

# PIVOT REPORT

DEI 2021

DIVERSITY



EQUITY



INCLUSION



CO-PRESENTED BY:

**Big4Bio** and



## Pivot Report

DIVERSITY • EQUITY • INCLUSION



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### / INTRODUCTION

From time to time, unexpected events can throw an industry — or an entire society in the case of COVID-19 — on its ear. It could be a new disruptive technology or a natural disaster or an upheaval of financial markets.

In 2021 it was the overdue recognition that our organizations — as well as our society as a whole were not living our ambitions when it comes to diversity, equitability, and inclusivity (DEI).

DEI has topped the agenda of every industry meeting, every board meeting and every HR department. Even small startups are looking at their programs and policies through a DEI-colored lens.

So, DEI is a natural topic for Big4Bio's first *Pivot Report*. The report is designed to provide an overview of how emerging issues are impacting the life sciences sector. We start with an executive summary of the strengths and weaknesses of the industry's response. Then, we provide a synopsis of the most clicked DEI stories from our regional newsletters. We then talked to the trade groups in our Big4Bio regions to ask them about their DEI initiatives.

We will produce Pivot Reports occasionally to examine how other disruptions are impacting the life sciences industry and hope you will find them informative and useful as you navigate a landscape where disruption seems to be becoming the norm.

## / DEI EMERGES AS PIVOTAL ISSUE

When the COVID-19 pandemic abruptly disrupted lives and routines around the world in the first quarter of 2020, individuals and societies started to re-examine existing assumptions, habits and the status quo. Issues surrounding social and racial justice quickly took center stage and led many companies to take a hard look at how they can improve the diversity, equitability and inclusivity of their own organizations.

Since that time, DEI, as these attributes have been abbreviated, has topped the agenda of virtually every organization in the US, including life sciences companies.

On the positive side, the industry has been aggressive in attacking the issue of diversity and inclusion head-on. In June of this year, BIO (the Biotechnology Innovation Organization) [reported](#) that seven in ten life sciences companies it surveyed identified DEI as a top value of priority. The survey also revealed that the number of companies with a stated goal regarding inclusion nearly doubled between 2019 and 2020 from 32% to 61%.

Also encouraging, many people and organizations in the industry have been working to increase diversity in the sector long before the shocking episodes of 2020 brought DEI issues to the forefront. BIO first surveyed the industry on diversity issues in 2019, and Genentech started working to increase the number of women in its senior ranks as early as 2007.

However, the Genentech example also underscores a challenge for the industry. As the Harvard Business Review reports, in 2007 men outnumbered women in officer roles in the company by a factor of five. The good news is that in 2021 the number of women and men in officer roles has reached parity. The bad news is that it took 14 years. This is not a problem that can be solved overnight.

Despite success in some areas, there is still a big gap to close. According to the BIO report, women make up 47% of employees at the companies surveyed but



## / DEI EMERGES AS PIVOTAL ISSUE *(continued)*

only 31% of executive roles and less than a quarter of CEOs. Employees of color make up 32% of the workforce according to BIO, but only 21% of executive teams and 24% of CEOs. When the representation of women and people of color in life sciences companies is measured against their representation in society as a whole the numbers are even more dismal.

Part of the challenge needs to be addressed further back in the pipeline. As BIO points out, the majority of undergraduate and graduate college degrees are awarded to women, but women lag far behind when it comes to earning degrees in STEM (science, technology, engineering and math) subjects.

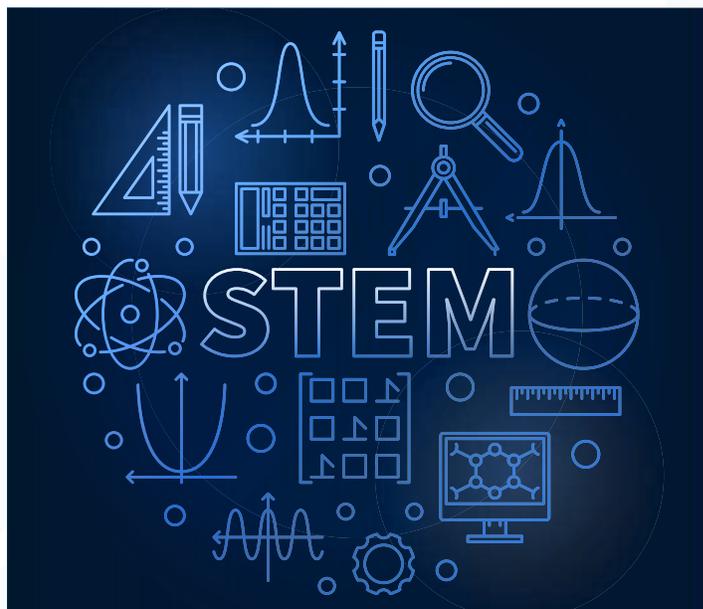
And the industry faces a bit of a chicken-or-the-egg problem. A report from *BioSpace* notes that in a recent survey 94% African American/Black respondents indicated that DEI was an important or very important consideration for them when evaluating an employer. So, the lack of diversity in the industry may lead people in underrepresented groups to look elsewhere for opportunities.

