

Equality, Diversity and Inclusion in the UK Pharmaceutical Workforce

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Foreword

The world continues to change rapidly before our eyes. When The Association of the British Pharmaceutical Industry (ABPI) released our **Equality, Diversity and Inclusion Strategy** in April 2021, that was fresh off the heels of the Marmot Ten Years on Health Equity Review¹, the acknowledgment of the disproportionate impact COVID-19 has had on ethnic minority groups², the Black Lives Matter movement and the Cumberlege Report³. Our industry is about helping people and we have always strived to do so equitably, and so these reports have spurred us on even further.

Since then, the conversation around equality, diversity and inclusion (ED&I) has continued to develop momentum and the ABPI knows that our members strive to be at the forefront of the conversation. The drive to address health inequalities, understand unmet needs and diversify clinical trials is a core focus for our members. Alongside these efforts, we wanted to support members as they focus on developing equality, diversity and inclusion within their own workforces.

We commissioned Accenture to undertake a study to establish the maturity of ED&I across our full member companies and inform what ourselves as a Trade Association can do for our own maturity. This report is the outcome of that work and is our inaugural study in response to our ED&I strategy.

The findings of this report highlight that companies are increasingly focused on improving ED&I within their workforces and there is much work to do. This research will inform how the ABPI develops our own ED&I strategy, and we hope it will inspire those companies who are in the process of looking to create their own. We also acknowledge that there are other member companies who have leading practice in certain areas from whom we as the ABPI can learn. ED&I will continue to be part of our on-going business agenda, reviewing progress regularly at Board across all three pillars of our ED&I strategy.

The ABPI is excited to be embarking on this journey together with our member companies, and look forward to working with them to make progress on equality, diversity and inclusion.



Pinder Sahota
ABPI Vice President
General Manager and Corporate Vice President, Novo Nordisk UK

ABPI Equality, Diversity and Inclusion Strategy

**Establishing an ED&I Baseline
for the Pharmaceutical
Industry**

This
Report



Delivering a policy programme
targeted at addressing health
inequalities in the UK

Refreshing ABPI's ED&I policies



ED&I in the UK Pharmaceutical Workforce

A study commissioned by
The Association of the British
Pharmaceutical Industry



Accenture Executive Summary

This report seeks to understand how pharmaceutical companies are addressing equality, diversity and inclusion (ED&I) in the UK within their own **workforces**, specifically by assessing the scope and maturity of ED&I within full member companies of the ABPI. To produce this report, Accenture was commissioned by the ABPI to interview and support a survey of full member companies of the ABPI. Key findings of this work are summarised below.

We found that a number of pharmaceutical companies are in the process of defining and tailoring UK-specific ED&I strategies in addition to their global ones. There is also a notable increase in effort in setting tangible goals and rising accountability in addressing inequality in the workforce, but in some cases progress is impeded by competing business demands for resource. Active ownership of the ED&I agenda is growing among leadership and this is paralleled by evolving representation on leadership teams, particularly in regards to gender. However, there is further opportunity to expand diversity within leadership teams across a wider breadth of ED&I characteristics and for leadership to continue strengthening their accountability to accelerate tangible progress.

Going beyond leadership, UK pharmaceutical companies are increasingly starting to collect workforce ED&I data, particularly in gender, age and nationality. Some companies are using this to generate insight and inform action-planning. This is helping to ensure that ED&I resource is used efficiently and tailored for the needs of their workforce and addressing any potential gaps. In all, we found that companies are progressing well on moving the dial in some ED&I characteristics, with a rising focus on ethnicity, but there are opportunities to broaden the impact, particularly in relation to social mobility and disability, so that companies are better reflecting the society in which they are operating.

Using this insight and understanding, we have also developed a set of recommendations for the ABPI and member companies of the ABPI to consider moving forward. These recommendations were formed based on company best practice, other industry learnings, and distilling the learnings from leading practices in the industry that we unearthed during this research.

