all across the organisation, we have an Executive Sponsor for India Diversity Program.
- **Women Support Network:** This forum primarily acts as a socializing and collaborating and networking forum within AstraZeneca and enables us to address specific diversity challenges, organize Learning Workshops, Leadership Talks all to address Talent Engagement, development and attraction changes primarily from Gender diversity perspective.



Building an inclusive workforce (India)

AZ India clinches the People Development Award for their work on gender diversity

External benchmarking has shown that among Asian markets, India has the lowest participation of women in the workplace across all levels and across industries. Women's representation in leadership is further aggravated by leaking pipeline, with leakage between junior and middle levels possibly attributable to social and cultural factors.



Specifically in the pharmaceutical industry, the sales job has daily in-city travel and sometimes out-of-city travel. In addition to the obvious infrastructure issues, other practical challenges exist. For instance, finding clean toilets or safety issues. As a result, we see fewer women in these sales roles, which in turn reduces the pipeline flow into management and leadership roles.

Against this backdrop, AZ India has aligned with our global strategy in building a culture that promotes scientific curiosity, and which attracts, develops and retains great people who are agile and high-performing.

Initiatives in recruitment and retention for augmenting D&I in the organization

AstraZeneca's approach to diversity and inclusion is directed via three strategic levers – **Sourcing & Hiring**, **Cultural Transformation** and **Talent Management**, with the latter two being critical levers for retention initiatives.

Sourcing and Hiring: In AstraZeneca, we are committed to lead the pharmaceutical market in diversity and inclusion. We have 27% female talent at our leadership level and 13% female talent in sales roles. We have consciously identified specific sales roles that work better for female talent. In large metro cities with better infrastructure, we focus to have female employees to bring overall balance in the work force. To address the challenge of pipeline of candidates, we have focused on continuously mapping female candidates, both in the pharmaceutical industry and beyond, to find the right capabilities for our future. We have also incorporated differentiated referral amounts and incentives to provide an impetus to our workforce to consciously scout for female talent. Our college hire programs have successfully established a connect between our successful female medical representatives with pharmacy students, being their role model & building their confidence to pursue a commercial career in the pharmaceutical industry.

Cultural Transformation: We are driving the cultural transformation at the workplace by ensuring constant focus of the leadership and senior management on topics of gender diversity. We constantly host employee workshops and leadership sessions around 'Leading Diverse Teams', 'Careers of Women at Workplace', 'Women Health' and gender sensitivity at workplace. There is continuous message reinforcement through newsletters and leadership talk shows

AstraZeneca differentiates itself from others in the industry by orienting all its policies to provide equal opportunities to all employees to succeed in the organization, without any fear of discrimination. Instead of only providing a secure opportunity in corporate office, our endeavour has been to provide support mechanism to our female employees to succeed in field roles as well. For instance, we educate our managers on call-planning to consider important but softer aspects like time & place of official meetings, safety tags for female colleagues, Internal Complaints Committee for Prevention of

Section 2: Diversity & Inclusion Initiatives

Sexual Harassment etc to enable our female team members to perform their best. In addition, we provide extensive guidance on travel safety e.g. *cab facility, home drop-off guidelines, tie-up on safe hotels etc.* This ensures that our female colleagues feel comfortable & safe while working across geographies and during late working hours. Our support on *creche facilities* coupled with flexi working hours and work from home policy empowers our diverse workforce (single parents, pregnant female colleagues, micro families etc.) to balance their professional and private life with ease.

Policies and processes supporting diversity & inclusion at AstraZeneca Pharma India Ltd

SAFE WORK ENVIRONMENT

- Late Working
- Field Work
- Travel Standards
- Safety Tags

FLEXIBLE WORKPLACE

- Flexi Hours
- Work From Home
- Sabbatical and Child Support Break

EMPLOYEE SUPPORT

- Employee Assistance Program
- Parenting Benefits
- Child Care Support
- Family Wellness Support

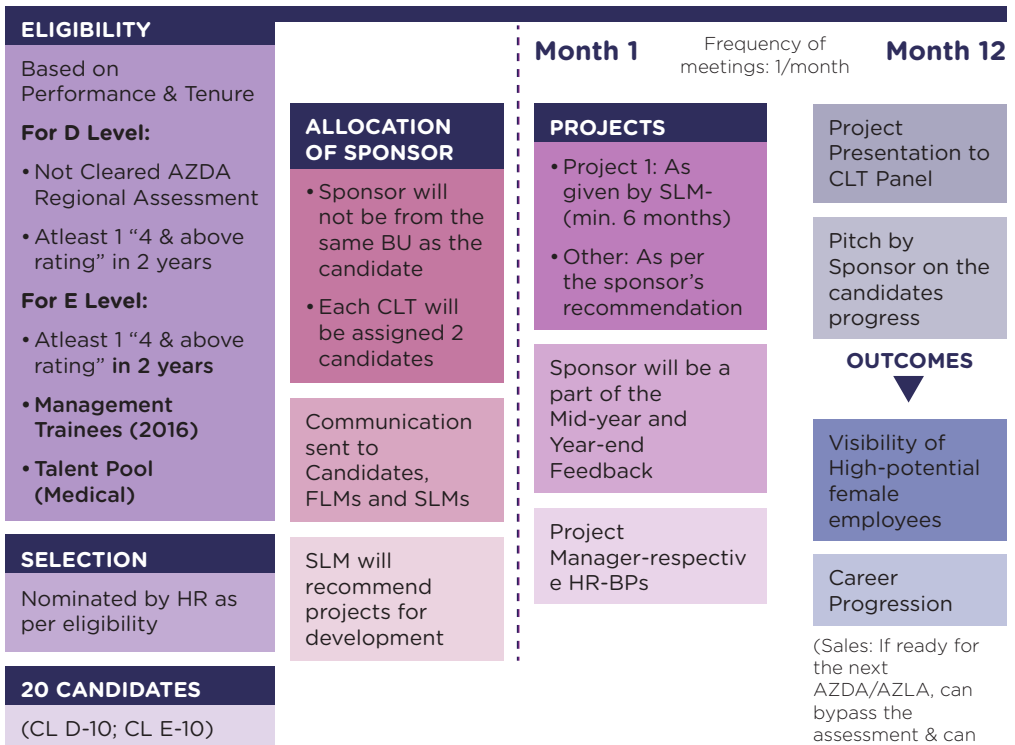
Talent Management: AstraZeneca, globally, is an equal opportunity employer and we at India reflect the same ethos. Other than ensuring gender diversity, we are always working towards forming teams that has a good generational mix, new and tenured employees along with talent from diverse backgrounds. We are consciously hiring from non-pharma industry wherever possible to ensure diverse mix of competencies and ideas. We hire and have a supportive workplace for differently abled employees as well.

We are a pioneer in the industry in designing a mentoring and coaching program specifically for our female colleagues- **The Women Sponsorship Program.** This is a new program that we have launched recently. It is a one-year journey for high potential female talent to be mentored by the AstraZeneca Country Leadership Team, with a specific goal to equip them for

the next role. The HRBPs of each therapy area conduct SWOT analysis for each selected proteges and according to their IDP (Individual Development Plan) and current capabilities the sponsor is assigned. The structure and assignments are completely 'personalized' to the protegee. To ensure minimal business & personal disruptions we have designed this program such that the proteges can complete their projects from their respective location with only some project related travelling.

AstraZeneca - Women Sponsorship Program - Development Journey (indicative)

1 YEAR JOURNEY



AstraZeneca India also leverages the 'Women as Leader' – our global flagship program where we sponsor our senior women leaders. This is a blended learning experience with face to face, e-sessions and cross market & in-country projects.



Introduction:

Bayer is committed to fostering, cultivating and preserving a culture of diversity and inclusion. We embrace and encourage our employees' differences and believe that our human capital is our most valuable asset. The collective sum of individual differences, life experiences, knowledge, innovation, self-expression, unique capabilities and talent that our employees invest in their work represents a significant part of not only our culture and reputation, but Bayer's achievement as well. At Bayer we recognize the importance of:

- Building an inclusive climate of equal and quality treatment for all employees that is directly connected to the company's strength and competitiveness.
- Demonstrating how the diversity of our workforce and leadership can help Bayer better understand and satisfy the needs of the diverse communities we serve.
- Understanding that a diverse employee base brings diversity of ideas, innovation and product solutions. Diversity helps our bottom line.
- Applying the value of a diverse workforce by developing the skills necessary to enable leaders at all levels of our company to succeed.

Basic approach adopted towards Inclusion & Diversity:

- Community based approach with focus on comprehensive Diversity (Gender, Age, Physical abilities, Sexual Orientation, generations@Workplace etc.)
- Looking beyond into larger society

A. Community based Approach:



InfiniTUS is an Employee Community Platform at Bayer created to leverage on the power of collective ideas based on mutual trust and respect.

It is a platform for employees to join voluntarily for discussing current employee centric scenarios and help bring about a transformation. The platform has already impacted the organisation by suggesting few other

initiatives. At present, it is working on **“Inclusion and Diversity”** which is sponsored by Country Head – Pharma Division. The theme is to have more focus on creating an inclusive culture at workplace.

The approach of action adopted by InfinitUS community is:

- Introduction of an open forum of ‘Inclusion Hour’ on every Thursday 4 – 5pm
- Scenario based survey designed to collate thoughts & opinions of all employees on the topic of Gender inclusion @ workplace
- Focus Group Discussion (FGDs) conducted to help define the ‘to-be’ state of Bayer across all locations
- Diversity Dialogue’ – a platform to commemorate and voice their experience on Inclusion & Diversity at Bayer
- ‘Parivartan’ – a series of sensitization emailers & workshops will be conducted for R-managers

B. Looking beyond into larger Society:

Samavesh: 

This is an initiative which Bayer has taken in collaboration with WE School and affiliated by Life Science Sector Skill Development Corporation (LSSSDC) wherein the concept is to leverage the students (special focus on female students) from various Pharma and Agri colleges by selecting; classroom and field training; certifying and later on absorbing them in the organisation or to recommend other organisations to absorb them as a fully trained and ready Medical professionals.



Section 2: Diversity & Inclusion Initiatives

A group of 18 students has just graduated from the first batch of Samavesh and sooner another batch is going to be enrolled during this year. Likewise, 4 batches will be rolled out next year and beyond.

This initiative from Bayer aims to touch the lives of larger society by preparing them for the industry as job ready professionals.

Pehal:

Pehal is another initiative wherein Bayer has gone into larger society and included female candidates from different campuses as field based employees for CropScience division. During the initial phase, they were put through an internship to let them appreciate the taste of the roles and its nuances before they were absorbed into the system as full time employees.

This initiative is yet another step towards creating a diverse and inclusive culture and also towards orienting our field people to work with female employees.

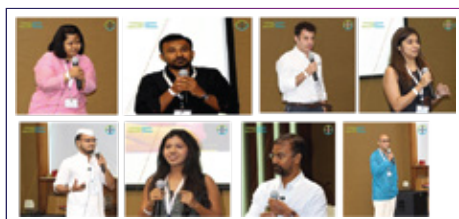
Hackathons:

Hackathons has been implemented as an idea wherein students and professional from other organisations were invited into Bayer's premises to prepare, present and compete on certain topics. Further, the suggestions coming out of such sessions are being adopted into the organisation.

Aabhas: (Reflection of Consciousness)



In a unique kind of initiative, which Bayer has organized and will continue to organize in future, in welcoming people from varied discipline and culture who seek a deeper understanding of the world. We believe passionately in the power of ideas to change attitudes, lives and ultimately, the world. It is a platform to ignite inspiration and foster a culture of Inclusivity in the organisation.



Aashayein: (Touching hearts and minds)

This is yet another step in looking into larger society in the pursuit of Inclusion and Diversity.

This is an initiative to engage with government schools and provide the students with support and guidance. It also emphasizes on reducing the drop rate of students post the primary school.

The endeavor is to not just to help these students academically but also present them with possibilities to a future they might not have dreamt of until now.

Discovering Hands:

Pioneering spirit is the central aspect of Bayer's Corporate Societal Engagement Initiatives keeping in tune with its mission statement- Science for a Better Life. As an inspired extension, Bayer Group in India has endeavored an innovative CSE project -Discovering Hands- that aims to make a positive difference to the area of breast cancer as well as to lend a helping hand for the visually impaired. These women are trained to deliver physical breast examinations at doctors' clinics for which they undergo a nine-month training period on how to use a standardized diagnostic method for examining the female breast. After undergoing this training, they are certified as 'Medical Tactile Examiners (MTEs)' and are also trained in communication skills and administrative tasks typically carried out by a doctor's assistant.



In India, the program has entered the second phase of implementation. We are working closely with our NGO partner — National Association for the Blind. Training of the first batch of MTEs comprising 8 students has been completed. The MTEs are now doing internship at one of the reputed cancer speciality hospital Medanta – The Medicity in Gurgaon, India.

C. Other Vital Elements:

Bayer has always been an organisation where Inclusiveness and Diversity lie at it's heart. We have certain Global Training Modules/Policy framework to prepare our employees at all levels for living in a diverse eco-system and appreciate inclusiveness. **Leading across Cultures and Genders and Fairness and Respect at work are two of such programs.** Fairness and Respect at work has also been provided a place in the Policy framework to ensure that we have a fair and respectful approach not only towards an individual employee but also towards all people related process like Annual Merit Increase, Performance Management, Recruitment & Selection and other aspects. All the signs of unfairness and disrespect are treated seriously at all levels.

My Growth My Life:

It is an internal talent development platform where high potential male and female employees are prepared for taking up future leadership positions in the organisation. Our current batch sizes reflect a fine balance of both genders with almost equal participation.

Parental Leaves:

Always ahead of the curve in addressing inclusiveness, Bayer has introduced Parental Leaves as part of its Leave Policy to encourage new “Fathers” to spend vital moments at home with the spouse and the child.

Creches:

Creches are an integral part of all office premises of Bayer. With above three approaches firmly in place, Bayer takes pride in being an organisation where both Inclusion and Diversity are advocated and practiced at all levels in the organisation and also at the larger society level.



Boehringer
Ingelheim

Our Global Vision Statement which is called 'Our FOCUS' states 'We nurture a **diverse, collaborative and an open environment**, which appeals to the best people, this is who we are and who we need to aspire to be.'

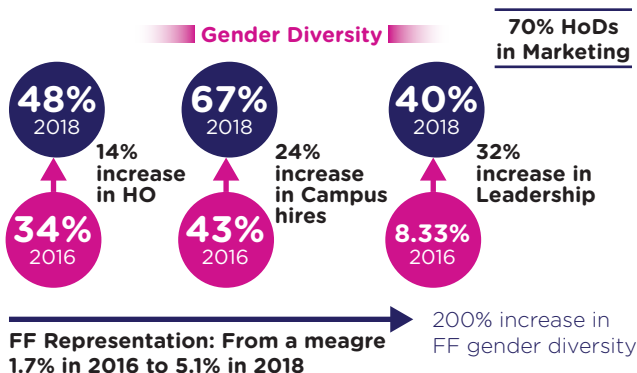
WHY D&I – Our Reasons

The Business Case: The fact that our markets, competitors and consumers are becoming more and more diverse. The key to succeed in these markets, and customer segments, is to reflect the diversity within our workforce. We believe that to grow and compete, we need to differentiate ourselves and provide a compelling value proposition to our customers. To achieve this, we need to continuously innovate and disrupt the market which is possible only when we foster a culture where diverse thoughts, ideas and perspectives are encouraged and nurtured. At the end of the day, it is about how we leverage the power of our people to drive our performance, our innovation and ultimately company growth.

For us at Boehringer Ingelheim, **D&I** is not a 'nice-to-have' process but **a way of life**. It is all about how we leverage the power of our diverse people to drive our performance, our innovation and ultimately company growth.