Despite these hurdles, the industry is making progress. BIO reports that 36% of the companies it surveyed reported they had increased the number of women in their ranks by five percent or more between 2019 and 2020.

There is a new recognition of the importance of collecting data on diversity and inclusion across the board. BIO reports that the number of companies collecting data on DEI issues increased from 59% in 2019 to 80% in 2020. The number of companies conducting unconscious bias training doubled from 22% in 2019 to 44% in 2020. Companies training managers on how to behave inclusively increased from 24% to 44% over the same period.

Companies are also looking for ways to increase diversity in their organizations through external recruitment. A [report](#) by MassBio notes that there is “a great opportunity for companies to develop new professional networks and focus their recruitment from non-traditional colleges and universities.”

In a recent survey of MassBio members, 20% of respondents indicated that they have recruited from external affinity organizations for underrepresented industry professionals. Eighteen percent said they had directly recruited from historically black colleges and universities, tribal colleges and universities, and Hispanic serving institutions. MassBio reports that “we believe there is an enormous untapped potential” within these organizations.



Another promising trend is that HR and DEI capacity is increasing at life sciences companies according to BIO’s survey – particularly in what it terms well-resourced organizations – large, post-revenue or publicly-held. Companies with a dedicated HR staff already in place are far more likely to have DEI programs.

Indeed, a lack of resources in terms of HR staff, budget and executive bandwidth may be the biggest threat to the industry’s ambitions regarding DEI. In MassBio’s survey, 83% of respondents cited lack of resources or bandwidth as a factor that hindered their DEI efforts. A third cited lack of budget. Notably, the nearly three-quarters of the participants in MassBio’s survey were companies with 100 or fewer employees.

## / DEI EMERGES AS PIVOTAL ISSUE *(continued)*

BIO's survey also noted that while more than two-thirds of their respondents considered DEI as a stated value or priority, few have put specific measures in place. In fact, the percentage of companies surveyed that indicated they have measures in place to hold managers accountable for DEI goals actually dropped from 52% in 2019 to 39% in 2020. Only one in five companies factor DEI metrics into performance evaluations and compensation for leaders.

The BIO survey also noted that many companies lack clarity about the "end game" for DEI efforts. While nearly seven in ten respondents indicated that DEI can "serve business outcomes," only just over half indicated that these efforts will help them serve "a broader and more diverse set of customers." Fifty percent said DEI initiatives are "encouraging employees to surface innovative ideas for diverse target markets."

Of course, diversity in clinical trials is not a new issue, but it is one that could potentially be better addressed by a more diverse workforce.

In a recent [blog post](#), BIO notes that while Hispanics represent 20% of the general population, they

represent only 8% of NIH clinical trial participants – and an even lower percentage of FDA clinical trial participants. For genome-wide association studies, the participant pool is only 1% Hispanic.

The lack of participation in trials is not the result of disinterest, but of access. BIO's blog cites surveys that find Hispanics are more willing to participate in trials than non-Hispanics, but when asked why they did not participate the most top reason cited was because they were not asked.

But there is hope. Jim Kremidas, Executive Director of the Association of Clinical Research Professionals (ACRP), [said](#) in his experience he found studies where the principal investigator was Hispanic or African American, were more likely to reach minority recruiting targets.

So, there is a lot at stake. The industry still struggles in some [cases](#) to adequately represent women in clinical trials. Recruiting trial participants from underrepresented communities and genders will take a new commitment and additional resources, but if in the end it will mean better access to therapies and cures for people worldwide, it is well worth the effort.