Research Methodology

Our research for establishing an ED&I baseline for the UK pharmaceutical workforce was conducted using a survey and conversation-led approach.

ED&I characteristics covered by our research:

- Age
- Caring Responsibilities
- Disability and Neurodiversity
- Gender Identity*
- Marriage and Civil Partnership
- Pregnancy and Maternity
- Race / Ethnicity
- Religion or Belief
- Sex*
- Sexual Orientation
- Social Mobility**

We first established the dataset by organising all 64 full member companies of ABPI into 6 segments according to headquarter location (The Americas, Europe or Asia) and employee size. Our rationale was that ED&I means different things around the world and that there would likely be disparities between progress and initiatives depending on workforce size. In parallel, we created a set of hypotheses that we wanted to test through our research.

A 53-question survey that sought to understand ED&I maturity and current ED&I activity across organisations was distributed to all 64 full member companies. 29 companies responded in entirety, giving us a 45% response rate overall. Human Resource Directors (HRDs), General Managers (GMs) and ED&I leads made up 90% of the individuals who responded to the survey on behalf of their organisation. All charts, graphs and statistical data in this report are derived from the results of this survey unless otherwise referenced.

Following the release of the survey, **we invited a sample of 18 General Managers and Human Resource Directors across the 6 segments to interviews** where we delved into the priorities of leadership across organisations.

Lastly, while we had covered off the top-down approach taken by organisations, we were also keen to understand the impact of ED&I activity as experienced by underrepresented groups within the industry***. Through this **we held focus groups with 12 Employee Resource Group (ERG)/ED&I Network Leads** from across the industry, where they shared their lived experiences, thoughts and truths about ED&I in the workplace and gave insight into the needs and barriers of workforces.

All research for this report was conducted in September to October 2021.

* In this report, the government definition of sex being biologically defined at birth and gender identity or gender as a legal and / or social construct is applied ⁴

** In the survey, the term 'Social Class' was used to reference social mobility initiatives

*** Underrepresented groups in this report, refer to those individuals that are inadequately represented in the ED&I characteristics



The UK pharmaceutical industry is taking steps forward in its ED&I journey, showcasing some leading practices of progress

Equality, diversity and inclusion is about ensuring the workforce is representative of the communities that we live in and the communities that we serve. It is about ensuring that everybody has equal opportunity access and has a sense of belonging within the organisations they work in. This starts with creating a culture that allows employees to bring their true authentic selves to work each day.

Members are driving ED&I to build a better culture.

Through our research, we heard how organisations are striving to create a culture that puts the employee first and that allows for trust and authenticity. It is therefore no surprise that 'reflecting the culture of the organisation' came up as the most common objective among those surveyed, although the goal to better represent the customer and society they serve was a popular theme in our survey free-text responses.

ED&I efforts often extend beyond the workforce.

Although we focused on ED&I approaches in the workforce alone for this research, we noted that 28% of survey respondents are also focusing on ED&I efforts for their suppliers, 24% for their customers and over a third for the external community, with a focus on healthcare inequalities in wider society. In doing so, many acknowledged that ED&I needs to be considered and planned for across the whole pharmaceutical value chain.

Why companies are driving ED&I



Figure 1: Ranking scores of objectives for driving ED&I in surveyed companies

Analysis of the data from our survey, interviews and focus groups highlighted four key findings



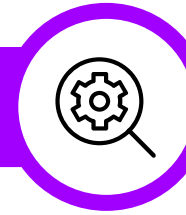
Vision & Accountability

ED&I strategies are solidifying...
... and there is work to do on assigning ownership and communicating progress.



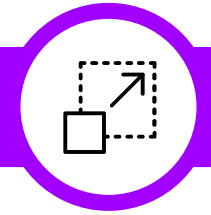
Leadership

Leadership recognises the importance of ED&I...
... and there are opportunities to improve representation and accountability.



Visibility

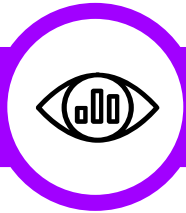
Data collection is rising...
...and insight-generation and action planning are still in their infancy.