Boehringer Ingelheim strives to be an Employer of Choice and lays out several employee friendly policies and practices in the company which provides the required flexibility at work and supports personal development and growth of employees by providing a supportive, encouraging and nurturing environment.

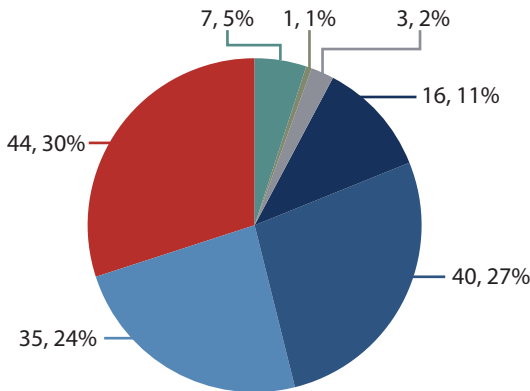
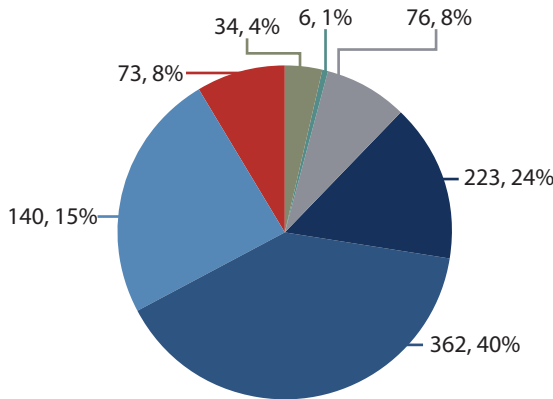
WHAT of D&I – Our metrics



- High Referral bonus (150%) for Women hires
- 30% of Key Talent is Women
- 10% of Field Force hiring consists of Campus hires/Freshers
- 8% of HO hiring is from diverse Industries
- Women from diverse Industries in Enabling Functions & Marketing Teams – 4%

Section 2: Diversity & Inclusion Initiatives

- We have a mixed population working with us
- In Field 40% are between 30 to 35 years
- HO work force is more diverse with respect to age and experience.
- Overall, the hiring trend in the past two years show movement towards younger and diverse workforce.



● 25 to 30 Years
 ● 40 to 50 Years
 ● Below 25 Years
 ● 30 to 35 Years
 ● 50 & Above
 ● 35 to 40 Years
 ● Below 25 Years

How of D&I - Our Actions

We follow a 4 stage process which is spread across the different processes and stages of employee life cycle. These are the several interventions that we have undertaken to support women in workforce participation, advancement and growth. It is the cumulative impact of all our initiatives which has helped to bring in the shift in numbers.

Our D&I Initiatives



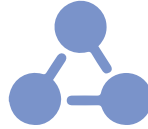
HOW WE CONNECT

- Bindas Bol
- Breakfast Meetings with HR
- Cycle meetings, Annual Business Conference



HOW WE SUPPORT AND CARE

- Women safety policy
- Flexi Hours
- WFH, Remote Work
- Maternity Policy & Child Care
- Wellness Initiatives:
 - BMD Test
 - Child Nutrition
 - Awareness talks on women specific diseases and care



HOW WE ENGAGE

- Women's Week Celebrations
- MD's message on Women's day
- Women's Forum
- WhatsApp groups to develop a community feeling



HOW WE MAKE THEM SUCCEED

- Cross Functional Moves
- Extended Business Trips
- Womentoring
- Employee Resource Groups

CONNECT:

We believe that the first step in building belongingness to the organization is to connect employees with the vision and philosophy of the organization. These are few initiatives to build that connect and the feeling of inclusion among our people.

Bindass Bol – Gives a platform to all employees to ask questions, seek answers and speak what they want straight with the senior management team. We conducted a separate 'All Girls Bindaas Bol' session for our field force women employees to give priority to the cause and letting them know that the organization is committed to their success and wellbeing.

HR Open House – When a women employee joins us, the HRBP has a separate breakfast meeting with the new colleague where the objective is to settle the varied doubts and anxiety of the colleague wrt to place, function, social needs etc.

Cycle Meeting and Annual Business Conferences – We set up special sessions dedicated to our women employees to have face to face interaction with them and update on women specific initiatives for women, their rights at the workplace and discuss about their issues and concerns with respect to their day-to-day functioning.

SUPPORT & CARE:

The next step is to make employees and especially women colleagues feel that they are valued and cared for. Though we have robust set of policies in this direction however, employees can reach out to us for any kind of support and at any point in time.

Women Safety Policy – Safety is our first prerogative and hence it is very important to us as an organization to create a safe working environment for our employees specially women. Sales job comes with its own challenges and risks because of extensive travel which may include late night work as well. We have special benefits for our women colleagues who can avail them whenever the need arises to ensure safety and precautions. Cab reimbursements, and higher level upgrades in hotels are few examples under this.

Work Life Balance for HO Women Colleagues

- **Flexi Timing** - An employee can opt for flexi timing and work for 8 hours as per the schedule that suits them (keeping the mandatory hours of 10.00 to 16.00 intact). This provides them and specially women colleagues' flexibility to meet their different needs by either start early and leave early or start late and end late depending on their need.
- **Work from Home** - Employees can avail up to a maximum of 3 days of work from home in a month. This way employee does not have to take a leave but can manage the requirement of both places by and physically being present in only one.
- **Remote Work** - We have few employees from Head Office who operate remotely and work in Business operations

Work Life Balance for FF Women Colleagues: Employees in the field have the flexibility to choose their work hours and schedule their doctor calls during the time which best suits them. Further, all effort is made to assign the BDMs (especially women) to their home territories to reduce travel as much as possible.

Maternity/ Adoption Leave - Child birth and child rearing are the most difficult phases that women need to balance. In order to support women to handle the two critical sides in addition to the 26 weeks statutory maternity leave we also provide 3 months of work from home with full pay, which can be taken either before or after the delivery. In addition, we offer a 1 month-long phase-back program where the new mothers can leave work 1-2 hrs earlier and work-from-home as required (beyond the 3 day in a month policy) to balance their work as well as home responsibilities while reintegrating into their work-role.

In case of adoption, women can avail 30 days of paid leave in addition to the work-life flexibility options and the phase-back program applicable for new mothers.

Health & Wellness Initiatives - We realise the importance of holistic development and wellness of employees and drive several initiatives for

health & wellness. Apart from awareness sessions on generic diseases like Diabetes, Lifestyle diseases, Stroke, Heart attack, Lung cancer, IPF etc. we regularly conduct Breast cancer awareness & cervical cancer sessions to educate our women employees about the illnesses and precautionary health measures that need to be taken to prevent them. Floor sessions with Women Managers are also conducted to under the mental fitness campaign. This month we conducted Bone Mineral Density Test for Women and awareness on Child Growth & Nutrition.

Prevention of Sexual Discrimination - We, as a company, have zero tolerance for sexual harassment and place great importance in imparting 'Prevention of Sexual Harassment' training and providing access to report any grievance/complaints in this regard at multiple levels and using multiple modes. Women safety handbook is another step in our endeavour towards making the environment safe for working women. It talks about safety awareness, legal guidelines, sexual harassment at work place, self-defence techniques and women's rights. The handbook is handed to all the women employees working in BI.

ENGAGE

Research shows that happy employees lead to greater productivity. We take utmost care to keep our employees engaged at work so that they feel good about working with us and enjoy their association with our company.

Employee Surveys - We conduct several employee surveys including OUR FOCUS, employee satisfaction on work-life issues, Gender pay-gap analysis, and Performance comparison data based on gender etc. which help us assess our programs' effectiveness and improve our initiatives.

We devote special focus to women and their engagement and are in constant touch with them to understand their specific concerns/issues and provide them with requisite support.

Women's week Celebrations - This is a week-long celebration to appreciate and recognize the contributions of our women employees. This year we observed the International Women's day through a week full of awareness events, fun, and celebration. The fun and entertainment part had initiatives like screening of a woman-oriented movie at BI Box office, foot-spa, and yummy lunch. This week also provided women with nutrition counselling,

awareness about breast cancer, a session on 'Conveying your choice', Yoga and meditation, an external perspective by Indu Shahani, an Educationist and former Sheriff of Mumbai, and sensitization on inclusion by Ashish Vidyarthi, Actor & Motivational Speaker.

Women's Forum - It is one such platform that facilitates dialogue, and helps in being in touch with field-based women employees on a quarterly basis to address any issues they have and also educate, inspire and motivate them.

We also have virtual communities for field-force women connecting employees working in different locations using technology. HRBPs and Legal experts are involved in group to facilitate an environment of trust, safety and connect. This also doubles up as a platform to share new initiatives, stay connected, discuss and raise concerns, if any, in the group.

MAKING THEM SUCCEED

Lastly by doing all the above, we want to see our women colleagues to succeed and flourish in their roles and take up leadership positions in our company. We believe in providing opportunities to explore and grow.

Womentoring is a Mentoring intervention for women employees and aims at providing a support-system to feel connected to the Organization, provide assistance for development on personal and professional Goals, enhance engagement levels thereby increasing retention and provide better line-of-sight of career options and counselling for career growth.

Employee Resource Groups:

It is undeniably established that Gender Balanced Organizations are more productive, innovative and engaging. To bring focused attention and dialogue in the Organization to foster gender balance in BI India, we facilitated the formation of an inclusive community of men and women to come together to drive the D&I agenda thereby enabling Business performance.

This Women Employee Resource Group (ERG) is called as WEB - Women Empowering Business, reflecting the philosophy behind the formation of the ERG which is to facilitate Business growth and Innovation in the Organization.

WEB focuses on the 4 important pillars - Health & Safety, Women in Leadership, Financial & Emotional well-being, Coaching & Mentoring

Cross functional projects / extended business trips - Job rotations and Job enrichments are a regular feature in addition to increased facilitation of Short term projects and Extended Business trips with 6-8 months of exposure outside India. This year, 6 employees participated in short-term projects and 33% were women. In line with their developmental aspirations of talent, women have showcased their potential by utilizing the opportunity given to them in the form of Global assignments and projects.

Leadership development and career advancement - As part of career development our employees are nominated for Global Leadership development Programs. Last year, as part of the Global talent pool one of our senior women executives who was a part of the Development centre - Women Leadership program took up a Leadership position in Singapore as part of her development plan.

Other important interventions focused towards D&I

Addressing unconscious bias and stereotyping: All people managers are being continually coached and trained on how to lead and manage a diverse team. This covers aspects such as using appropriate language, building inclusive team norms, making decisions based on merit and not gender and work practices guidelines for field work. Real life inclusion challenges on ground and how would they deal with it the right way are shared with them.

Leadership connect dialogues on open inclusion session are conducted to break stereotypes and promote open merit based discussions

Training managers on D&I, work norms and work-life balance: We educate our managers on work or call-planning, business review meeting schedules, national conference timings etc to consider important but softer aspects like time & place of official meetings, over-night stay or travel guidance, safety tags for female colleagues etc. We educate managers on our extensive guidance on travel safety e.g. cab facility, home drop-off guidelines, corporate tie-up with safe hotels etc.

Gender specific hiring: We have been able to increase our female workforce by 20% vis a vis last year and hiring for leadership roles have increased by 30% across BI. **Gender neutral JDs** have been used and all of our JDs in our database have been audited for gender neutrality.

It is far more challenging when it comes to hiring for the Field. There have been several efforts to increase gender diversity ratios in the field-force specifically and we are devising strategies to accomplish the same. As part of these efforts, we have conducted benchmarking of best-practices, created inclusive job descriptions, exploring alternative channels for recruitment and giving 150% referral bonus for female candidates. A competency based hiring workshop was conducted across multiple locations to remove bias in hiring and promoting diversity hiring

Global diversity aspiration: Diversity & Inclusion is a Global imperative and Global Diversity Aspiration is tracked as part of our Business scorecard. The Board is convinced about D&I and constantly monitors D&I index metrics in 3 focus areas of 3G (Gender, Geography and Generation). All countries report to the central D&I council on their progress on D&I metrics and the efforts taken to foster D&I. An annual Global Diversity summit is conducted in Germany where all the CDO's of countries gather together to strategize and synergize on the initiatives/programs to create a diverse and inclusive culture in BI.

D&I is not a program, not a project, not an initiative. D&I is our way of thinking and acting for innovation and growth.

Testimonials by employees

“

“I have benefitted immensely from the flexi-time policy and the maternity benefits of BI. I was allowed to work-from-home before going for maternity leave for 3 months as I had complications in my pregnancy and in addition for a month work-from-home after completing maternity benefits to look after my twins. I am glad that my company supports me and has always respected my request every time I had to work-from-home and look after my babies.

This support mechanism encourages all women employees to take up challenges at work and home and doing justice to whatever is entrusted to us. I am very happy to be associated with BI because I feel BI nurtures the women in each one of us so that we can do our best!”

Neha Jain

Sr. Manager HRBP

“

“I am associated with BI from May 2016. Needless to say, that these two years will ever remain as the basic building blocks of my career. In these two years, I have got immense opportunity to develop my skills, both in professional as well as personal avenues. Each day I have encountered new challenges and tried my best to deliver them with guidance from my seniors. What I liked most in this organization is that there is no gender bias and higher management believes in hard work and value addition, irrespective of gender. Within 2 years of time I have got a project in head office marketing, which I really feel is a great opportunity for someone like me. I should leave no stone unturned to justify my position and look forward for a long long journey with BI.”

Ankita Chakraborty

Business Development Manager

“

“A friendly working environment, flexible work hours, work from home options, women safety and security policies and support among the team members keep me motivated working in BI. In general, the working conditions here are truly good and it's the best company for working women who can have perfect work life balance in BI. As a mother of two kids and husband shifted out of Mumbai for work, BI has given me the flexibility to work from home based out of Pune (working from home office). By this I can utilise my experience and expertise in my work and perfectly have work-life balance as well.”

Madhura Pendse

Commercial Operations

The image features a large white circle centered on a background with a purple-to-blue gradient. The circle has a thin green shadow along its bottom edge. Inside the circle, the word "Lilly" is written in a red, cursive script font.

Lilly

Our D&I Philosophy:

Our D&I Philosophy is clearly articulated and diligently implemented. In India, our D&I philosophy is defined as:

- Our workforce should represent the diversity of the external world especially our customers
- It's a part of our core value of "respect for people". Everyone must have equal opportunity to work and succeed at Lilly. Everyone must feel 'safe' to bring their true self to work every day.
- Diversity is a broad term and we can't do it all at once. So right now we have prioritized Gender and Experience (Generational diversity)
- The effort is to create an Inclusive culture for every single employee irrespective of their background and inclusion of different views and perspectives

Results:

- We are focusing on where it's most difficult but where it matters the most. Sales force is usually the largest component of a company's workforce. Unless we make a difference there, overall participation of females will continue to be low
- We are on a mission to change that and create new benchmarks in the pharmaceutical industry.
- Results (as of July 2018):
 - Achieved overall diversity milestone of 26%; and continue to increase by 2-3% points every year despite a growing base
 - 25% gender diversity in frontline sales, significantly above industry average (source Mercer OPPI survey 2017)
 - Female DSMs/ field managers grown from 5% to 22% in last 18 months

How are we driving these results?

- **Executed an end to end talent management strategy across the HR value chain to make it happen:**
 - **Leadership commitment** and goals, **part of the MD scorecard** (not only HR). Personal accountability for each supervisor
 - **Hire for merit, without biases.** Actively seek diverse applicant pool. 43% of all new hiring has been females (last Sales Rep batch is 60% female hires)
 - **Focus on Development: Identify and fast track female talent:** 45% of our prioritized talent pool is female; and 40% of all role changes/ Developmental assignments were given to meritorious females
 - **Robust succession management** plan to increase female talent in Leadership roles from 14% to 43% by 2021

Enabling policies and practices:

Maternity leave at Lilly was higher than law even before the current 6-month policy was announced. In addition, we provide up to 1-year Sabbatical Leave for dependent care

- Cab policy - Flexibility for booking cabs in case of late working
- Women's safety tracking – for women working post 7:00 pm in the Head Office, we maintain a track of their departure from office and safe arrival in destination
- We actively promote a 'Speak Up' culture at Lilly and encourage women to share any instances of discomfort or harassment at workplace.