## / AGGREGATION OF DEI COVERAGE: *Top Stories*

CLICK ON LINKS

Here are the most clicked DEI news headlines in Big4Bio newsletters for 2021 (*in order by date*):

<a href="#"><u>Achieving Gender Equality in The Life Sciences Industry Will Take a 'Village'</u></a>	MARCH 22
<a href="#"><u>From directors to vendors, Genentech targets more diversity, equity, inclusion</u></a>	MARCH 30
<a href="#"><u>Diversity Interview Series: A Discussion with Ali Tamaseb, Partner at DCVC and Author of "Super Founders"</u></a>	MAY 2
<a href="#"><u>What We Learned at Philly Tech Week's Cell and Gene Therapy Night</u></a>	MAY 18
<a href="#"><u>Can Biotech Change Its DNA? Racial Equity Remains a Missing Ingredient in the Industry</u></a>	MAY 27
<a href="#"><u>How One Biotech Company Narrowed the Gender Gap in Its Top Ranks</u></a>	JUNE 2
<a href="#"><u>California's Life Science Industry Isn't Known for Diversity. It's Pledging To Change That</u></a>	JUNE 14
<a href="#"><u>Medable focused on diversity, trust and access across drug development process with new executives, funding</u></a>	JUNE 22
<a href="#"><u>Another White Male CEO at MassBio? The Group Has Some Explaining To Do</u></a>	JULY 22
<a href="#"><u>MedCity Pivot Podcast: How a Female Biotech CEO Is Developing a Novel Therapy While Committing to a Diverse Workforce</u></a>	JULY 30
<a href="#"><u>Improving Clinical Trial Diversity in the Life Sciences</u></a>	AUG 19
<a href="#"><u>Diversity Interview Series: Mary Stutts</u></a>	SEP 2
<a href="#"><u>Creating a Diverse Group of Future Scientists</u></a>	SEPT 27
<a href="#"><u>MassBio: Representation of People of Color in Biotech Industry Still Lags</u></a>	NOV 16
<a href="#"><u>Reify Health Announces Diversity Reporting to Help Sponsors and Sites Better Understand Challenges to Diversifying Clinical Trials</u></a>	NOV 18

# VIEWPOINTS

## FROM BIG4BIO REGIONAL ADVISORS & TRADE GROUP REPRESENTATIVES

- BIOCOM Q&A • CALIFORNIA LIFE SCIENCES Q&A
- MASSACHUSETTS LIFE SCIENCES CENTER Q&A
  - BOSTON/MASS REPORT REVIEW
  - PHILADELPHIA DEI EVENT RECAP

Big4Bio-area regional advisors and trade group representatives give their DEI thoughts and viewpoints as well as provide additional insights from recent surveys and events.

### BIOCOM Q&A

**Q** What makes diversity and inclusion a continuous process?

**A** Diversity and inclusion (D&I) mean more than simply hiring a diverse workforce or taking a single action. It is multi-faceted and complex. D&I require active, intentional, and ongoing efforts to create a culture where people feel like they belong. It also requires the “E”, or equity. As leaders, it’s imperative to understand that our workforce has diverse needs and experiences, as well as different styles in terms of working, thinking, and communicating. But this in-depth understanding also requires self-reflection. We must acknowledge our own biases, as well as our beliefs, styles, strengths, and weaknesses. This way, we can take both the responsibility and the initiative to invest in our own growth and development, in addition to the growth and development of our workforce.

**Q** What are your members or leaders in the industry saying?

**A** Biocom California Institute recently released its 2021 Life Sciences Workforce Trends Report for the state of California. Through conducting

executive interviews and collecting hiring surveys, our report shows that Diversity, Equity, and Inclusion (DE&I) initiatives are key areas of strategic focus for multiple California life science companies. Many executives passionately described a wide array of discussions, programs, and initiatives their organizations are embracing to promote and advance DE&I. These efforts often go beyond the boundaries of their own organizations, extending into their business ecosystems and the communities in which their employees work and live. Interviewees also described launching new DE&I programs, formally and accountably constructed, and anchored in core business practices and key performance indicators. Many executives are beginning to report DE&I metrics in their individual performance goals, and they are creating multiple new DE&I leadership positions on company executive teams. Finally, companies are making their commitment to DE&I initiatives more explicit, measurable, and public than ever before.

**Q** Is the state’s diverse workforce organically shaping an inclusive culture?

**A** For the life science industry to continue its growth, success, and role as an engine for



social and economic good, DE&I must become more than just another initiative. We must be more intentional. We must go beyond simply creating diversity to also sustaining diversity through cultivating inclusive and supportive environments. With the workforce becoming increasingly diverse and with more people working remotely, inclusive leadership will remain key. Through intentionality, hard work, and accountability, we can collectively advance a welcoming and thriving life sciences industry that recognizes the value of individuals with diverse backgrounds, talents, experiences, and perspectives.