Breadth

Companies are progressing well on some ED&I characteristics...
... and there are opportunities to broaden impact.

Our key findings from the data suggest that companies have made a start, especially in vision and accountability, and there is room to go further



Vision & Accountability

ED&I strategies are solidifying...

“We are creating a UK strategy as the global one is not specific or ambitious enough”

- GM/HRD Interviewee

... and there is work to do on assigning ownership and communicating progress.

21% have full-time ED&I UK resources

38% communicate ED&I goals beyond key stakeholders



Leadership

Leadership recognises the importance of ED&I...

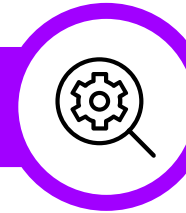
“We’ll intervene at more senior levels to ensure diversity is being taken into account”

- GM/HRD Interviewee

... and there are opportunities to improve representation and accountability.

10% say leaders are measured against ED&I targets

14% believe their leadership team is fully representative



Visibility

Data collection is rising...

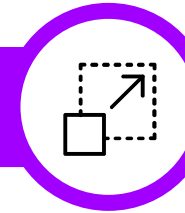
“Collecting data provides richness of data to build the right ED&I strategy”

- GM/HRD Interviewee

... and insight-generation and action planning are still in their infancy.

10% say their diversity data is comprehensive

79% do not use data to identify and shape ED&I initiatives



Breadth

Companies are progressing well on some ED&I characteristics...

“They are focusing on addressing gender balance by ensuring there is a diverse shortlist in terms of gender”

- ED&I Network Focus Group Attendee

... and there are opportunities to broaden impact.

28% are focusing on intersectionality

41% have a reactive approach to social mobility

#1

Key Finding

While ED&I strategies are solidifying, there is work to do on assigning ownership and communicating progress.



ED&I strategies are starting to take shape

Key Finding #1 Analysis

To understand the focus companies are placing on ED&I we surveyed them about their strategy, goals and measurement of progress.

Localised ED&I strategies, as well as specific goals and measures, are on the rise.

Different countries have their own nuances in definitions, attitudes, cultures, practices, challenges and legislation for ED&I.⁵ Tailoring strategies so that they are 'localised' for the UK context is important in helping organisations meet the specific needs of their UK workforce.

Over half of respondents have a strategy that is localised for the UK workforce and / or UK-specific ED&I goals and measures. However, the survey showed that the focus is often on 1-2 characteristics (e.g. gender/race) rather than additional characteristics such as social mobility or disability.

On a positive note, over a third of companies surveyed see their ED&I agenda as a critical business imperative that is refreshed alongside their evolving enterprise objectives. Of those companies without UK-specific ED&I goals and measures, almost 6 in 10 plan to set these in the future or are already in the process of doing so.

Communication of ED&I goals is more limited.

While most companies have an ED&I strategy, the communication of goals and measures is less common.

Internal communication of these beyond a limited group of stakeholders occurs in less than 4 in 10 companies we surveyed.

A robust UK ED&I strategy is important in providing guidance for the country organisation to adapt itself to reflect local society. Additionally, defining an ED&I strategy, alongside communicating goals, is key for holding the company and stakeholders more accountable to prioritising ED&I.

The absence of a defined UK ED&I strategy may lead to the organisation lacking a localised vision and not cultivating an inclusive culture – risking talent attraction and retention.