Several unique developmental initiatives for females, supervisors and all-employees to ensure inclusive environment. E.g. workshop on overcoming barriers for mid-senior female talent; self-defense training, gender sensitization and conscious inclusion training for all supervisors, coaching on avoiding unconscious biases, Workshop called "Mums and Dads at work" to balance work and family commitments etc.)

Active women's network – Lilly Women in India Network (LWIN) for them to share experiences and draw inspiration from each other:

Recognized externally: Both globally and in India!



The Lilly logo, featuring the word "Lilly" in a red, cursive script font.



LILLY MOVED TO **#6** IN 2018
FROM #16 IN 2017



do more
feel better
live longer

We seek, value and draw on the differing knowledge, perspectives, experiences and styles resident in the society we operate in.

GSK defines inclusion as the act of engaging and valuing all people and diversity as the sum total of the characteristics and experiences that make each person unique. Put simply, if diversity is about getting a mix, inclusion is about how to make the mix work.

GSK India has a local inclusion and diversity strategy, covering all areas of diversity but with a strong focus on gender diversity.

Our focus on gender diversity

GSK was one of the pioneering multinationals in India to hire women in our factory sites decades ago so as a company, we have always valued and recognised gender diversity. Once again, we revisit our focus on creating gender balanced teams, recognising the dividend it brings in terms of understanding our wide customer base, enhanced business performance, and team productivity.

It is in this accord that we have instituted the Women's Leadership Board (WLB). WLB consists of members from across functions and is driven by the purpose to create an inclusive culture, which helps us bring diverse perspectives, accelerate capabilities, build future talent and pave way to our growth. At the heart of the representation of WLB board, like many of our other teams, is diversity. For example, we understand that any change in the diversity ratio in the company needs male allies therefore we have 40% male representation in the WLB as well.

Conscious hiring for gender diversity

For diversity hiring, we focus on bringing more women to our field force. We have expanded the current pool for recruitment at entry level to include more women's colleges. We now have 30% of the total campus hires as women and a total of 31.8% of new hires as women. We have also looked at promoting hiring through referrals and in this regard are encouraging our first line managers for hiring at least one woman in a team of five.

Our gender diversity focus remains with our early talent strategy as well, where we focus on recruiting future leaders from premier institutes, where 50% of the group hired each year are women.

Our seniors reiterate the messages of gender dividend and how it makes good business sense to mirror the diverse customer base that GSK has in our employee demographic as well. These efforts have led to a 5% increase in the number of women in GSK India Pharma, taking our total percentage of female colleagues to 14.3%.

Accelerating difference

GSK is equally focused on retention of female colleagues and increasing the number of women in senior management positions. Our attrition rates are similar in non-management staff for men and women and nearly half for women in senior leadership roles. Our efforts have ensured that 23% of the women at GSK Pharma India are in senior managerial role. If we look at the top leadership team in the company – The GSK India Management Team – we have 28% representation of women. Even our Board comprises of 16% women representation. When we see these figures against the total percentage of women in our workforce, it gives us the confidence that our leadership pipeline has mechanisms to identify and promote women talent in the company.

We have formal programmes for coaching and mentoring women talent. Building a gender balanced leadership pipeline continues to be a critical talent strategy. To do this, we have a dedicated programme – Accelerating Difference. This programme specifically focuses on accelerating the development and career progression of high potential women in the leadership talent pipeline. It includes individual and group coaching as well as formal sponsorship. We also maintain a separate dashboard for talent reviews for women and their career path is discussed by senior leaders and monitored closely. A development plan is prepared for each participant and relevant trainings and inputs are provided.

At a global level, we also offer diverse reverse mentoring, which, with the use of the mentor and mentee system, fosters inclusion and diversity focused discussions, based on the mentee's area of interest. These discussions enable

the leader to learn, grow and action ideas designed to improve the workplace and enhance inclusive leadership. These meetings have focused outcomes, that include:

- Enhanced understanding of how different and diverse people experience our work environment, and the impact these differences may have on inclusion, productivity and performance
- Enhanced understanding of how multiple dimensions of diversity shape our social identity, and that within our differences, we have a lot in common
- Enhanced Inclusive leadership skills; including adaptability, building relationships and developing talent
- Solutions identified to create competitive advantage by leveraging inclusion and diversity as a business strategy
- Increased authenticity, empowerment and confidence

Creating an enabling environment

In an inclusive environment, alternative perspectives lead to breakthrough thinking and high performing teams. The challenge for today's leader is to realise the way each of us looks at the world is just one way of seeing things. Inclusive leaders develop a culture at work where people are able to be themselves. At GSK, we strive to create an inclusive culture through diversity sensitisation trainings and leadership dialogues. Our leaders invest time to meet with our women colleagues across locations and gain insights into their challenges and required leadership support. This helps us to create a permeable organisation that actively listens.

We regularly bring in industry experts and curate sessions that help build specific leadership skills for women to success at workplace. We have also instituted enabling policies and have introduced several initiatives based on employee feedback, including flexi timings for office-based staff and work from home options. We have trained every colleague across the organisation in telecommuting and have IT enabling platforms, including immersive VTC, Workplace by Facebook and others to ensure that colleagues are able to work productively remotely.

Section 2: Diversity & Inclusion Initiatives

A key part of our diversity strategy in the field is to ensure a safe working environment for our women in our sales force, which includes safe transportation and a differentiated support for accommodation while travelling. Our entire sales force is equipped with i-pads, which ensures that they take care of administrative processes and can access their e-mails and records during waiting periods between their doctor calls.

Through these efforts, GSK aims to create a working environment where all employees feel included, respected and valued for the unique qualities they bring, and are empowered to contribute to their full potential.

Johnson & Johnson PRIVATE LIMITED

J&J Global launched the Diversity & Inclusion Campaign called “You belong”. Diversity at Johnson & Johnson is about your unique perspective. It's about you, your colleagues and the world we care for – all backgrounds, beliefs and the entire range of human experience – coming together.

Inclusion at Johnson & Johnson is about creating a deep sense of belonging where you are valued, your ideas are heard, and you advance this culture for everyone

The employees were **educated on the need for embracing Diversity & Inclusion** by sharing information explaining the demographic shift in Asia Pacific having critical impact on business. For example. The 65+ age-group population is projected to grow from 648 million to 1.5 billion. Women could control up to \$28 trillion in annual consumer spending and LGBT purchasing power is estimated to be \$3.7 trillion. We need to acknowledge these changes and leverage this knowledge to create a proportionate shift in our culture to deliver on the business.

However as human beings we are biologically wired to group our stimuli such that we can make sense of our world when bombarded with so much stimulus. This happens by way of **‘Unconscious Bias’**. We cannot avoid this Unconscious Bias but can be cognizant of its presence, so that we can ensure we take the right decisions for business. This was the journey J&J travelled on through the partnership with **Prof. Mahzarin Banaji's** from Harvard Business School on Unconscious Bias. This helps employees to understand how our Unconscious Bias puts blocks in the way of our everyday jobs. Either hiring the best candidate, choosing the right talent for a project, working with the right vendor etc.

Now, **e-learning programs** have been developed on this to train all people managers and employees. This training is followed by **Story Telling sessions by each leader** (for their teams) so that there are reflections on how this impacts our potential to be the best on a daily basis. We hope for this movement and education to increase awareness of ‘Unconscious Bias’ amongst all employees and over a period, we are able to recognize its presence at the time of decision making.

Section 2: Diversity & Inclusion Initiatives

J&J has put in efforts to drive a **focused hiring agenda** by identifying talent from the market across levels and hiring diversity talent. We proactively building a pipeline of diversity candidates for upcoming vacancies. We ensure at least one diversity candidate in the final round for each role and we have at least one female people manager in each business.

Once on board, developing female leaders through **leadership coaching** and mentoring are prime focus for us. **Pathfinder** is a program where females in individual contributor roles and first line managers are identified to be mentored for higher roles. This is a minimum nine months engagement and once a month meeting. Till date we have been able to mentor **13 females and 100%** of the participants shared their feedback to say that they found value in the program.

Through **POSH Trainings**, our people managers and employees, are sensitised to enable an inclusive work environment for women. This has also helped women understand their rights and what accounts for sexual harassment. Similarly male employees, have built their understanding on what could qualify for harassment, irrespective of intent.

J&J has been a pioneer in **celebrating parenthood** and provides an entire eco-system to support the parenthood journey. Even before the Indian Government mandate was a practice, J&J had a six-month maternity leave policy to ensure that mothers spend enough time with their new born to support building a strong bond. However, the journey of motherhood needs a lot more care and support than just having a leave policy and J&J recognizes that. Hence J&J partnered with an external organization called **ProEves** which engages in a tri-partite relationship between the employee, spouse and manager. This begins from the time the employee finds out that s/he is expecting (the programme is applicable to both female and male employees), to two- three months of coming back to work as a parent. **Proeves** has coaching calls with the mother, father and the manager of the employee to ensure their smooth transition journey to parenthood and help managers understand their role in this beautiful journey for a new parent.

Once a parent returns to work, J&J ensures that they are free from child-care anxieties, as we have a **creche facility** at our head office and three of our plant locations. This is a great facilitator for women to return to work with full steam and be their best at work.

We ensure the **safety of our female employees** by creating exceptions to our standard policies such as travel, stay, timings etc. based on the need. This enables women to manage their personal and professional life effectively and feel safe at work.

In India, the drop out of women from the workforce is very high due to several **social biases**. The support of the family structure in India is critical for women to be successful at work. Through the **‘Saarathi’** initiative, J&J captures this very well. This is an Managing Director led event where women employees are invited for the programme, with a key partner who has been their support in their employment journey. The engagement with family members, is done, to share the amazing and impactful work that is being done, how their work is saving lives and making patient lives better every day. This has helped us increase awareness of the value their family members generate beyond the financial gain and has helped to reach out far beyond in the social system, unlike any other organization.

We track our diversity across various groups. Our overall diversity has moved from 9% to 11%, diversity in sales population has moved from 7% to 9% and diversity at Leadership level has moved from 6% to 9%. This is simply the impact of the above focused efforts by J&J.

The image features a large white circle centered on a background with a purple-to-blue gradient. The circle has a thin green shadow along its bottom edge. Inside the circle, the word "MERCK" is written in a red, stylized, sans-serif font.

MERCK

In Merck, “We believe that work force diversity and a culture of inclusion lead to greater innovation and better team performance within the company”.

Our Diversity and Inclusion team ensures:

- The Merck D&I strategy is integrated into our corporate values via the Merck Competency Model
- That Employee Resource Groups are supported, encouraged and enabled for success
- That internal and external best practices for improving diversity and inclusion are shared across the company
- That Business Units and Group Functions have the tools they need to implement diversity and inclusion efforts that meet their business needs
- That Merck continues on our already strong path of increasing diversity and ensuring a culture of inclusion

Our Strategy

Attract, develop & retain the best people -

- Increase the representation of women in leadership
- Remove hurdles of minority
- Ensure a diverse internal and external pipeline of talent

Enhance effective collaboration -

- Build readiness and agility in working in diverse teams
- Foster cultural understanding to improve performance of global teams

Drive innovation and improvement -

- Promote leaders whose behaviours drive inclusion and innovation
- Foster the skills diversity needed to drive innovation and commercial success

Serve diverse customers –

- Increase representation of people from our emerging markets in leadership
- Build internal knowledge of our diverse customer base

Inclusive leadership behaviours are embedded in our Competency Model



To raise awareness, engage employees in the topic and encourage desired leadership behaviours, we are celebrating the Merck "Diversity Days", again. There will be several initiatives and events happening within the whole month of September.

This year, we have decided to link the Diversity Days to our new Merck Competency Model, precisely to the competency "be collaborative" that has a very direct link to the topic of Diversity & Inclusion if we look at the underlying behaviors:

- Include others
- Build networks

- Teamwork
- Think global

The Diversity Days will highlight the importance of collaboration in a diverse environment. This is why we put the month of September under the slogan: 'The Power of we' that has been introduced by our CEO & Chairman of Executive Board - Dr Stefan Oschmann at his town hall meeting in May '18.

There will be several events organized by the global HR Engagement & Inclusion team - such as global webinars and the Diversity Day @ our HQ in Darmstadt - Germany on the 28th of Sept '18.



MSD India -D&I in the Organizational DNA!!

At MSD/Merck we take a more holistic approach towards Diversity and Inclusion (D&I). Our global and local D&I approach looks at driving key outcomes & bring about a transformative stage where D&I acts as a key enabler. As we continue our journey, we want to attract and retain the world's top, diverse employees who have a passion for applying the best science to develop medicines and vaccines that save and improve lives.

Our Diversity &Inclusion model is based on the following four pillars and gives us a strong foundation for our activities and initiatives:-

- Leadership sponsorship
- Continuous focus on development and learning
- Linkage of the D&I initiatives to the core business of the company
- Additionally we also have an external focus where we look at partnership with like-minded organizations or diversity focused organizations.

We pull it all together by focusing on continuous communication on all diversity and inclusion related aspects

Our Execution Strategy :

Our execution strategy consists of the 3 mainstays of workforce , workplace and marketplace. This approach covers the important aspects of continuous education & sensitization and development of the target group:

- Workforce - that includes improving the representation of the Underrepresented groups
- Workplace - creating a conducive eco system for their development
- Market place - that is linking our efforts to our core business

This is how we foster an inclusive ecosystem and work towards recruitment and retention of the target group- women and millennials at MSD India

a) Workforce:

o At MSD our initial focus was on improving the representation of women in the workforce. Here were a few things we did to improve the representation of women in the workforce:

Policies:

- We doubled the referral amount for any female candidate.
- For any position we ensure that 33% of resumes are that of a female candidate
- We also gave a higher amount to search firms to place female candidates
- We use an applicant tracking system for all hiring. The resumes of female candidates are valid for a year though the resumes of other candidates are only valid for 6 months for a given position.

o Most of our jobs are in the sales functions and looking at the nature of the MR Job gender parity was a low priority in the pharma industry in general. We decided to change this and we looked at placing the female reps in “safe” locations like the hospital segment in metros, we also doubled the referral amount for female referrals. Globally we have 50% representation of women in the total workforce at MSD but the unique physician access model in India which brings with it long distance travel and late working hours does not make pharma industry a very conducive employer for women.

b) Workplace:

We also looked at developing the women and millennials both in sales and non-sales roles for leadership and managerial positions and as a result along with the routine leadership development programs we use the employee resource groups as a change agent, a catalyst to drive change throughout the organization. A few developmental initiatives for the target group include:-

Coaching and mentoring female talent: We have different programmes to develop our female talent from both Sales (Field based) and Non Sales (Office based).

STREE: This is an online development centre designed exclusively for the Field based female colleagues to improve their efficiency and efficacy in the current role and groom them for the next level.

LAMP: This leadership development is designed exclusively for the office based female colleagues

Unconscious Bias Training

We impart training on this topic to all colleagues and especially people managers on a continuous basis

- Speaker series that focuses on developing early talent covering topics like business and financial acumen, business communication, digitization etc
- International Women's Day (IWD) Celebration: Every year we celebrate the International Women's Day based on the UN themes. IWD 2018 was celebrated using the theme #PressForProgress. We strategically plan our IWD programmes in such a manner that the events are fun filled with learning and communicates our leaders' commitment towards an inclusive culture. Our events and activities continue for about 3 months from March through May every year
- Our policies that enable a more diverse and inclusive work environment are:
 - o Higher referral bonus for female hires
 - o Work life balance: a) Flexible work environment b) Employee assistance programme
 - o Child care: a) Maternity leave / Paternity leave b) Adoption leave
 - o We have targeted health and wellness programs covering all women employees

Global Programs for Development of Women and Millennials

We have 3 Global programmes focusing on development of our female leaders and millennials to strengthen the talent pipeline.