### **Q Is your organization viewing DE&I as more than an HR initiative?**

**A** In 2020, the Biocom California Institute issued a survey revealing how much work was still ahead of us in addressing clear issues of diversity, equity, and inclusion in the life sciences, including attracting new talent. In response to the survey, Biocom California and its board of directors launched a statewide DE&I initiative. Our focus remains on enacting meaningful change in life science companies across the state, as well as in our own organization. Following the formation of our DE&I Task Force in 2020, we appointed a new vice chair of Diversity, Equity, and Inclusion to help guide our board and member companies on actionable strategies that combat inequities. This kind of work

requires humility, working with different stakeholders at all levels of an organization, and understanding that everyone is at a different stage in their diversity, equity, and inclusion journey.

### **Q How do you foster an open, communicative environment for your members?**

**A** At Biocom California, we are committed to creating a more diverse, equitable, and inclusive life science workforce through creating lasting and positive change with transformative actions. Biocom California assembled its DE&I Task Force in 2020, and in June 2021, developed the DE&I Member Pledge: a platform outlining our support for and engagement in DE&I initiatives both internally and externally. Earlier this year, Biocom California hosted the inaugural statewide DE&I Leadership Summit, a virtual event to further ignite action in California's life science industry. As part of the summit, Biocom California engaged industry DE&I officers and leaders to facilitate roundtable discussions, leading participants through an engaging discussion with crucial conversations. Biocom California remains dedicated to taking measurable action towards improving our industry and supporting our member companies through functional resources and programs to assist in their internal and external DE&I goals.

## CALIFORNIA LIFE SCIENCES Q&A



**Q How is CLS embracing inclusion, diversity, equity, and access?**

**A** California Life Sciences (CLS) launched the Racial & Social Equity Initiative (RSE) in March 2021. This is our bold plan to commit to change — a unified effort to do more for the historically excluded Black, Indigenous, and all People of Color (BIPOC) populations in California.

We're partnering with more than 80 organizations to create diverse boards, empower and invest in diverse innovators and entrepreneurs, develop BIPOC talent to fuel our innovation pipeline, and improve health equity for underserved communities. CLS has raised close to \$3M to fund these efforts.

**Q So many of the DEI initiatives fail. What is CLS doing differently so that it makes real impact?**

**A** We're creating a movement that includes people at every level. And we're bringing new voices and perspectives to the table to help us define this work — holding ourselves accountable so that we can achieve and sustain meaningful change. Many of the community representatives who are joining us in this effort have not engaged with the life sciences industry before and vice versa. The issues we're addressing are deep-rooted, often unconscious, and won't change overnight. We welcome the opportunity to open our eyes, expand our reach, and admit when we are coming up short.

**Q How do you feel DEI efforts are progressing in California?**

**A** Over the last year, a growing number of our member companies have adopted new and amplified initiatives supporting Diversity, Equity, and Inclusion—with broad recognition that more must be done to address exclusion within the industry. And these initiatives are rising to a level of strategic priority we haven't seen before. Many are adopting new recruitment methods for employees and board members, employee-led DEI, the inclusion of DEI metrics on executive performance reviews, collaborating with non-profits and academic partners, reviewing supplier and partner networks, clinical trial designs and subject recruitment plans, and more.

**Q What could we – the regional industry/ community – do to improve diversity and inclusion in our region?**

**A** The power dynamics must shift so that historically excluded people are offered space to thrive, while providing professional development (when needed) to ensure a path for advancement. POC should not only be hired into companies at the entry level positions, but rather at the executive and board level as well.

We must commit to being antiracist and not force people of color to code switch to fit in to the traditional organizational culture. Homogenous workspaces lack the creativity and innovation to continue to be successful. Companies must diversify with intention.

Finally, we must no longer ask historically excluded people to spearhead ERG and DEI groups without additional compensation.

**Q** How are your members (and the region) benefiting from your efforts?

**A** CLS is opening doors for organizations to receive funding without long and complicated application processes. Our members, including small companies who may not have formal DEI initiatives, are now part of a larger community of life sciences organizations engaged in collective action.

CLS is offering internal and external mini lessons that highlight the need to shift the current mindset.

We also provide a platform for community-based organizations to present at various Pillar meetings to help them gain visibility and partnership opportunities. We are learning from one another, having candid conversations, and pushing each other to move the needle on DEI.