“There needs to be a global strategy which acts as the rule book, but then this needs to be localised. Local needs to shape how ERGs work as the energy and engagement needs to be from the ground up which is where people have the passion and authenticity. For example, they will have the thoughts and opinions on how employees want to respond to events such as the death of George Floyd”

- ERG/ED&I Network Focus Group attendee



Figure 2: Percentage of surveyed companies with defined ED&I strategies, goals and measures

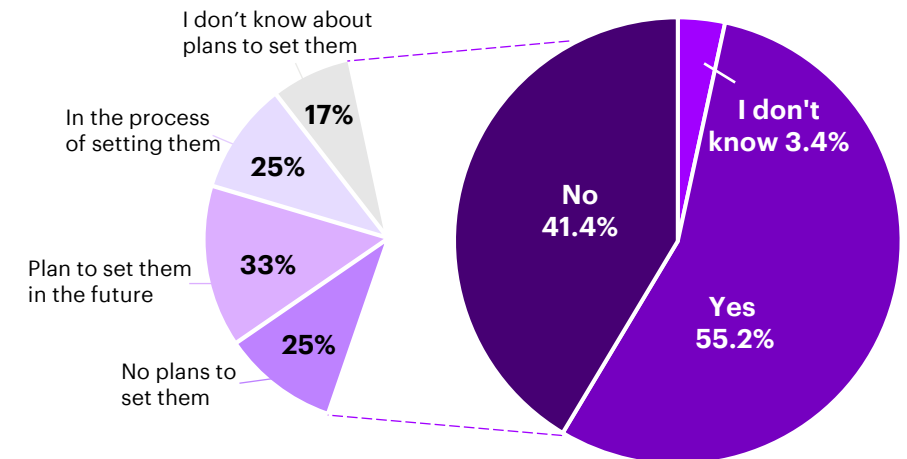


Figure 3: Indication of whether surveyed companies have set UK-specific goals and measures

ED&I KPIs and metrics are embryonic for most

Key Finding #1 Analysis

Key performance indicators (KPIs) and metrics are intrinsically linked to the existence and awareness of ED&I strategies, goals and measures. We therefore noted some key insights and synergies between the wider vision setting and the assessment of progress:

KPIs and metrics are in their infancy.

One third of those surveyed who have set UK-specific ED&I goals and measures track progress on a quarterly basis, and the remainder do so less frequently. For those struggling to set ED&I KPIs and metrics, the absence of a benchmark for what good ED&I KPIs look like, relative to company size, was expressed during interviews as a barrier to their definition. When challenged on the infancy of ED&I KPIs, some HRDs also shared that they feel setting targets and 'positive action' can be considered unethical. Some perceived it to be in conflict with their need to hire the best people for the job, and felt that it might promote the wrong messaging, including that individuals may only have secured a role "because of their skin colour".

"I feel that it's less inclusive to set targets attracting certain groups or individuals as we are all different in lots of different ways. At global corporate level, we do see percentage targets of certain levels of leaders that are Latino, female, Black... I don't know if we want that at a UK level"

- GM/HRD interview attendee

KPIs and metrics can help place focus on addressing wider societal barriers.

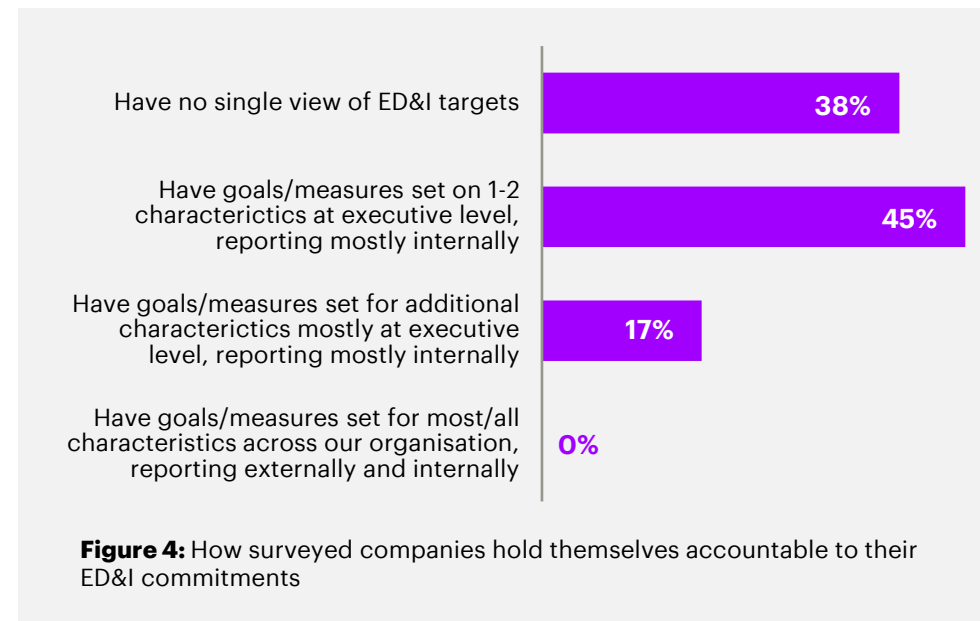
In our ERG / ED&I Network focus groups it was conveyed that this perceived conflict of embracing diversity but needing to hire the best people can demonstrate a lack of understanding. They expressed that underrepresented individuals face many barriers in getting to the interview stage alone and, thus, this issue of inequity should be addressed through strategy. This means going a step further than equality, which simply provides everyone with the same amount of resources regardless of needs, and *instead* striving for equity, focusing on providing support based on need.⁶ Equity for equality.