Women Leadership Programme(WLP): This programme is done in association with Simmon's college, USA.

Women Sponsorship Programme (WSP): This is a unique in house programme that targets developing key talent women leaders to senior roles

Global Management Acceleration Programme (GMAP): This programme focuses on developing early talent for an accelerated career in Global General Management roles.

c) Marketplace:

We continue our liaison with likeminded Companies and diversity focused organizations like **Catalyst**,Avtar Win, **WILL** etc. We literally take diversity to the marketplace through our unique outreach programs which touches our customers and sales colleagues. This outreach program during International women's day consists of requesting the physicians to express their opinion on the UN IWD theme using any creative medium. We not only receive an excellent response from the medical community but it also positions us in a crowded market segment as a company that is committed to the cause of patients and the society. We also encourage vendor and supplier diversity with a tracking mechanism in place

All this has led to significant qualitative and quantitative outcomes. We have women leaders in critical therapeutic areas and functions at MSD India like Diabetes, Public Policy, Clinical Trials, Supply Chain, Marketing, HR etc. We have also received quite a few external accolades for our efforts on the D&I front.Few of our D&I awards won by MSD India are listed below:

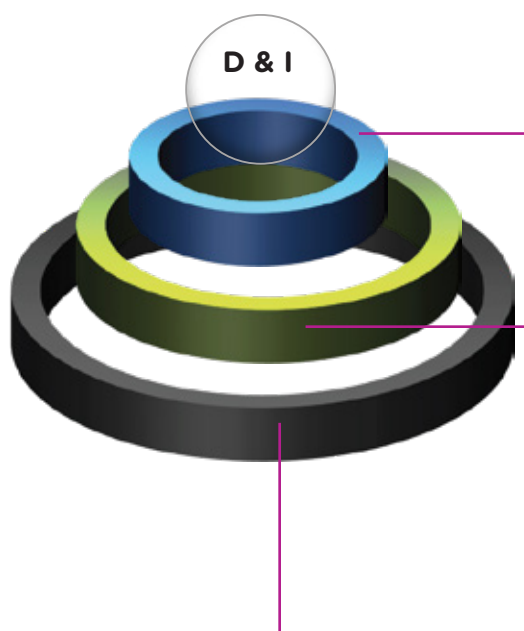
- **BCWI (Best Companies for Working Mothers in India) & AVTAR WIN (in association with Working Mother magazine) - 100 Best Companies For Working Mothers 2017**
- **WILL Award for Best Employer for Women 4 consecutive years from 2014 to 2017**
- **OPPI Award for D&I and HR Excellence - 2017**

As an organization MSD India stays committed to the cause of fostering an inclusive environment where the diverse talent can add value to business and society.



Nestlé Skin Health

Diversity and Inclusion Strategy



Diversity

1. At the heart of one of our core values ('Respect for the Individual').
2. Key Nestle Skin Health attribute that appeals to our employees or candidates whom Galderma seeks to attract.

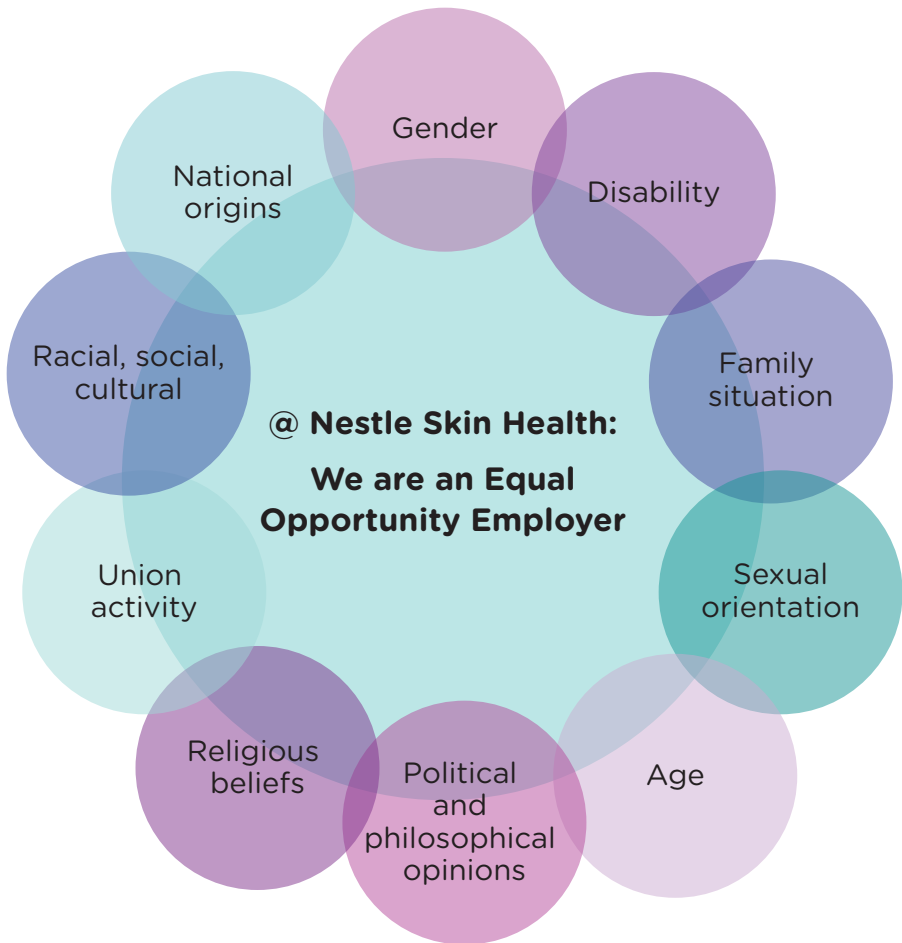
Going beyond Gender

1. Sectoral Diversity (Attracting talent from other industries)
2. Respecting diversity of ideas, mind-set and backgrounds
3. Admiring the differences in age, gender, ethnicity, religion, disability, sexual orientation, education
4. A source of competitive advantage

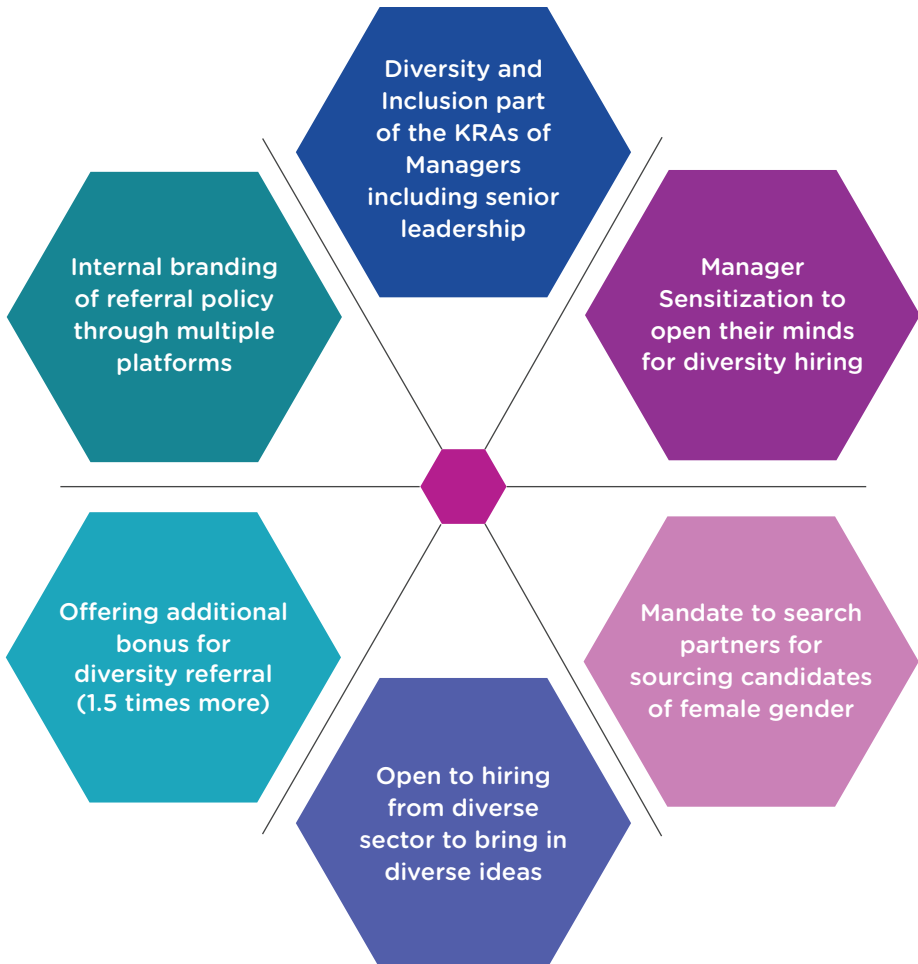
Diversity is Nothing Without Inclusion

1. Support through enabling policies and processes
2. Facilitate conversations and connect through multiple platforms

Recruitment



Recruitment



Leadership & Internal Engagement

Incorporated in the DNA

Part of the Talent Agenda

Leaders discuss D&I agenda at all forums with managers

All leaders and managers have D&I targets as a part of their KRAs

Breaking Barriers

Awareness & Personal Effectiveness

Women safety and self defence

Manage your time well and understanding team tendencies

What's my USP- Seminar on personal branding

Engage & Energize

Enabling Engagement Platforms

TRANSFORM – A Cross-Functional, cross geographical employee advocacy and action group (EAAG) to work on key projects

Unearth Urself - Platform for interaction between women employees and MD & Director-HR to discuss issues impacting them at work Women's Day Out

Cover all the bases

Stakeholder Sensitization

Unconscious bias training

D&I Sensitization workshops

Leadership & Internal Engagement



Enabling Policies



POSH & Grievance Redressal

- a. Formal redressal committee in place to address any discrimination / harassment issues
- b. REACH-US.AOA@galderma.com e-mail ID created for addressing anonymous complaints to avoid retaliation

Enhanced Policy & Awareness

- a. Travel and stay for frontline
- b. Periodic awareness building sessions

Women Health

- a. Relaxed work schedules during menstruation
- b. Additional Health check-up coverage
- c. Maternity benefits
- d. Alternate work arrangements for pregnant women

Flexible Work Arrangements

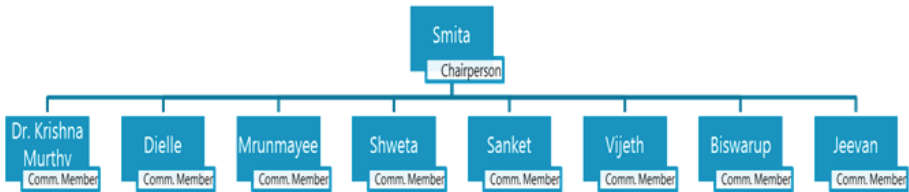
- a. Flexi hours to take care of personal priorities
- b. Work from home
- c. Cab facility for women sitting beyond 9 pm

Referral

- a. Higher incentive for referring a women candidate
- b. Constant education internally about referral policy

Enabling Policies

Redressal Committee



REACH-US.AOA@galderma.com

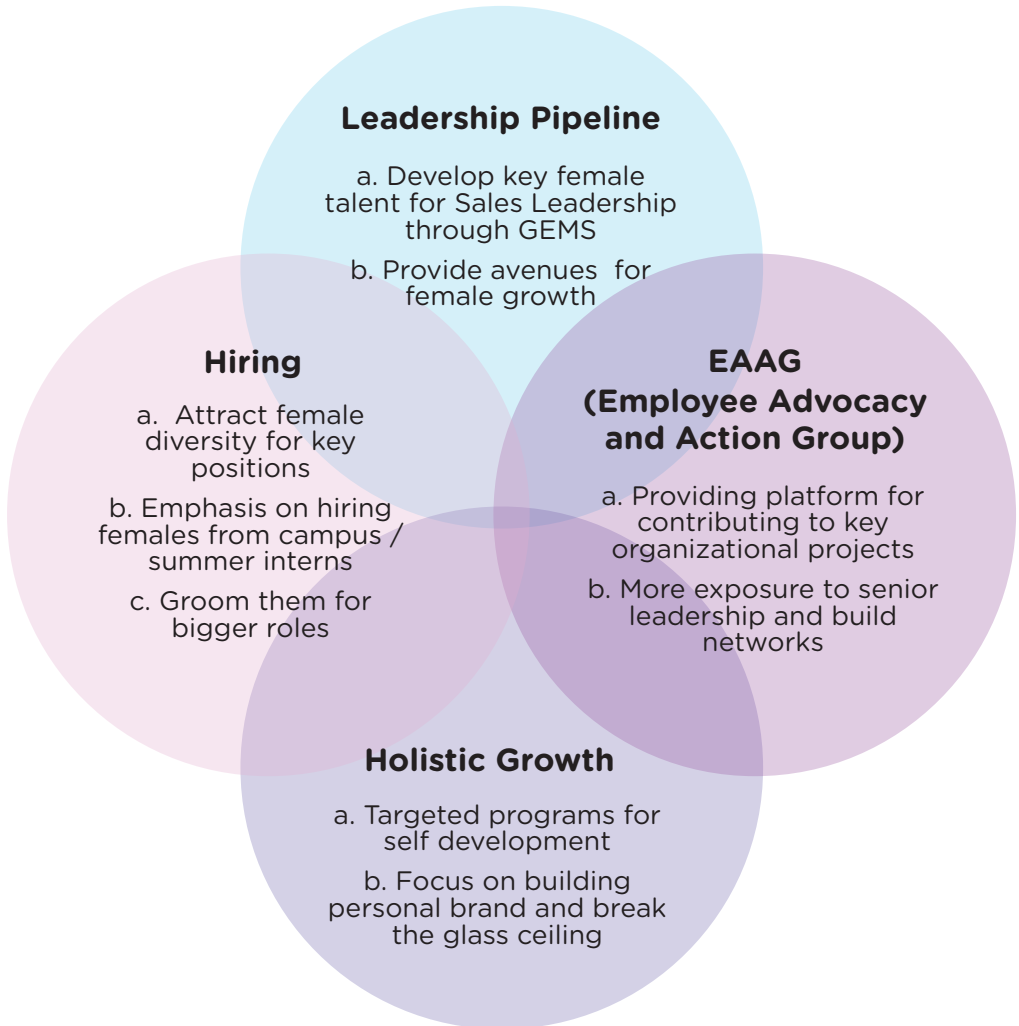
NAME	DETAILS	CONTACT NO	EMAIL ID
Smita Shinde	Committee Chairperson	123456789	abc@galderma.com
Dr. Krishna Murthy	Committee Member, NGO	123456789	abc@galderma.com
Dielle Fernandes	Committee Member	123456789	abc@galderma.com
Mrunmayee Jejurikar	Committee Member	123456789	abc@galderma.com
Shweta Kotian	Committee Member	123456789	abc@galderma.com
Sanket Paranjpe	Committee Member	123456789	abc@galderma.com
Vijeth BL	Committee Member	123456789	abc@galderma.com
Biswarup Chatterjee	Committee Member	123456789	abc@galderma.com
Jeevan Pandey	Committee Member	123456789	abc@galderma.com

6 / CONFIDENTIAL

 GALDERMA



Talent Development & Growth



Talent Development & Growth





**AND THE JOURNEY
CONTINUES.....**



Novartis' mission is to discover new ways to improve and extend people's lives. We use high level of science-based innovation, creativity and performance as a core value for our employees. To enable this, it is essential to have a great mix of talent from across industries, cultures and most importantly genders. We have created a focused council to drive "Diversity and Inclusion" within the organization consisting of employees from different functions. The organization's vision for D&I is to create an ecosystem which fosters an environment of inclusion by respecting and appreciating differences. The efforts of the council support this vision by building awareness, outreach, action and accountability. The council ensures that the spirit of diversity and inclusion is kept high across the organization through the year with clear action plans and KRAs embedded into each council member's yearly objectives. The council generally starts the year with a recap of the last year and sets the organizational objectives of D&I for the present year.