## MASSACHUSETTS LIFE SCIENCES CENTER Q&A

### **Q** What makes diversity and inclusion a continuous process?

**A** Diversity and inclusion is helping us define what success should look like.

We have much to be proud of here in the Commonwealth as it relates to the life sciences. I think it goes without saying that the pandemic put a spotlight on Massachusetts in many ways, particularly our life sciences sector. Even prior to this, public investment in the life sciences has been an unequivocal success, as Massachusetts ranks near or at the top of any metric you can find in terms of R&D spending, NIH funds, VC funding, and STEM graduates and professionals. But it's equally fair to say that the success experienced continues to be uneven and we continue to need to think of new ways to work collaboratively particularly looking at the diversity of our workforce.

I am proud to lead an organization that has been a global leader in supporting the growth of a diverse talent pipeline through a robust workforce development strategy creating thousands of internships for our college students and STEM experiential opportunities for hundreds of middle schools and high schools throughout the Commonwealth.

However, the current times call for new ideas and innovations. It's easy to see the growth and success of the life sciences in Massachusetts, and maybe fall into the trap of saying "job well done, time to move on." We are indeed a mature ecosystem, but not a finished one. There is work left to do and I am confident we will get the job done.

We have a once in a generation chance to tip the scale toward a more diverse, and therefore, stronger life sciences workforce. I think now more than ever, DE&I isn't just looked upon as good governance, it's good business. We are at a watershed moment for the life sciences, now more than ever, to be made accessible to the masses. According to our

colleagues at MassBio, we are expecting 40,000 net-new employees to be added to the ecosystem. So we have the demand from industry, now it's on us to figure out how do we meet this moment and I am confident we will, because we have the right team in government, industry, and education, at the table.

The inequalities of our society laid bare during this pandemic, but we need to look at this as an opportunity to tip the scale toward what we want the next normal to look like.

### **Q** How important is it to have a diverse group of decision-makers across the organization?

**A** It's essential. Innumerable pieces of research continue to hit home that diverse teams improve business outcomes. The smartest, strongest, and most productive team is a diverse one. But we can't just look at diversity at the executive level. We need to think vertically. We need to see diversity improve at all levels of an organization.

This is important for a number of reasons. Let's look at the next generation of our workforce for a moment. As we continue to engage young women and men of color early on in the life sciences and the opportunities it can offer, in order to capture their interest and curiosity, right when they are beginning their education cycle.

But it also comes down to modeling. What I mean by that is that it's about role models. People need to envision themselves in any job or career, life sciences or otherwise. How are you going to become an architect, if you don't know any architects, particularly an architect that looks like you. The same holds true for the life sciences— young people of color need to see scientists, engineers, chemists, data scientists, who look like them.

There's a number of efforts that have been successful in bringing diverse groups into the sector.

Most recently, we launched an initiative with the United Negro College Fund to create internship opportunities for HBCU students. But all these efforts are somewhat scattered, smaller pipes as I call them. We need big pipes all across the Commonwealth to accelerate our impact.

**Q** What are your leaders in the industry saying?

**A** Our partners at MassBio just released an important DEI report, which laid out a number of opportunities and ideas for companies to leverage in order to improve their diversity, equity, and inclusion initiatives. It also provided recommendations for industry to consider as they look to develop and strengthen their efforts. I would encourage every partner in our ecosystem to read it.

In addition to this being valuable from a data and reporting standpoint, this demonstrates to me an industry-wide commitment and leadership to lean in on DE&I. Our leaders get it—our leadership post in the life sciences is what’s at stake. The sector that diversifies its workforce most effectively wins the next decade—perhaps even longer than that.

**Q** Do you see more companies and organizations in Massachusetts viewing D&I as more than an HR initiative?

**A** Absolutely. Gone are the days of a D&I focus becoming a “nice to have” or something to keep in mind anecdotally. In the life sciences and across various sectors, I think the light bulb has finally turned on that they need to be intentional and sincere in not turning away from diversity. From recruitment and retention, to data collection, and most importantly, accountability, we are in a new era, where more and more leaders get this.



**Q** What could we – the regional industry/community – do to improve diversity and inclusion in our region?

**A** There’s a real opportunity to bring the full, robust benefits of the sector to the masses and to folks who have for too long been underrepresented in the sector.