The Equality Act 2010 'Positive Action' provisions recognise this, stating that it is not unlawful to recruit or promote a candidate who is of equal merit to another candidate, if the employer reasonably thinks the candidate has a protected characteristic that is underrepresented in the workforce; or that people with that characteristic suffer a disadvantage connected to that characteristic.⁷

Leading Practice

One company is committed to reflecting the communities they operate and hire in by setting themselves new aspirational targets to ensure that they are focused on improving ED&I. This includes achieving at least 18% ethnically diverse leaders in their UK Vice President and above roles by the end of 2025.

By tracking ED&I success, setting measurable time-based goals and communicating them, the company's ED&I baseline can be understood. This in turn builds focused actions and goals, and holds the organisation accountable to the vision set in the local strategy. Measures should not be a tick-box exercise but should help challenge any existing status quo.



ED&I progress is affected by a lack of focused UK resource

Key Finding #1 Analysis

Ringfenced headcount and budget responsible for ED&I must compete with other business needs and demands.

76% of respondents do not have dedicated UK resources who focus on ED&I full-time. Where resources are in place, interviewees told us that ED&I is usually an additional responsibility for that individual. Additionally, the overall ownership for driving the ED&I agenda still rests with HR first and foremost: 100% of survey respondents told us that their HR team plays a role leading the UK ED&I agenda in their organisations.

With this in mind, our interviews highlighted an unsurprising sentiment of capacity and capability constraints. This aligned to the 83% of survey respondents who stated that a lack of dedicated time and resources alongside the day job was the primary challenge they faced in progressing ED&I this year. A number of smaller organisations also indicated in interviews that they were already too resource-constrained to dedicate attention to it, even if modest.

Our interviewees recognised that where there is ED&I FTE and budget, they often seem to be prioritised within HQ / Global. This can make it hard to achieve local momentum unless there is a concerted, often employee-driven, effort to rally and activity can often come across as reactive rather than proactive as a result.

Additionally, some organisations felt that they do not currently have the expertise to understand what to do and / or are afraid of doing or saying the 'wrong' thing. This can sometimes lead to inaction and inaction can in turn be misinterpreted as a sign that the company does not care and could make people feel undervalued. During our ERG / ED&I Network focus groups, participants highlighted that the workforce would sooner appreciate seeing companies try than to not do anything at all.



Figure 5: Challenges surveyed companies have faced with trying to progress ED&I this year

When not HR-led, ED&I activity is mostly run out of the passion and goodwill of people on top of day jobs.

In most organisations this responsibility is not formally compensated for in remuneration packages. Focus group attendees noted concerns of workforce exhaustion, compounded by the lack of funding as only a third of survey respondents told us they have an assigned ED&I budget. Even where there is budget, access to this can be very difficult.