Education and Awareness: An Organizational Agenda to create an inclusive ecosystem - Novartis D&I has a separate brand identity and there are multiple campaigns which keeps getting rolled out to bring the awareness level of all associates on D&I to a certain level:

- **Leader's Shift in Mindset** - MARC (Men advocating Real Change), a global Train the Trainer forum enables all male leaders to shift their frame of reference by experiencing the life of a woman/ other diverse category pool in a simulated exercise
- **Unconscious Bias** - An Interactive e-learning module on identifying unconscious bias at play in day to day life for all associates. It helps associates be cautious of those biases and stay away from them
- **Manager Campaign** - Communication campaigns successfully driving the need for increased diversity through facts and data based on demographics of our diverse customer portfolio and the data on enhanced productivity for teams having higher diversity

- **Franchise Head Communication** - D&I Agenda is driven by all Franchise Heads in their monthly and cycle meet communication plans. This has helped us build high awareness of the need of diversity and fostering an environment of inclusion at the ground level
- **Celebration of being a woman** - A selfie contest celebrating the special woman in the life of an employee, theatre workshops, D&I Carnivals at Hyderabad site office, 1+1 offer of movie tickets/ food to women, open forums to discuss the journey of successful women in the company.

Recruitment and retention: “Walking the Talk” in augmenting D&I

D&I Council along with the HR Team has worked out a roadmap for recruitment and retention strategies for women and other diverse associates across the organization. We currently stand at 40% gender diversity in our leadership team and 13.2% gender diversity overall with 8% representation in field. At Novartis, we have diversities of many forms – gender, religion, industries, age-groups, etc. and multiple initiatives catering to all these diverse group of people

- **Recruitment channel** - We have job postings on a women specific job site – jobsforher.com
- **Field recruitment strategy enhancing diversity** - Through empirical data we have identified roles where women generally outperform men. These roles are now reserved for women wherever possible – eg: corporate hospital accounts. In all our new launch brands, we ensure this strategy is implemented from scratch and we have been successful in building new brand teams with 15% women in the field roles

Section 2: Diversity & Inclusion Initiatives

- **Freshers pool** - We have a management trainee program called GLDP (Graduate Leadership Development Program) which caters to diversity on account of gender as well as fresh ideas
- **Other industry talent pool** - We hire more than 80% of our Marketing teams from other industries – especially FMCG, Paints, Durables, etc.
- **Accelerated Development Program** - High potential women are offered mentorship by the leadership team to enable them to chart their careers and fulfill their aspirations.
- **B School Partnership Program** - Novartis has partnered with the prestigious SP Jain Institute of Management and Research for a management course targeted at women returning to the workplace. As part of this partnership we offer mentors from among our leadership team to women pursuing the program. We have also opened our recruitment channels for some specific roles from among that pool.
- **Employee Assistance Program** - is available to all employees and their family members enabling them to avail the support of qualified counselors to discuss a range of personal issues in a completely confidential manner. As part of this facility, sessions dealing with issues that specifically impact working women are organized from time to time.
- **Self-Defense Workshops** - We have organized self-defense workshops for all women associates across levels and across the organization to make each women associates learn life skills and understand modes of acting against unwarranted situations and take better control and become more confident during field working and generally in life
- **Cabs for Women** - Safety of our women employees is paramount. Women who need to travel on business before 6 a.m. and after 8 p.m. can use the services of a cab.
- **Maternity & Paternity Leave** - Paid maternity leave of 180 days is provided to expecting mothers and paid paternity leave of 20 days is given to all male associates

- **Adoption Leave** - Succeeding the adoption of a child, women can avail 90 days paid leave.
- **Flexi Work Options** - At major sites, following flexi-work options are available for our associates:
 - o Part time working
 - o Flexible work timings
 - o Work from home
 - o Return to work policy for employees following a major life event such as prolonged illness enabling a smooth transition
- **Crèche and daycare facility/ childcare support** - A crèche facility for children up to 36 months is connected to parents via an IP linked video feed and a special recreational area with books and toys. For non-captive sites, we provide an allowance for childcare support to our associates.
- **Other amenities** - include an in-house gym at large office sites with the availability of a trainer, a concierge facility, separate area for nursing mothers, place to rest for pregnant women, yoga and pranic healing sessions fostering overall physical and mental well-being. We also have ERGs (Employee Resource Groups) for specific interest groups within the organization.



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Novo Nordisk Changing lives for >90 years

Leadership in diabetes care: Means also very high focus on D&I

Changing lives for >90 years



**Discovery
of insulin**

1921

TORONTO
UNIVERSITY

**Permission
to produce
insulin in
Scandinavia**

1922

YALE
UNIVERSITY

**Production
of insulin in
Scandinavia**

1923

DENMARK

Global Leadership



Leadership in India

No. **1**
Pharma Brand

Mixtard[®]

No. **5**
Pharma Brand

NovoMix[™]

Diversity & Inclusion at Novo Nordisk

Prepare for our future growth and actively contribute to better business results and an inclusive work culture

D&I Journey

- Diversity has been an integral part of Novo Nordisk's business approach for more than 17 years
- Anchored in our approach to equal opportunities and human right's principles since 1998
- In 2009, a five year diversity ambition was launched to ensure diversity across all senior management teams, focusing on gender and nationality.
- In 2014, more than 75% of the SVP teams meet the aspiration

D&I Principle










- Business driven and no one-size-fits-all approach, acknowledging and addressing our different challenges locally, whilst having a cohesive strategy
- Attracting talents from the widest possible pool, whilst always appointing the best person for the job
- Integrating diversity in what we do taking a phased approach, keeping momentum and building on current position

D&I Aspiration

- Attract, develop and utilise the best people and be a company where employees thrive and see career opportunities regardless of their background
- To develop leaders as change drivers for supporting the diversity agenda by living a diversity mind-set through daily practice
- To leverage diversity for innovation as precondition for our future business success and nurture a inclusive work culture

Novo Nordisk India

Young & Dynamic Organization is the force behind success

Work Force Diversity	
Total Headcount	 1,291
Gender Diversity	 12.3%  87.7%
Average Age	 31.0 years  30.5 years  31.1 years
Average Experience in NN	 3.6 years  3.5 years  3.6 years

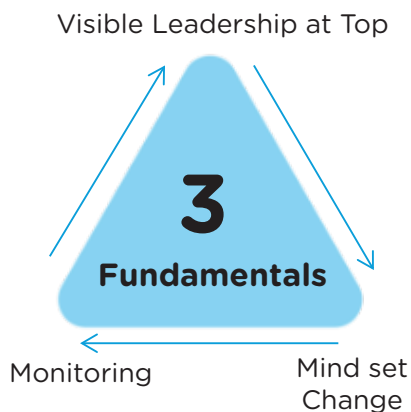
Gender Diversity

iWinn : A program for women workforce launched in 2014



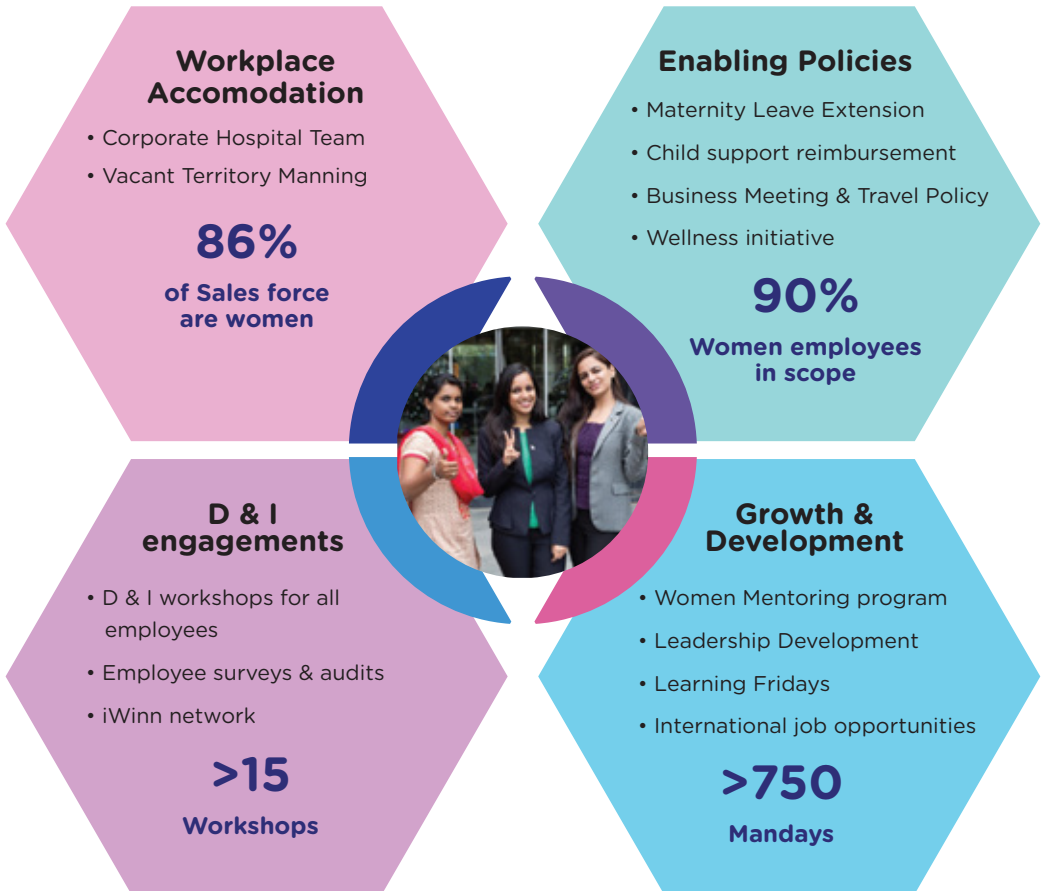
- Diversity as a term is used to describe a vast number of differences between people ranging from gender and demographic differences to differences in attitudes and beliefs
- In Novo Nordisk we measure diversity progress on two parameters, gender and nationality, as proxy for diversity.
- To support and strengthen the gender mix, a programme dedicated for women employees, iWinn was launched in 2014

iWinn : A program for women workforce launched in 2014



- **Increase** the number of women employees in Novo Nordisk India
- **Prepare** women employees for future leadership roles
- **Support** and **strengthen** gender diversity and inclusion at Novo Nordisk

iWinn initiatives: To empower women work force!



Preferred employer of choice

Working towards building a diverse and inclusive work place with a high focus on gender diversity for the last 4 years!

12.3%

Women workforce
in 2018 vs 9% in
2014. Pharma
Sales Industry
average of 6%*

13

Women in
managerial roles
0 to 5 women
sales managers in
2014

93

Favourable score for Diversity
questionnaire in OurVoice 2018
(employee survey designed by
Wills Towers Watson) which is
14 points higher than the
Industry benchmark**

*Mercer-OPPI Field Force Survey 2017

**The data derived from recent client studies conducted by Willis Towers Watson. Sample of companies included are: Alexion, Actavis, Astellas, AstraZeneca, Bayer, Celesio, Chiesi Farmaceutici, Eli Lilly, Galderma, Ferring Pharmaceuticals, Leo Pharma, Merck & Co, Novartis Pharma Japan, PARAXEL, UCB

Education and awareness- Initiatives to enhance awareness for the need for an inclusive ecosystem

A strategic priority and leadership commitment towards Diversity aspiration

- Conversations with people managers to sensitise and foster an inclusive working environment
- Employer Branding, employee orientation kit & induction programmes
- Embedded in our Leadership competencies with a high focus to ensure a healthy, engaging and inclusive work environment
- D & I as part of the new managers programme to develop an inclusive mind set and change in behaviour while working with diverse groups.

Recruitment and retention- Initiatives of ‘walking the talk’, in terms of recruitments and retention and augmenting D&I

Recruitment:

- Preferential recruitment for certain levels to ensure there is a conscious effort to improve the gender mix and representation
- Diversity targets to support the organization's diversity aspiration towards improving gender representation at leadership level

Corporate Hospital Team:

- To provide women employees in sales with a conducive working atmosphere, a Corporate Hospital Team has been set up.
- Corporate hospitals offer a convenient working environment as the doctors' work under one roof and the sales professionals do not have to commute for meeting with doctors.
- Women employees in sales are given the option to join this team.

Creche reimbursement:

- The childcare reimbursement scheme provides monetary support to women employees who seek childcare facility for their children, while at work
- Women employees having children between 0-6 years of age and who utilize a day care facility for their children shall be eligible to claim reimbursement of the expenses

Business Meeting Guidelines:

- Business meeting guidelines to ensure structured meetings within working hours and defined meeting agenda
- The objective of the guidelines is to ensure safety of women employees by avoiding late working hours and to balance professional and personal priorities.

Travel & Stay:

- Women employees in sales are provided accommodation at the meeting venue during all sales and other business critical meetings
- Women employees are also provided with cab facility for late night travel during medical education events

Initiatives in 2018: Accelerating women workforce for Leadership development

Women & Leadership

Mentoring Programme for women employees:

- An exclusive program for high potential women managers by senior management with an objective to enable them to acquire leadership skills and domain expertise
- Mentees work with their mentors for guidance related to career direction and growth opportunities
- The programme trains women managers to create women leaders and thus support organisational leadership pipeline

Leadership Development:

- Leadership development programme for women managers to acquire and strengthen leadership skills to manage and lead teams
- Workshops focusing on personal leadership, change in mind set, health and fitness, balancing personal & professional life, Personal finance, legal rights of women, etc. are organised to support engage, motivate and to aspire for taking leadership and for working on their career goals

**life-
changing
careers™**



When we began

External Scenario	Internal Realities
<ul style="list-style-type: none">• Historically male dominated industry• Sales not considered an ideal job for women in India• Environment not open and inclusive to women employees• Lack of female leaders & role models	<ul style="list-style-type: none">• Only 4% women in Sales• Late working and ex-station travel a challenge• Duration of maternity leave a cause of concern• Women experienced Unconscious bias from coworkers and managers



With this reality the organization felt the need to make Gender Balance a key business lever, towards which, commitment had to be demonstrated from the top. The first step was to create D&I Governance Board consisting of key senior leaders who would steer the course of D&I within the organization.