My message to our industry partner is quite simple. Diversity and inclusion is not a solo act, it takes a team. It takes an ecosystem. We need to come together in this endeavor. Together, we must chart a new course and we need a collective sense of urgency applied in this area. There will never be pressure to do it, unless we apply it ourselves. Investing in DE&I officers and initiatives within your organization matters a great deal. It connects to your bottom line. Diversity and inclusion needs to be how we judge success and failure of a project or initiative. Finally, I would say it’s okay to say “I don’t know.” Looking back at history, starting with “I don’t know” is how we begin to solve many great problems. You’re not supposed to have all the answers, nor am I. But we’re in this together. And that’s my main message—my team and I at the Massachusetts Life Sciences Center are your partner in this. Let’s get to work.



## MASSBIO'S DEI SURVEY REVIEW

Last month MassBio released a [report](#) titled “*State of Racial, Ethnic & Gender Diversity*” based on a survey of their members who signed on to the organization’s [CEO Pledge for a More Equitable and Inclusive Life Sciences Industry](#).

Eighty-five of the 222 CEOs who signed the pledge participated in the survey that was conducted between October 2020 and June 2021. MassBio reports that the companies in the survey are representative of the broader Massachusetts biopharma industry in terms of the number of employees per company.

The report found a stunning 164% increase in gender diversity on biopharma Boards when compared to a similar survey in 2017. The report also shows that the workforce demographics of the biopharma industry in Massachusetts are equivalent to statewide averages when for those who self-identify as White, higher for those who self-identify as Asian and 50% lower than state averages for those identifying as People of Color (POC).

The report also presents clear opportunities for how companies can improve their diversity, equity, and inclusion (DEI) initiatives, particularly around employee engagement, data collection, and measurement. For example:

- Only 56% of the companies surveyed report having a company-wide DEI statement that publicly states the organization’s value and commitment to creating and supporting an inclusive and equitable workplace.
- Only 56% report having completed an employee engagement survey that includes questions specifically about DEI.
- Only 24% report having established a diversity dashboard in order to establish an internal baseline for diversity to measure the organization’s progress on DEI issues over time.

MassBio’s most recent Industry Snapshot estimates that the life sciences industry will add a net 40,000 new jobs in the state by 2024. As companies prepare to recruit and retain the best and brightest talent from around the world, they should think through developing or strengthening their DEI efforts. MassBio recommends companies consider taking the following actions:

- ✓ **Use qualitative data to understand the diversity of experiences:** Regular and meaningful employee engagement can provide a complete picture of employees’ lived realities. Employee engagement surveys, town halls, safe spaces for discussion, or other feedback loops can give insights into the lived realities of employees both in and out of the workplace.
- ✓ **Integrate multiple lenses into ambitions and targets:** Establishing diversity dashboards would help companies to set targets that look at the intersectionality of individuals, such as gender and race, disability, sexual orientation, among others.
- ✓ **Include an equity dimension:** Having a company-side DEI statement provides a space for commitment to give all individuals equal opportunities based on their background and unique circumstances or challenges.
- ✓ **Foster a diverse and respectful culture:** All in all, companies should look to transform the workplace culture and ensure that employees are participating in and driving this change. This can happen through better communication, employee awareness-raising events, sponsorship programs, and employee resource groups.

MassBio states that it intends to conduct similar surveys on an on-going basis to measure change over time, identify trends, and assess opportunities.

## EVENT RECAP: *Philadelphia Leadership Panel*

On December 8<sup>th</sup>, the trade organization Life Sciences Pennsylvania (LSPA) conducted a virtual leadership panel with representatives from three different industries to discuss their culture, hiring practices, and managing the changing landscape of the workforce.

It is the evolution of the successful LSPA Tell Me About Your Job Series, first held in September 2020 that highlighted career paths in the life sciences. The reimagined series pivots focus from specific career paths to spotlighting organizations in the life sciences, with the first panel focused on integrating DE&I initiatives into their corporate strategy.

The panel included **Delvina Morrow**, senior director, Strategic Community Initiatives and DE&I with the Pittsburgh Penguins hockey team; **Mary Walker**, vice president of Human Resources at the utility PECO (formerly Philadelphia Electric); and **Sumit Verma**, senior vice president of Commercial Manufacturing at Iovance Biotherapeutics. **Amy Dorfmeister**, partner at Ernst and Young moderated, along with **Chris Molineaux**, president and CEO of LSPA, who introduced the panel and asked questions from the audience.