“The business case to access [ED&I] funding needs to be way more robust than any other thing that they invest in - there is a link between willingness of leader to give up money and the ability to make impactful progress”

- ERG/ED&I network Focus Group attendee

Calls to Action

Key Finding #1 Recommendations

Below are some early steps that the ABPI and/or member companies of the ABPI can embark on to help define and progress their ED&I strategies, goals and measures, and to focus more specifically on ownership:

Define a UK-specific ED&I strategy

Setting a defined UK ED&I strategy is important as the company is held accountable to placing a focus and prioritising ED&I, with objectives tailored to the UK and addressing UK-specific ED&I needs and challenges. Goals do not always have to be headcount focused; they can be attributed to recruitment, development, progression and attrition. Go further across other areas too, such as Customer and Supply Chain.

Enable tracking of ED&I success

Consider using KPIs and metrics to track the success of ED&I initiatives within your company to understand the impact and value the initiatives are generating, so that progress can be monitored, with budget and resources assigned appropriately.

Inspire ED&I accountability across the organisation

While having a team structure or dedicated person accountable for the ED&I strategy is important, there is value in ensuring that the ED&I responsibility is also shared across all business units and the workforce. This is important for driving momentum and building ED&I into the fabric of operations so it is an intrinsic part of what everyone does and not just an afterthought.

Build ED&I more formally into day-to-day operations

Instead of people doing ED&I as a volunteer activity or 'side-of-desk' alongside their day job, consider giving the workforce specific time to dedicate to ED&I. Ensure managers are informed of its importance so that recognition for this work is considered and reflected in performance reviews.



#2

Key Finding

Leadership recognises the importance of ED&I, but there are opportunities to improve representation and accountability.



Leadership represents a narrow set of characteristics

Key Finding #2 Analysis

Leadership representation is improving but mostly focused on gender.

While almost all companies surveyed felt that there was some diversity in their leadership team, 52% said representation was mostly gender-based with little representation from other segments. Just 14% believed that their UK Board and executive leadership was inclusive of many / most ED&I characteristics and represented the customers and communities they serve.

There is room for improvement for representation in other ED&I characteristics, particularly social mobility and sexual orientation. Overall, through focus groups and interviews, it was recognised that leadership teams often do not represent their workforces, customers or society. Companies with less diversity at leadership level may attract less diverse talent due to lack of representation.⁸

“We have a homogenous leadership where you don’t feel represented. I don’t see people in leadership positions looking like me”

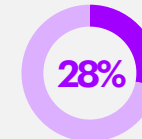
- ERG/ED&I Network Focus Group attendee

Having a diverse leadership team can be perceived to be difficult to achieve.

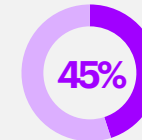
Perceived reasons mentioned by General Managers and HRDs in our interviews included:

- Leadership positions usually require many years of experience, therefore having a younger cohort of leaders can be a challenge.
- A high employee retention rate across many companies, particularly at senior levels, where employees have advanced to leadership positions over long periods of time when diversity was less of an imperative. Leadership diversity is therefore dependent on the workforce make up over time and retention rates.
- The pool of diverse candidates for recruitment at leadership positions is small.
- Global experience is often needed for senior roles which requires cross-border mobility, and this was believed by some to be a challenge for women with family commitments. This is also perceived to impact the gender pay gap across organisations, due to the lack of women at leadership level.

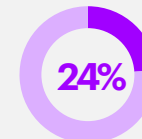
Despite this, interviews suggested that there was a lack of existing initiatives for building a future diverse leadership pipeline. Global leadership development programmes exist in a limited number of larger firms, but spaces are few and competitive and often not ring-fenced for local resources.



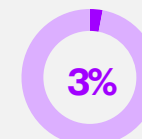
“Investment in and development of diverse high performers is at the discretion of our line managers”



“We have a formal process for identifying high-potentials and future leaders but without a specific ED&I focus”



“We have a succession planning framework supported by development programmes to guide our high performers, with ED&I a clear focus area”



“In addition to the above, our leadership proactively identifies and develops high-performing diverse candidates, with sponsorship and external coaching”

Figure 6: How surveyed companies are building and driving a diverse leadership pipeline

Leading Practice

One company applies a form of the 2010 Equality Act provision of ‘positive action’ to their leadership positions. When an underrepresented individual is not chosen for the job in the final round of recruitment last stage, the General Manager must clearly justify why.