D&I Governance Board

- This Governance Board was led by the Country Chair
- Key decision body consisted of all General Managers, Women Country Council Members as well as the HR & Finance Heads
- Met regularly to review progress on the Diversity journey, took key decisions on next steps
- Board members were actively involved in initiatives rolled out to strengthen the Diversity agenda
- Communication was sent out from the Country Chair on behalf of the board, informing employees of the progress made

Education and Awareness

1. Culture: Involvement & commitment from top leadership down to first line managers to build a more inclusive culture - With the external landscape of non-receptiveness towards women in the Sales function, as well as being a small minority within Sanofi, working on building an inclusive culture was one of the key pillars of the diversity journey. There was a need to help leaders and managers alike, understand the importance of Diversity, become aware about unconscious bias and stereotypes as well as bring about a shift in mindsets to make the workplace more inclusive

- **Diagnostic study** - Partnered with an external consultant to conduct a series of interviews with leaders & managers, both male & female, as well as women employees to understand the current reality. This provided a starting point, after which sensitization workshops were conducted with Leaders
- **Engaging leaders through sensitization workshops** - The objective was to build a common language of Diversity & Inclusion at the Leadership level. These workshops helped leaders articulate a vision for D&I at Sanofi, build personal commitment & establish diversity as a key agenda across the organization
- **“Diversity Matters” for people managers** - Leaders who attended the sensitization workshops partnered with HR to run Diversity Matters sessions for First and Second Line Managers in Sales. ~500+ people managers understood what unconscious bias looks like in day to day life and the impact it can have. They also made commitments to drive D&I in their teams

2. Development: Special initiatives have been launched to provide impetus to the growth & development of women employees

- **EMPOWER** - There was a need for women in sales especially to overcome self-limiting beliefs and take charge of their careers. EMPOWER covers 100% women in sales & aims too
 - o Provide opportunities to Connect, Learn & Share experiences and challenges
 - o Learn from internal role models
 - o Challenge Self Limiting beliefs
 - o Act as a source of feedback to the organization



- **Assertiveness for success** - These workshops were carried out at the Head Office and industrial sites to help women handle work situations more assertively, express themselves suitably and be more confident versions of themselves at work
- **Leverage global programs** - Sanofi globally also focuses on Diversity & Inclusion as well as Gender Balance. An initiative called Catalyst has been instituted for Women Leaders which has seen participation from the India Women Leaders

- **Speed Networking & Role Modelling -**

- o Speed Networking sessions have been leveraged as a an opportunity to network with leaders across the organization and have been organized regularly
- o Leveraged visits of Global Women Leaders to organize role modelling sessions. Key messages during these sessions are around Leadership lessons, behaviours demonstrated and inspiration to take next level roles

Recruitment and Retention

1. Talent & Hiring: Leveraging recruitment tools to increase inflow of women employees as well as mandates on women being in final rounds of interviews

- **Management Graduate Program & Sales Trainee Program -**

- o Campus to Corporate program for MBA & B.Pharm graduates
- o 35 women recruited from a total of 60 candidates (58%)
- o Platform leveraged to impact women candidate recruitment at entry level
- o Successful stints by these recruits, helped break the Myth that women cannot do well in sales

- **Hiring Mandate -**

- o In Sales, mandated hiring of women in metro cities - resulted in 50% women hiring in first quarter itself. Expanding the mandate to Tier 2 cities where availability of women talent in sales is feasible
- o Sanofi globally has a Diversity of Candidate Slates Policy which mandates one female candidate in the final interview for senior roles. This is followed for most Head Office roles
- o Mandate for replacement of woman attrite with a woman only
- o Differential payout for referring Women candidates across the organization

2. Enablers: Revision of policies, safety & security measures, statutory guidelines etc.

- **Parental Benefits Policy** - One of the first movers in 2015 to revise the Parental benefits
 - o Maternity leave was extended to 6 months
 - o Paternity leave was extended to 10 calendar days within 6 months of child birth
 - o Mandate for replacement of woman attrite with a woman only
 - o Adoption leave – same as above
- **Safety & Security** -
 - o Women to have flexibility not to work post 8 PM
 - o Introduction of a Security Helpline number for assistance and reporting of incidents
 - o Creating awareness about security apps
 - o Security Handbook – pertinent legal information and personal safety tips for women
 - o International travel safety sessions organized
 - o Increase in Hotel allowance and flexibility to choose hotels based on safety
 - o Self Defense workshops organized across all Sanofi India Locations. 100 % coverage across Sales Locations, Industrial sites and Head office. Refreshers and practice sessions organized periodically



Section 2: Diversity & Inclusion Initiatives

At Shire, we believe in the power of our collective differences. New ideas, new innovations, new ways of thinking are fueling Shire's future. The benefits we bring to patients and society as a whole stem directly from the diverse experiences, ideas, and perspectives of our workforce. For that reason, we strive to foster a respectful and inclusive working culture that values differences. Diversity manifests itself in many forms in the organization.

Patients

We consider the diversity of our patients and we adapt our strategies to meet these needs.

Workplace

We cultivate an environment where our employees can bring their whole selves to work.

Connections

We strive to build our brand and our reputation in the diverse communities where we do business.

Talent

We attract, retain, and advance our employees valuing their unique and diverse perspectives.

There are eight Business Resource Groups at Shire that represent groups of individuals who share similar backgrounds, experiences, characteristics, and affinities. BRGs are employee-driven, organizationally aligned, and open to all employees who want to support and contribute to their success. Employees do not have to identify as part of a particular demographic to join any of the BRGs.





B-Equal

B-Equal@shire.com



Black Leadership Council (BLC)

BLC@shire.com



Building Asian Leaders (BAL)

BuildingAsianLeaders@shire.com



VETS

Veterans@shire.com



Early Career Professionals (ECP)

ECP@shire.com



EnAbles

EnAbles@shire.com



IMPACTO

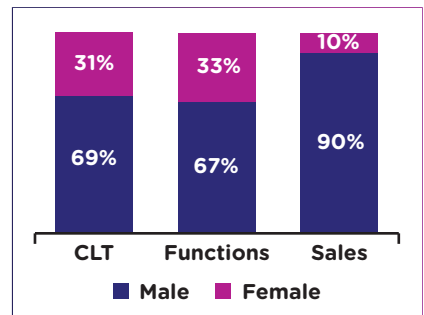
IMPACTO@shire.com



Women@Shire

Women@shire.com

At Shire India, embracing diversity of all kinds is viewed as a critical business enabler and holds testimony to one of our values - 'acting as leaders'. The sheer cross-functional construct of our business structures and expectations of collaborative working style from different functions stands testimony to this fact. Inclusion pervades every facet of the organization's working environment and is not limited to merely the number of diversity hires. Seeking diversity in talent is but only the starting point to build the inclusive workplace and the following statistics tell the tale of how gender diversity of women is well dispersed across levels and functions.



Empowerment, development and engagement take a life of their own through our many programmes directed at celebrating and nurturing women diversity.

Section 2: Diversity & Inclusion Initiatives

The Hire-Engage & Care-Grow women talent mantra is but one of the many strategies adopted to ensure we steadily progress on this agenda.

Hire – Shire India overall women diversity ratio increased from 16% to 26% through 2016-18 with 31% women in senior leadership roles.

Engage – Each year we celebrate the International Women's Day in an all-new and refreshingly unique way. Our men become our chivalrous best and treat the women through gestures and special activities.



Care – Approximately 40 women from the extended Shire India family have been participating in the Annual event Pinkathon - India's largest women run for 2016, 17 & 18 shedding the spotlight on women health issues at national level. The excitement for Pinkathon starts building up from a good 6 to 8 weeks ahead of the day of the event. The organization puts in the registration cost for all women employees, spouses and girl children of men on behalf and connects them up via what's app group. Preparations for the race get triggered in order with women bracing themselves by starting their jogging and other forms of fitness regimen. Male colleagues motivate the women in various ways and what's more they even invite their spouses/partners to join the weekend practice marathons which the women run as part of their practice. Bonding and connections gets strengthened through this and the extended team including the families have a great time participating in this event.

Grow - Handful of women in junior and middle management levels participated in a Global Mentoring Walk (organized by the BD Foundation, a top10 Global Diversity consulting firm) which brought together established women leaders and emerging women leaders in the community thereby establishing a mentoring relationship.

The policy infrastructure of the company promotes and ensures a safe working environment for women. The 6 months extended maternity leave policy and the prevention, prohibition and redressal of sexual harassment of women at workplace policy are well-established. Frequent trainings on POSH (Prevention of Sexual Harassment) are a regular ongoing feature of working at Shire. It is further reinforced through the Group Code of Conduct e-learning which all employees need to mandatory take up as a refresher every half-year. The parking policy ensures reserved parking for women employees and enables them with the required number of slots so as to ensure fair and equal allocation. Special luncheons to 'lunch and learn' are organized when women leaders from the global organization visit the country as this creates a networking and visibility-building opportunity for them.

In the current organization environment where high trust prevails amongst employees, the leadership team felt that there is no need for a laid-down flexible working policy so as to provide work-life balance for employees. Hence Shire India does not have a flexible working hours policy for the sake of it; instead we communicate to our employees that we trust them to do their jobs and use the flexibility responsibly rather than outlining the terms and conditions associated with flexible working.



Section 2: Diversity & Inclusion Initiatives

Pfizer strongly advocates that Diversity and Inclusion is crucial to building a successful business as they are to creating a vibrant culture.

Pfizer's belief is that colleagues of diverse backgrounds and abilities contribute unique viewpoints and perspectives to all aspects of the business, from drug development to marketing. Diverse colleagues offer a more personal understanding of our customers' needs and concerns. Diverse teams are more collaborative, more accepting of difference, and more apt to embody balance between prudence and risk-taking. Diverse teams are also more effective in a global environment, helping make Pfizer the world leader in discovering, developing, and marketing innovative medicines to improve health and save lives. It is Pfizer's endeavor to build and maintain inclusive work environment where all colleagues feel a sense of belonging and are valued for their unique personal characteristics and perspectives.

Overall at Pfizer Global the female workforce participation stands at 45% with women at Vice President and above standing at 31%.

Globally we have many D&I groups that focus on establishing our D&I strategy and executing tactics designed to increase diversity, foster inclusion, and advance the business

Some of the global initiatives in this direction include the creation of **Colleague Resource Groups or CRGs (Women, Disability, LGBTQA etc)**. A CRG provides opportunities for professional networking, development opportunities, community involvement and assume leadership and project management roles within a CRG. The D&I Team sponsors several communications, including the monthly D&I e-newsletter, Exchange, a My Channel, a yearly D&I Summit and the Snapshot, Women's Day Celebrations, a yearly publication that shares some key workplace metrics.

On the awareness and education front, the Pfizer Learning Management System provides multiple e-learning modules on topics relating to Diversity and Inclusion at the workplace.

Specific Tools and Trainings to be called out:

Unconscious Bias: Reducing unconscious bias is critical to the Pfizer culture by limiting unintended behaviors and promoting candid conversations needed for straight talk. E modules and class room sessions are organized around this topic.

Appreciating Differences: Appreciating Differences™ is an interactive experience that helps colleagues explore attitudes and behaviors toward differences that promote a productive working environment. The program helps colleagues view diversity as not limited to differences in ethnicity or gender, but also includes culture, working style, age, education and abilities.

Global Collaboration: In this topic one learns how to improve one's ability to respond appropriately in a different culture, build trust among global team members, reach agreements across cultures, minimize language barriers between global collaborators, overcome physical distance challenges of global collaborations and align a global team to achieve a common goal.

DIWA - Pfizer India Women's Network (Diversity & Inclusion through Women Allies)

DIWA was formally inaugurated on 20th March 2017 and mentored by India and global leaders. DIWA has its foundation on Pfizer's OWNIT culture and is strongly aligned to the Pfizer's diversity & inclusion philosophy. DIWA's vision in India is to make Pfizer in India a great place for women colleagues to work, learn and grow

DIWA chapters have been rolled out and are operational across all Pfizer manufacturing sites (Chennai, Vizag, Aurangabad and Goa). DIWA has been proposed to be rolled out in R&D and commercial businesses as well.

The network has 4 key Pillars:

- **Learning:** Enable continuous learning opportunities that complement ones career and individual development.
- **Mentoring:** Support establish trust relationship that leads to meaningful career and personal development
- **Career Development:** Enable colleagues to focus on their core areas of work enabling career growth.
- **Networking:** Provide opportunities to challenge their own boundaries and go beyond to connect and collaborate.

DIWA is in talks to develop a leadership development program for high potential women colleagues to build their leadership skills.

Talent Acquisition and Development:

Campus Programs: Through our Pfizer Sales Trainee campus programs in the commercial business and the TPDP (Technical and Professional Development Program) in manufacturing we are making efforts to infuse young women talent into the organization. Our Sales Trainee program has also focused on recruiting women colleagues for field sales role, with nearly 40% diversity. This aims at developing pharma sales as a more viable career option for women especially in a traditionally male dominated role of field sales.

Differentiated Employee Referral Bonus: Referral Bonus while referring women colleagues is higher than referrals for male colleagues. There is a significant increase in the referral amount as the grade of the women colleague being referred increases.

Women Talent Pool Identification: Pfizer conducts an annual talent assessment and calibration exercise to identify the top talent and hi potentials in leadership and critical roles. This year women talent who are hi potentials across all levels are being identified to shift the spotlight on them and help them advance within the organization.

Policies supporting D&I

- **Employee Assistance Program:** is available to all Manufacturing and R&D employees. A qualified counselor visits the location fortnightly and employees can reach out to her to discuss their issues in a completely confidential manner. The counsellor gives special attention to women colleagues who may be proceeding on maternity breaks and help them deal and strike a balance between personal and professional priorities
- **Flexi Work Options:** At many Pfizer locations flexi work timings and work from home options are available for both men and women.
- **Crèche and daycare facility/ childcare support:** A crèche facility for children up to 6 years is available at all manufacturing sites for women colleagues. For all the other Pfizer locations Women colleagues can enroll their first two children aged 6 months up to six years and the Pfizer will reimburse the monthly crèche fees upto INR 7,000.
- **Cabs for Women:** In the manufacturing sites cabs are provided to women employees who need to travel for work before 6 a.m. and after 7 p.m. This service has been rolled out to a few R&D sites as well.
- **POSH Trainings:** Training across locations through e-learning as well as class room have been conducted to spread awareness and sensitize colleagues about the POSH policy to help colleagues understand their rights and what accounts for sexual harassment.

SECTION-3:

The Missing Link: Sustainable
Diversity and Inclusion through
organization design
by Mercer

THE MISSING LINK: SUSTAINABLE DIVERSITY AND INCLUSION THROUGH ORGANIZATION DESIGN BY MERCER

- BY ALINA POLONSAIA AND DEIRDRE GOLDEN

1. Introduction

Recently, we spoke with the chief diversity officer (CDO) of a large multinational company who heads up one of the longest-established, most robust and respected diversity and inclusion (D&I) initiatives in the world. Based on rigorous data analysis, she has developed D&I strategies that are closely aligned with her company's business goals and won the support of senior leaders. She has embedded D&I in business and talent processes and has created innovative D&I programming. Her success has earned her a reputation in the field as an innovator and a thought leader.

We asked her, given all the progress she's made, what issues were at the forefront of her mind. Her answer was consistent with the thoughtful approach to her work. Despite all the advances D&I has made in her organization, she was worried about sustainability of her company's D&I efforts. Being fully aware that change is inevitable, she was concerned with the long-term ability of her company to respond to new D&I challenges as they arise.

Her remarks echo similar concerns we've heard from other diversity leaders who are still building or reinvigorating less mature initiatives. Even though some of these leaders might enjoy support from their senior executive teams, they continue to be challenged with making D&I truly come alive for their organizations to become a bedrock principle for business and talent decisions.

And yet we realize there is a fundamental similarity among the challenges facing diversity leaders at every stage of the maturity curve. Many organizations are struggling with the next phase of their initiatives, whether they're just starting out or contemplating long-term sustainability.

In almost every case, there's an important missing link in their D&I efforts, the link that ensures compelling strategies actually achieve lasting impact. All our work with D&I initiatives in large, global organizations has convinced us that the missing link is not a hot new theory or program that's going to turn everything around. It is, in fact, such a basic element of organizational work, so unglamorous, that it's almost always overlooked.

The missing link is simply organization design. Design of an organization's D&I efforts has a tremendous and often underappreciated effect on the ability of the company to execute a strategy, assimilate D&I principles into everyday business activities and ensure those new insights and habits are transmitted from one generation of leaders to the next. In this paper, we examine the principles of organization design that have the greatest impact on the long-term success and sustainability of D&I efforts. We also share insights from the research we conducted last year highlighting how various organizations design their D&I efforts. The research took place in three stages:

1. A survey of members of Mercer's Global Diversity Forum
2. "Hackathon" meetings with groups of diversity leaders to discuss the survey findings and tease out nuances of the responses
3. Interviews with a smaller subset of companies representing a range of organizational models and experiences¹

In this paper, we offer diversity leaders a framework and methodology for designing their own highly effective, sustainable D&I efforts based on empirical evidence and the best thinking on organization design. Using examples from our study and our practical experience, we also offer answers to the most common organization design questions asked by D&I and business leaders.