*The following is a transcribed and edited version of their conversation done by Big4Bio editor Marie Daghlian.*



## PART 1

C

Chris Molineaux

A

Amy Dorfmeister

M

Mary Walker

S

Sumit Verma

D

Delvina Morrow

**C** This is the second of a series, the first was in September 2020 called “Tell Me About Your Job,” held every other week where we highlight different career paths that exist in the life sciences with a target audience of underrepresented populations, specifically students from underrepresented populations in our industry. Often when students think about the life sciences, they think they need a PhD, MD, or JD, but there are so many different career paths available. We went through about 15 to 16 different types of jobs, from scientists to public affairs officials, commercial operations individuals, manufacturing, and others. Now we’ve pivoted the conversation to “Tell Me about your DE&I initiative” to highlight initiatives going on in companies. The panelists today come from three very different industries. What they have in common is their commitment to diversity, equality, and inclusion in their business practices.

**A** Where is your company in its DE&I journey?

**M** For PECO, if we are on a 10-point rating scale, I’d say we are at 7 to 8. That’s because we have been doing this work for more than 20 years, and we’re on the journey but we continue to evolve and learn every day. There’s always something new that comes into our framework that allows us to adjust and to adapt to nuances that are happening both inside our workplace and without. Our journey consists of making sure that we have intentional deliberate conversations; that it’s leader lead, and employee engaged and customer focused. If you put those guard rails around where we are on our journey, I would give us an 8 on that scale, knowing that there is still opportunity to grow and develop. As we continue to grow and evolve as an organization, I am proud that we can have direct robust conversations around culture, engagement, equality, and inclusion in the workplace.

**S** lovance is a late-stage oncology company focused on making one-time cell therapies that will harness the immune system to cure cancer. Our teams are very focused on getting this product to the market and a lot of the key effort is taking place in Philadelphia where we have about 100 employees, with 300 employees in total. On the scale of 1 to 10, I would say our DE&I journey is about 2 but with a grade of A-minus. We’ve been doing a good job of making sure the teams get involved and are inclusive, and so far, the excitement and commitment I see with our employees in the Navy Yard towards DE&I has been impressive.

**D** I work at the intersection of community and DE&I internally within our organization. We created our first DE&I council in 2020 at the height of social injustice, at the height of the pandemic. We’ve just officially begun this process with our own DE&I council.

**A** One of the common threads I’m hearing is your culture, and the inclusive leadership that’s been embedded in that culture. Mary, can you share some of the lessons learned, including what was most helpful and some of the more difficult aspects of implementing DE&I programs and building that into the fabric of your organization?

**M** Some of the toughest lessons learned were creating opportunities for employees to have dialogue, not debate, making sure that everyone had a voice at the table that could be heard, and creating a culture where opposing views could be heard and respected. When we talk about DE&I, one of the things we have done is we have embedded it as a leadership and employee competency. As you are looking for selection or development or promotion in the organization, you are also going to be evaluated

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Chris  
Molineaux

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Morrow

as to where you are in the DE&I space. It's a part of the fabric for front line employees all the way up to our senior executives. This year for the very first time, every employee has a performance goal in the DE&I space. It's based on where you are in the organizational level. And it's not "I went to a DE&I meeting"—how did you truly engage in this work? So, tying it to performance, making sure everyone is engaged in these conversations, and making sure we have a culture where we can talk about things openly—these are all important. Lastly, we have our monthly CEO diversity dialogue. We've been doing that for 14 years and it's once a month. We move it from location to location so that all employees can come, and it's an open forum with no agenda—what's on your mind, what do you want to talk about? It took us years to get there but you can create a forum for having those open conversations on what's top of mind—talking to our kids about policing or religious diversity, for example, and building inclusion into the fabric of our culture.

**D** When you look at inclusivity and diversity, you really have to understand your team. Working for a hockey team—hockey is traditionally a very white sport (players and front office). Within our front office, we have one of the more diverse teams so when we look at culture in the office and how we go about promoting that, I work closely with our VP of human resources and our COO to look for ways to push the needle as far as how we engage, involve, and inspire staff. The world is very digital. We live in WebEx and Zoom-style meetings. We've created these hangouts in WebEx and I have a DE&I council WebEx where we have been able to put out information to touch on all the DE&I themes throughout the year and share that with all the staff. The Pittsburgh Penguins have true commitment to DE&I from the continuous outreach that we are doing, getting them to be involved in volunteer work, getting them to join our DEI WebEx group, or even

just getting them to read our email and understand and learn. We also have training where we work with a facilitator that helps to teach our staff about anti-racism and how we can be anti-racist.

**C** I have two questions from the audience. What are some helpful tips to get our leaders involved in our DE&I programs when we have competing company strategic initiatives or priorities?