¹ The results of the survey and hackathons have been distributed to members of the Mercer D&I Networks.

2. Designing D&I Efforts For Sustainable Impact

An effective organization design of D&I efforts must meet three criteria:

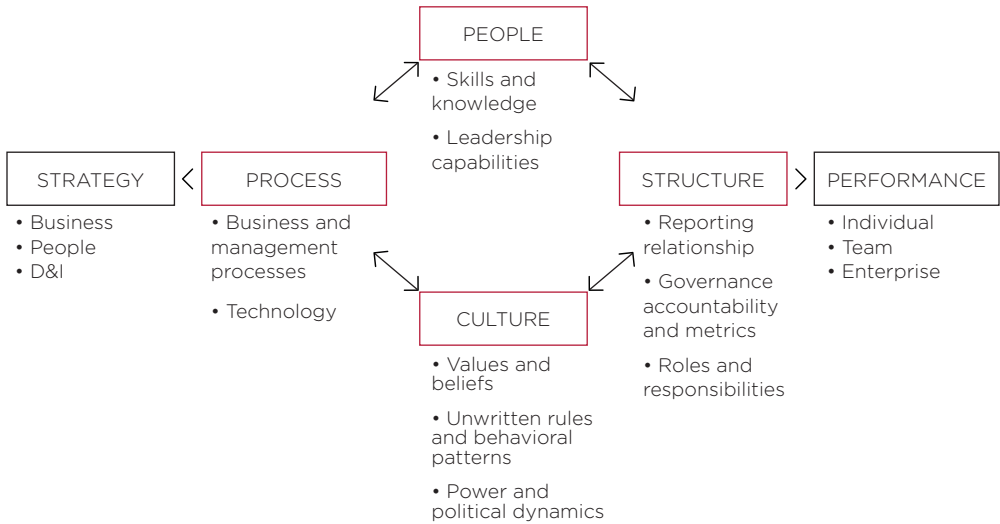
- Optimal leverage of shared resources, expertise and support functions
- Structure, systems and processes that shape desired behaviors, drive accountability, minimize cognitive biases and encourage inclusive actions
- Effective channels for disseminating information and knowledge throughout the organization



Fundamentally, organization design is a tool for implementing business, talent and diversity strategies and converting them into individual, team and organizational performance. Often, however, as strategies and organization designs evolve, they drift apart. When organization design and strategy no longer align, they can start to work against each other, which can erode the sustainability and impact of D&I efforts. In addition to alignment with the strategy, the design of the organization's "hardware," such as structure and processes, needs to be congruent with the organization's "software," such as people and culture. D. Nadler and M. Tushman describe this dynamic very well with their Congruence Model of Organizational Behavior.²

Organization design involves decisions about the configuration of formal and informal structures, processes and systems that enable people to achieve the strategic goals of the enterprise and sustain high performance over time.

² Nadler D and Tushman M. *Competing By Design: The Power Of Organizational Architecture*, New York: Oxford University Press, 1997.

FIGURE 1 . The Congruence Model (Adapted From Nadller And Tushman)

A congruent organization — one in which all the elements work in harmony with each other — ensures there is a clear pathway from strategy to performance. A congruent organization greatly simplifies the D&I leader's task of influencing attitudes and marshalling resources. Instead of being the broker who is continually called upon to apply their own energy, powers of persuasion, organizational savvy and resourcefulness to bridging business and D&I strategies, the D&I leader who acts as an organization architect creates a system that makes those connections seamlessly.³

In this paper, we focus on the structural element of D&I efforts. This is not to say that the other elements can or should be ignored, but structure is a good place to start practicing organizational architecture. Structural arrangements are easier to modify than human behavior, yet they have a major impact on behavior. Well-designed structures can motivate and facilitate desired behaviors and can constrain those that are not desirable.

³ Indeed, in her recent book, *Gender Equality by Design: What Works*, Iris Bohnet argues convincingly that, instead of addressing biases among individuals, it would be more effective to redesign our processes and practices to de-bias our institutions. Bohnet, *What Works: Gender Equality by Design*, London: Belknap Press: An Imprint of Harvard University Press, 2016.

3. Landscape Of Today's D&I Efforts Design

First, let's look at what we learned from our study⁴ about the current state of D&I efforts and structures and get a sense of how well these designs are fulfilling their function of enabling D&I performance. We found a spectrum of design options, ranging from D&I efforts that operate almost entirely independently of the rest of the enterprise to those that are almost completely integrated with business operations. Figure 2, on the following page, shows typical design features at the two ends of the spectrum. Most organizations' efforts contain elements of both.



⁴ Mercer's Global D&I Governance Study for the Global Diversity Forum, 2016.

FIGURE 2 . Common Designs Of D&I Efforts

INDEPENDENTS — D&I LED	INTEGRATIONISTS — BUSINESS LED
D&I STRUCTURE	
Centralized D&I function usually reports to CHRO or head of talent. CDO exercises strong oversight over all D&I activity in the company. D&I expertise in BUs and/or regions reports to global D&I with solid or dotted line. Executive D&I council and any lowerlevel councils' roles are to give input to strategy and act as champions.	Global D&I function is small; role is almost entirely consultative. May report to HR or be incorporated with another function. Business units (BUs)/regions provide local/BU-specific D&I support. Global D&I center of excellence consults with BUs/regions as needed. Global D&I council takes the lead in aligning business strategy with D&I objectives.
FUNDING	
Centralized D&I budget, including employee resource groups (ERGs). May be supplemented by the business for ERGs or programs.	Funded by the business.
D&I STRATEGY AND PLANS	
D&I sets strategy and informs businesses of their goals and required actions.	Business leaders decide on goals and strategies; create their own action plans.
IMPLEMENTATION	
D&I takes the lead in implementing programs, policies and other action items; monitoring progress.	Business leaders and staff implement action plans, with D&I consulting and providing subject matter expertise as required.
ACCOUNTABILITY FOR D&I	
Accountability for D&I.	Mainly business.
ERG GOVERNANCE	
Close D&I oversight (D&I creates rules and processes, acts as consultant, facilitates best practice sharing, etc.); ERGs' strategies/plans align with D&I; may be funded by D&I or by D&I and businesses.	Little D&I involvement; funded by the businesses. Because D&I is integrated in the business through other means, ERGs, if they exist, serve less as affinity groups and more as groups focused on specific tasks, such as customer insights, employee development, etc.

Section 3: The Missing Link

INDEPENDENTS — D&I LED

MECHANISMS FOR ENGAGING MIDDLE MANAGEMENT PROFESSIONALS

ERGs, training.

INTEGRATIONISTS — BUSINESS LED

Accountability at middle management levels.

ROLE OF DATA ANALYTICS IN D&I

Representation by level and employee engagement scores; extensive data analysis is done mostly for government reporting purposes.

Advanced analytics, modeling; D&I integrated with the HRIS and other systems.

D&I ROLE IN BUSINESS STRATEGY

Talent strategies and HR policies are informed by D&I considerations.

D&I are core drivers of product/service design, mainstream marketing strategy, supply chain, organizational structure and other primary business strategic decisions.

SUSTAINABILITY OF D&I INITIATIVE

No strategy for ensuring sustainability of the initiative.

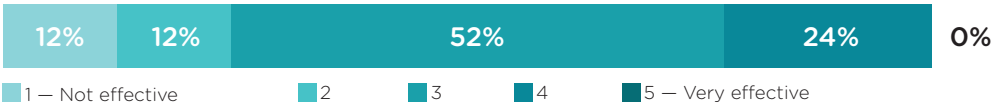
Business leaders and managers selected in part for their commitment to and previous success in D&I. Orientation and training for all leaders and managers include D&I skills.



Only 24% of D&I leaders who participated in our study believe their D&I efforts are designed effectively. Another 24% rate their D&I efforts' designs as downright ineffective. More than half, however, find the D&I model they're using to be mediocre at best — not an active impediment to progress but not a positive enabler of change either.

FIGURE 3 . Effectiveness Of D&I Organizations

Do you think your global D&I model design is effective?



The total may not equal 100% due to rounding.

It's particularly interesting to note that no one type of organization design was associated with effectiveness of D&I efforts. The set of survey participants that rate their organization design highly includes companies located toward the integrated end of the spectrum as well as those that tend toward a more standalone configuration. This might be partially driven by the subjectivity of companies' perceptions of their own success. However, the reality is that both "independent" and "integrated" design options can be effective depending on the organizational context. When it comes to organization design, there is no one best option. All design options have their pluses and minuses. However, as we discussed earlier, the most optimal design alternative is the one that allows you, in your specific context, with your specific strategic and operational realities, to meet the three criteria of effective organization design:

- 1. Optimal leveraging of resources
- 2. Structures and systems that shape people's behaviors
- 3. Effective dissemination of information and knowledge

So how do we design effective and sustainable D&I efforts?

4. Grouping And Linking:

The building blocks of organization design⁵

As diversity leaders put their organization designer hats on, they need to ask themselves two basic questions:

How should I bring people together — those under my direct control and those elsewhere in the organization — so that I can deploy their expertise in the most efficient and effective manner?

How should I link those groups with each other and with the rest of the organization so that they can share information, ensure accountability, provide oversight and feedback, and point everyone in the same direction?

Grouping and linking are the building blocks of designing effective D&I efforts, so let's briefly review what they are.

Grouping:

Grouping is the aggregation of individuals, jobs, functions or activities into standing or ad hoc units. Such groupings are not static structures; they are fluid arrangements that overlap, merge and flow apart as necessary. One individual may be a member of several different groups at the same time for different purposes. Groupings may be of any size. There might be hundreds of people across a global enterprise who work together on shared goals, or there may be one or two people who are accountable for a certain activity or result.

⁵ Nadler D and Tushman M. Competing By Design: The Power Of Organizational Architecture, New York: Oxford University Press, 1997. See also Nadler D, Gerstein MS and Shaw RB. Organizational Architecture: Designs for Changing Organizations, San Francisco: Jossey-Bass, 1992.

Typically, a D&I leader can group people together based on their expertise, their outputs or the internal customers they serve:

Expertise-based groupings assemble individuals who possess certain types of knowledge or skills. In the D&I context, the shared expertise could be functional; for example, talent acquisition, legal compliance or diversity procurement. Or it could be dimensional expertise, such as inclusion of people of different race/ethnicity, gender, disability, sexual orientation, age, etc. Depending on the requirements of your D&I strategy, you might choose to assemble groups based on either functional or dimensional expertise or both. The advantage of expertise-based grouping is that individuals can be deployed to and paid for by multiple units and projects. The disadvantage is that expertise-based grouping imposes greater distance between people with specialized skills and knowledge. If there are no linkages inherent in the grouping to help people coordinate their efforts, they run the risk of losing touch with what's happening on the ground or effectively contributing to cross-functional or crossdimensional efforts.

Output-based groupings bring members from different functions to work together on a product or service. For instance, content developers, graphic designers, media experts and facilitators might all be assembled in a standing group to create and deliver D&I training. The advantage of output-based grouping is the ability to focus all those various experts on a single, high-priority outcome. The members of an output-based grouping quickly learn how their contributions dovetail with those of their colleagues and enjoy physical or at least organizational proximity to their collaborators, all of them working in concert to make a high-quality final product. However, this arrangement may sacrifice some of the efficiency and cost effectiveness that could be achieved from being able to deploy individual members' skills to other kinds of projects.

Customer-based groupings are organized according to the users of their services. For example, internal D&I consultants who serve the different business units might be housed in one team or work group with a common leader. Frequently, customer based groupings are matrixed, accountable to multiple bosses for multiple outcomes. Business unit D&I consultants may be HR business partners or talent managers who also have D&I expertise or who are the conduits for expertise borrowed from a central resource. For D&I purposes, they may report up to the head of D&I, but their solidline boss may be the business unit or regional leader or an HR executive. Although customer based groupings might come at a cost, they have the power to respond directly to the needs of businesses and regions.

The choices D&I leaders make about where to position D&I resources are completely dependent on their strategic priorities and operational constraints. If their strategies are heavily weighted toward delivering programs and services (as opposed to consulting with other areas of the business that are developing them), then grouping based on output would make the most sense, because it brings resources together and focuses on the quality of service or program delivery. On the other hand, internal customer-based grouping might be more effective when most D&I work involves supporting the efforts of business units and/or regions. If budget is a major concern, expertise-based grouping will help control costs by avoiding duplicative operations and providing economies of scale.

When we bring people together to optimize coordination and information processing within the group, we also end up creating natural barriers that impede interactions with other groups. So, in deciding how to configure D&I teams or working groups, it's important to weigh the advantages of proximity for people in a group versus the disadvantages of separating them from each other or other groups and the degree to which the linking mechanisms can fill in the spaces.

Linking

Linking involves the construction of mechanisms connecting separate groups that have to coordinate their work. Regardless of the overall grouping patterns, groups within organizations must have some way to share and act upon essential information. Linking mechanisms can assume a variety of forms depending on the organizational setting and the availability of individuals suited to particular roles. Here are some of the more common linking mechanisms:

Liaison roles: These are generally performed by trusted and respected individuals in addition to their normal duties. A typical example would be an HR business partner taking on D&I responsibilities.

Cross-unit groups: These mechanisms may persist long term or come and go on an ad hoc basis. They may focus on processes, output or customers, or any combination of the three. Examples of cross-unit groups include D&I taskforces, global D&I councils and, in some cases, employee resource groups.

Integrator roles: These mechanisms introduce general management functions into the linking process. Integrators monitor projects and processes involving people from multiple groupings and make sure those involved stand by their commitments. A typical example would be a D&I project or program manager.

Now let's look at how organizations use grouping and linking to design their D&I efforts. Consider the French "quality of life" services company, Sodexo, which offers a case study in how the three types of groupings can be helpful in designing a complex and highly successful global D&I organization. Sodexo employs 425,000 people in 80 countries. Under the CDO, Dr. Rohini Anand, the company has become recognized as a leader in D&I. Sodexo achieves these results with a relatively small core group of D&I professionals who are mixed and matched with other resources through an integrated system of groupings.

Each of five global managers reporting to Dr. Anand is responsible for D&I efforts in specific regions globally. Each of them also has responsibility for D&I in one or more business units. In these customer-based groupings, the global managers work with and through business leaders who have been designated as D&I champions for their regions and/or business units as well as with HR. In addition, each global manager leads an output-based group focused on delivering a particular program, such as an employee network, D&I training, mentoring, flexibility or metrics program. This is scaled globally through project teams of D&I champions from the business and HR. When special skills are needed — for example, graphic design for an online training program — they're borrowed on a project basis from another function or a center of excellence. Finally, each global manager acts as an expert on one of the diversity dimensions (for example, gender, disability, race/ethnicity, etc.), leading a global task force of business leaders and providing consulting services across the global enterprise. By investing these five managers with responsibility for three different types of groupings, Dr. Anand is able to reap the benefits of each type while mitigating their downsides. Every business unit and region has a dedicated D&I leader who, working in conjunction with resources within the region or business unit, understands its local issues and can help it develop customized solutions. Those same D&I leaders bring their local familiarity with them to the development of global programs but also have easy access to the local knowledge and domain expertise of their four other colleagues. Shell's D&I function is another example of a hybrid model that makes good use of more than one type of grouping. The global D&I team consists of just three members: the CDO and two senior advisors who reside in the talent management function. This team focuses on cross-business strategic themes (dimensions), such as inclusive culture, gender balance, disability and sexual orientation, as well as supporting infrastructure, such as communications, assimilating best practice and brand (output). Although the central team is responsible for developing and implementing the overall D&I strategy, planning and execution is devolved to a business unit at the local level, where it's managed in the same way as other business priorities. This hybrid approach relies on various linking mechanisms to connect the groupings.