**M** DE&I must be a part of your strategic initiatives. If it's not a part of your tangible metrics around how you run the business, it won't be a part of how you get results in this area. For an organization that's starting off, it's being tangible with some deliberate conversations at the head of the organization saying that this is a part of our core competency, our fabric, our being. The same way that we measure every other performance indicator that we have, every agenda starts with safety first—we need people to go home the same way they came in—physical and emotional safety. The second agenda item is diversity, equity, and inclusion from the top down. The last one is customer focus and innovation. Then all the other business stuff comes, right? So, if you want to take a first step, it's making it a priority, making it an expectation, and then taking the information that you've gained, and if you need support, work with an organization that can help you start the journey. You don't want to dive into a deep conversation when you haven't talked with an organization before because it can create a shutdown if people aren't there. Start off with something about unconscious bias or treating people inclusively or a panel on differences around disabilities and autism. Those smaller sessions, where people can come to work with their whole selves and talk about their personal experiences help build the momentum to having more substantial, impactful conversations.

C

Chris  
Molineaux

A

Amy  
Dorfmeister

M

Mary  
Walker

S

Sumit  
Verma

D

Delvina  
Morrow

**D** It's important to build a case for DE&I. For me, it's creating a strong connection between DE&I and our business and operational divisions. Lately, our partnership team has found that DE&I is something that our partners want to be a part of. If you are that person championing DE&I, create a strategy and put it in writing.

to be part of it, which in biotech, you don't typically see. We expect that when we put that into our playbook, it is an expectation going forward. Then on the individual level, when we first started DE&I efforts, we talked about me running the effort, but I was already throwing so many balls in the air. We defined it differently. We said let's push it back to the employees and find out who's the best champion for



**S** In my organization, everything is a high priority from a strategic perspective. We are ready to drink from the firehose but we don't have a playbook yet. In our case, what I've found interesting is looking at it from an intern side. When we put that into perspective, then the whole playground changes completely. In the case of an external facing element, one of our strategic initiatives is that our board should be very diverse. We are intentionally looking for women and people of color

it, have a sponsor who could take over every aspect of it, and that's worked well for us. We're making sure there are some tangible aspects to it. For example, when we are recruiting, when we look at the panelists that are part of it, there's a specific criterion around diversity. What kind of face, as an organization, do we want to show? Even though in some technical groups it might be all-male, we must make sure we are capturing the entire fabric of our organization. That's been a big change for us in recruiting top talent to join our organization.

## / BIG4BIO-AREA EXECUTIVE APPOINTMENTS & PROGRAM DEVELOPMENT

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### EXECUTIVE/BOARD APPOINTMENT: [PERSONALIS](#)

Personalis Expands Leadership Team with Appointment of Susan Moriconi, VP of People and Chief Human Resources Officer.

February 08, 2021



### EXECUTIVE/BOARD APPOINTMENT: [REVANCE](#)

Revance Appoints Biotech and Pharmaceutical Executive, Olivia C. Ware, and Fintech and Payments Thought Leader and Entrepreneur, Carey O'Connor Kolaja, to its Board of Directors.

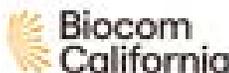
February 22, 2021



### EXECUTIVE/BOARD APPOINTMENT: [REAL CHEMISTRY](#)

Real Chemistry Appoints Mary Stutts as Global Chief Inclusion and Health Equity Officer.

June 15, 2021



### EXECUTIVE/BOARD APPOINTMENT: [BIOCOM](#)

Biocom California Appoints Bernard Parker as New Vice Chair of Diversity, Equity and Inclusion and Appoints Charles Dadswell as Chairman of Newly Formed Public Policy Advisory Committee.

August 24, 2021



### PROGRAM DEVELOPMENT: [LABCENTRAL](#)

LabCentral Launches Inaugural LabCentral Ignite Golden Ticket Program.

August 26, 2021



### EXECUTIVE/BOARD APPOINTMENT: [BROAD INSTITUTE](#)

René Salazar Joins Broad Institute as Chief Equity Officer.

Oct 13, 2021



### EXECUTIVE/BOARD APPOINTMENT: [LABCENTRAL](#)

LabCentral Appoints Gretchen Cook-Anderson as Executive Director of LabCentral Ignite.

Nov 15, 2021



### EXECUTIVE/BOARD APPOINTMENT: [BRIDGEBIO](#)

BridgeBio Pharma, Inc. Appoints Pioneering National Leader in Genomics and Workforce Diversity Hannah Valentine to its Board of Directors.

October 25, 2021







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