Shell didn't start its D&I efforts with this type of organization. Originally, it organized D&I resources in a larger, output-based grouping that delivered much of the D&I products and services to the businesses. According to Shell CDO Graham Sparks, that model worked well at the time but became rather top heavy: "D&I is now a core activity as the businesses have gained in pertinence and confidence and the business case for D&I has been strengthened. This actually enables us to accomplish more in total through better collaboration with the business. Support to the businesses comes in the form of HR analytics, which provide new insights, clear accountability for target setting in combination with D&I learning. This approach is integrated with leadership development and a continuous improvement effort to embed D&I in day-to-day activities." There's no question that creating optimally designed groupings and linking mechanisms can be a daunting task. And the truth is that most organizational structures are not a product of purposeful, strategic deliberation. Instead, they grow up over time in reaction to outside stimuli, such as headcount changes or changes in business structure. However, creating a structure that will fully deliver on the promises of your specific D&I strategy in your specific organizational context requires a disciplined thinking process.



5. A Disciplined Approach To Organization Design

There are myriad possible permutations of organization design. To wrap their heads around all the possibilities and decide among them wisely, the design team will find it useful to have a road map such as this one to follow:

THE SEVEN STEPS TO DESIGNING A SUSTAINABLE D&I EFFORT

1 . Establish Design Criteria:



Analyze the organization's D&I strategy to decide on the criteria you'll use to assess design options. Those criteria will be influenced by factors such as the customers of D&I efforts, the priorities and primary focus of your D&I initiative (are you primarily focused on talent issues, communicating with diverse markets, building relationships with outside communities, etc.?) and the type of expertise and resources you need to execute your strategy. The challenges and opportunities that might arise given your company's current culture, leadership, D&I capabilities and maturity will also factor in.

2 . Evaluate Grouping Alternatives:



Create a number of alternative groupings, and assess them against the design criteria; narrow down the alternatives, and refine those that seem most viable.

3 . Develop Linking Mechanisms



For each alternative grouping pattern, design a set of linking mechanisms that will address the coordination requirements implied by the design criteria. Assess each alternative in terms of those criteria, and eliminate, modify or combine alternatives as necessary.

4 . Conduct Impact Analysis:



Look at the surviving alternative designs/groupings and their associated linking mechanisms. Analyze each in relation to the elements of the congruency model we described earlier: Does the structure you're considering fit within the culture of the organization? Do you have people with the skills required to make it work? Are the processes through which the organization gets work done congruent with the proposed structure, and, if not, how would they need to change? How will everything fit together, and what impact will they have on each other?

5 . Choose And Refine Designs



Based on the impact analysis, arrive at a preferred design, and refine it as needed.

6 . Pinpoint Needs For More Detailed, Next- level Design



Based on your impact analysis, determine where more details about the way work will be organized are needed. For example, you may want to put more definition around roles and accountabilities or specify timing and processes for linking meetings.

7 . Identify Issues For Implementation



Looking back at the issues uncovered during the impact analysis, predict challenges that are likely to arise while implementing the new design.

A NOTE ON ASSEMBLING A D&I DESIGN TEAM

A new organization design, like any change, will have a significantly better chance of success if those responsible for making it work have a hand in its shaping. It's extremely valuable, therefore, for the design team to include both senior executives and a nucleus of respected and influential lower-level managers. And since the best designs emerge from the widest possible range of alternatives, those two groups should represent as wide a range of expertise and experience as possible. The team needs people who have a firm grasp on the operations of the organization at the big-picture level as well as those who understand the way changes trickle down to the ground level and the problems that are likely to arise during implementation.

6. Applying The Principles To Common D&I Design Challenges

Among all the questions we're asked about how leaders can configure their D&I efforts, the following are the top three:

To whom should the CDO report?

Do we need a D&I council, and, if so, how should we set it up?

What is the optimum role of ERGs in the D&I efforts design?

TO WHOM SHOULD THE CDO REPORT?

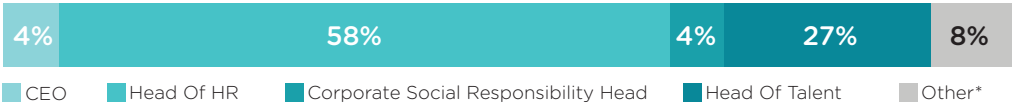
This is one of the enduring questions about the D&I reporting relationship, and conventional wisdom about it has changed over the years. There was a time when reporting to the CEO was the holy grail for chief diversity officers. That made sense when D&I's primary strategic goal was gaining credibility among senior leaders, and it might still be a good solution when major strategic goals of the business depend on partnership with D&I. In other situations, however, it would be more efficient for D&I to report to the executive with direct oversight of the function most important to the D&I strategy.

For example, when the strategic focus is on talent issues, the head of HR or the head of talent may be a better-informed champion with more power to bring together the interested parties and drive changes to systems and processes. Since 88% of organizations in the survey are focused on talent-related priorities, it makes sense that 85% would report to either the CHRO or the head of talent.

When the strategic focus is on business development, the CDO would ideally report to the head of the business unit or the marketing function. In reality, however, this is rarely the case. Although 19% of survey participants have among their strategic priorities enhancing the company's position in the market, none has elected to have the CDO report directly to a business leader. In many cases, this may be due to the business leader's reluctance to take responsibility for a function the leader is uncomfortable with, uninterested in or feels incapable of leading. These objections tend to fade as executives become more involved in D&I efforts and more invested in their success.

FIGURE 4 . Global Head Of D&I Reporting Relationship

To whom does your global D&I leader directly report?



** Other includes COO and dual, direct-line reporting to vice president, HR and president's chief of staff. The total may not equal to 100% due to rounding.*

An effective middle ground is for the head of D&I to report functionally but to maintain a dotted-line relationship to the CEO. Almost one-third of the participants in our survey sample have opted for this structure, which lends CDOs quite a bit of power while maintaining their primary link to the organizational unit that most closely fits their strategic orientation.

This approach is taken by BNY Mellon, where the CDO, Jyoti Chopra, reports to the CHRO and has support from and active involvement and engagement with the CEO. Mrs. Chopra presents regular progress updates to board members and senior executives at headquarters and across the regions, all of whom she taps frequently to host and attend events and participate in D&I programs.

Mrs. Chopra believes this first hand exposure to diversity issues and practices and to the people across the company goes a long way toward winning commitment and support from the top of the house. At the same time, by reporting directly to the head of human resources, she can work closely with the HR team to “embed D&I across the life cycle of talent practices and to integrate the appropriate checks and balances into the system.” Thomson Reuters chose to combine D&I with corporate responsibility to create a center of excellence (COE) called Corporate Responsibility and Inclusion, which reports jointly to the chief of staff in the CEO’s office and the chief HR officer. One of the key objectives of the company’s D&I strategy is to enhance the employee value proposition. By aligning D&I with community investment, volunteering, matching gifts and environmental sustainability, the company has been able to build a strong case for why people should want to work there. These arrangements have resulted in a number of opportunities for D&I to collaborate effectively with the various segments of the COE — for example, by working alongside the matching gifts and community investment groups to recruit more women engineers while partnering with the sustainability team on gender equity in the field.

Do we need a D&I council? How should it be constituted?

Global Councils

Global diversity councils have a long history as one of the primary linking mechanisms connecting D&I leaders with the business, and, in many companies, they sit at the very core of the D&I strategy and practice. These multifunctional, cross-business advisory groups, comprising senior leadership and representatives of the HR team, typically have a strategic mission: setting global strategy, advocating publicly for D&I and holding executives accountable for progress.

Only 41% of our survey sample employ global D&I councils. There are various reasons an organization might choose not to:

- Lack of buy-in by the CEO or other key executives
 - Executive preference to manage D&I under the same governance structure as other strategic initiatives
 - Completely decentralized D&I efforts with no central global oversight structure. In general, however, we've found that senior-level councils with a global reach are a very important part of the D&I organization, serving to:
 - Link D&I efforts to business needs and link initiatives around the world to global goals and strategies
 - Engage business leaders in D&I in a direct and personal way
 - Hold leaders accountable for D&I progress
- Companies that choose to install global diversity councils generally use one of two basic models. Which one you choose — and how you choose to modify that model — will depend on what you expect the council to accomplish.



The **decision-making council** model works well when the goal is to place responsibility for D&I squarely on the shoulders of business leaders. In this model, the global D&I council takes total business control of D&I strategy and implementation. The council comprises top-level business executives, executive committee members, presidents of operating companies or regions, and heads of major global functions — and is often chaired by the CEO. The CDO acts as a consultant, but the council itself sets D&I strategy, assigns responsibility for execution, tracks progress and distributes consequences for performance. The members, in turn, are accountable for their performance on the council to the CEO and/or the nonexecutive board of directors. The **advisory council** model applies to organizations that see the global council as a means of providing input to the D&I function, which will retain primary responsibility for formulating the D&I strategy, creating and overseeing programs, and mustering support among all the functions and layers of management. An advisory council makes sense when business leaders aren't yet experienced enough with D&I to take greater responsibility and accountability for outcomes or perhaps haven't fully accepted the value of the work. Their experiences on the council will help educate them and demonstrate the strategic advantages of **D&I efforts** while providing the CDO with crucial business intelligence and networks. A choice to dispense with a central council should be made deliberately, with full recognition of what would be given up and plans for how to fill the gaps that would be left in information flow, oversight and accountability.

Council Membership

The size of the council can have a significant impact on how well it operates. An advisory council, whose main function is to engage and educate leaders while communicating business concerns to the D&I group, can afford to be fairly large. But decision-making councils work better when they're smaller — say, 8-10 people chosen for their knowledge, their positions in the organization and their ability to provide the exact kinds of information and connections that will advance the strategic initiative.

The process for selecting members may need to change over time as well. Many companies start out by inviting members who are enthusiastic supporters of D&I efforts. As the work of the council becomes more formulated and targeted, however, the membership composition should be reviewed to make sure the right kinds of expertise are represented and the members are not only enthusiastic but also influential and capable of driving change in the organization. Additional expertise can be provided by individuals and functions acting in an advisory capacity without actually sitting on the council. Some companies (36% of our sample) include their legal advisors on the global council. If the D&I strategy is focused on legal compliance, or if the company is recovering from prior legal challenges or under government oversight, a lawyer could be a valuable addition to the mix. Otherwise, legal expertise can be sought from the legal department when necessary.

Decision-Making Council

PURPOSE

- Set strategy.
- Assign responsibility for execution.
- Monitor performance.
- Hold implementers accountable.

COMPOSITION

- 8-10 members
- Top-level executives
- Functions and units critical to the strategic objectives of the initiative

Decision-Making Council

PURPOSE

- Provide information and expertise to D&I function.
- Engage and educate business leaders.

COMPOSITION

- 10-25 members
- Top-level executives
- Line executives
- ERG leaders
- Influencers

WHAT IS THE OPTIMUM ROLE OF EMPLOYEE RESOURCE GROUPS (ERGS) IN THE D&I EFFORTS DESIGN?

ERGs have long held a central role in many diversity efforts. Beginning as support groups for individuals from underrepresented groups, ERGs evolved into an effective tool for encouraging engagement on a meaningful personal level from executive sponsors, allies and advocates at the top of the organization as well as among grassroots (although predominantly professional) employees. They have served as an important conduit for spreading D&I values throughout the organization and for helping to execute parts of the diversity strategy, especially in hiring and developing underrepresented populations. In the last several years, the role of ERGs has shifted again in many organizations, where they now act as a link to diverse markets while also becoming a way to tap into expertise and creativity in lower levels of the organization.

As ERGs' roles have changed, or as aspirations for the roles they could be playing have grown, oversight structures and processes haven't always kept up. Therefore, we see many companies beginning to refocus on ERG structure and ask questions such as "Who should be responsible for them?" and "How can we make sure we're getting a return on the investment we're making in them?" The crucial question, of course, is whether the ERGs are set up to achieve the strategic purpose they're now meant to serve.

As our research confirms, where companies choose to house ERGs within the larger organizational structure is largely dependent on the work they're expected to accomplish. When ERGs are focused on inclusion, they're more likely to be located in the D&I reporting structure, with governance and funding being directed from D&I. When the groups are more focused on business strategy, as some of the newer business resource groups (BRGs) are, they may report to the business unit itself (function, region, line of business) through the mediation of a diversity council. Since the diversity council generally comprises representatives of the key business areas and functions, it's an efficient mechanism for delivering support to the ERG/BRGs regarding questions of marketing and branding, risk management, shareholder relations, strategic priorities and other questions that impact their initiatives.

Funding is the tool most often wielded to maintain control of ERGs. Many organizations require that ERGs meet certain standards and direct their efforts to strategically important initiatives in order to qualify for funding. Nevertheless, rarely does the amount of funding relate in any quantifiable way to the groups' actual value to the enterprise. This isn't surprising, since measuring the effectiveness of ERGs remains rudimentary. Sixty-five percent of respondents in the survey cite the number of members as the key indicator of the groups' effectiveness. If CDOs are serious about analyzing ROI of ERGs, for better or worse, they might consider metrics such as:

- Evaluating completion of work plans
- Achievement of goals and financial significance of those goals to the organization
- Evidence of community outreach and quantifiable outcomes as a result
- Evidence of outreach within the organization beyond the constituent group and quantifiable outcomes as a result
- Evidence of ERG members' advancement/ retention/higher engagement within the organization
- Business development opportunities

Overall, the effectiveness of ERGs is often determined by the effectiveness of their organization design and its alignment with the business, talent and D&I strategies. A thoughtful organization design of ERGs can save companies a lot of angst and frustration and make a difference in the ERGs' contribution to the organization's D&I efforts and business success.

7. Conclusion

USING ORGANIZATION DESIGN TO ACHIEVE ORGANIZATIONAL CONGRUENCY AND SUSTAINABLE IMPACT

It takes significant time and the continued focus of many people to design and curate a congruent organization — one that is systematically configured to enable the most effective execution of the D&I strategy and in which all the moving parts (governance structures, processes, people and culture) are working in concert. But the effort is well worth it. Risk is reduced when decisions are made by the right people in the right forums. D&I considerations are embedded more smoothly in the strategic and operational plans of the business when the D&I efforts have been deliberately built around the decision-making processes and organizational structure. Initiatives are more likely to succeed and have a more powerful, long-term impact when all the organization's resources are pointed in the same direction.

Although organization design is the tool that can help ensure such congruence, it isn't the top skill of many of today's D&I leaders. It's common to see organizations growing like medieval cities: decisions are made in response to the most urgent demand of the moment, and little fixes and workarounds pile up. One way or another, the initiative keeps going. However, D&I work has become too important to the health and success of today's companies, and too many resources are being invested in it, to continue in this hit-or-miss fashion. D&I leaders are the stewards of those resources, even when the budget or headcount isn't under their direct control, and they're accountable for showing a return on investment. D&I leaders cannot afford to disregard one of the most powerful tools they have at their disposal to ensure the success and sustainability of their organizations' D&I efforts — the organization design.

ABOUT THE AUTHORS

Alina Polonskaia is a principal and a global leader of Mercer's Diversity and Inclusion Executive Peer Client Networks. She chairs the Global Diversity Forum, US Workforce Opportunity Network and Latin America Diversity Forum. She is based in Toronto, Canada, and can be reached at alina.polonskaia@mercer.com.

Deirdre Golden is a principal and a chair of the Global Diversity Forum and the UK Vanguard D&I Network. Deirdre is based in London, UK, and can be reached at deirdre.golden@mercer.com.

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Organisation of Pharmaceutical Producers of India
Peninsula Chambers, Ground Floor, Peninsula Corporate Park
G.K. Marg, Lower Parel, Mumbai 400 013,
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