Leadership accountability exists but has room to grow

Key Finding #2 Analysis

Leaders feel responsible but could further advocate and adopt ED&I approaches.

28% of companies surveyed said their UK leaders are aware of the ED&I agenda but there are no formal ED&I expectations or leadership initiatives. 62% told us that their UK leaders sponsored their ED&I agenda but ED&I accountability was limited to ED&I practitioners and/or their most senior positions. Just 10% said their UK leaders were measured against ED&I targets and have the opportunity to mentor high-potential diverse employees.

A number of ERG / ED&I Network focus group attendees recognised the challenges leaders faced in navigating the ED&I space, but they urged them to challenge themselves more.

“There aren’t handbooks for our senior leaders on how to do ED&I, and while our leaders need to support others, they need to be vulnerable and honest about themselves on whether or not they have the awareness and ability to see who they are. Once they do this they can make the right choices”

- ERG/ED&I Network Focus Group attendee

Leaders are recognising the need to demonstrate inclusive behaviours to drive change.

In some organisations, members of the leadership team play an active role in supporting the local ED&I agenda. Interviews showcased examples of active over passive leadership through leadership members sponsoring, participating in, and in some cases, setting up ED&I forums and ERGs to provide direct access and attention to ED&I.

A rising number of leaders are recognising the importance of going beyond unconscious bias training to instead confront limitations in their own knowledge and working to really understand true lived experiences of underrepresented groups. This leadership accountability, and their willingness to bring their experience and impact to ensure ED&I is considered a priority and is actioned against, is crucial in driving sustained and progressive change.

Leaders that fully embrace ED&I can drive business performance as well as engagement, enabling organisations to:

- make decisions 60% faster and solve problems quicker⁹
- be more likely to be profitable (than non-diverse organisations)¹⁰
- unlock innovation and achieve an employee innovation mindset of 11x greater (than less diverse organisations)¹¹
- gain higher market share and a competitive edge in new markets¹²
- enhance and attract talent¹³
- outperform non-diverse teams⁹
- improve retention rates¹³

Calls to Action

Key Finding #2 Recommendations

Below are some early steps that the ABPI and/or member companies of the ABPI can embark on to help improve leadership representation, development and accountability in ED&I:

Keep ED&I at the forefront of business decision making

The leadership members and sponsors involved within ERGs or ED&I strategies should be genuinely enthusiastic and passionate around these topics, displaying authenticity in their approach and balancing workforce needs with financial success. This can be achieved by keeping the ERG needs at heart when at the Board or thinking through business decisions. Go further by making ED&I a part of Leadership Teams' business metrics and key performance indicators.

Ensure diversity of thought when making decisions and setting strategy

Encourage ERG / ED&I Network leads to provide input when shaping the ED&I strategy to ensure that the strategy is tailored to the workforce needs, challenges and lived experiences. When and where you need to, bring in role models and mentors from outside the company who know ED&I best practice.

Empower a diverse future leadership pipeline

Consider building a diverse leadership pipeline across characteristics beyond gender. This may be achieved by providing future leadership programmes tailored to minority groups, where opportunities to develop and excel are provided.

Encourage leaders to be vulnerable in their own ED&I journeys

Leaders should work to understand and address any gaps in their ED&I knowledge, without leaning on underrepresented colleagues to fill that gap. They should be vulnerable with challenging themselves in their self-reflection and throughout their journey to ensure that they honestly confront their own bias and make the right choices.



#3

Key Finding

Data collection is rising but insight-generation and action planning are still in their infancy.



ED&I data collection is in its early days

Key Finding #3 Analysis

ED&I data collection exists but is not mature across all characteristics.

Data collection is common in gender and age.

Interviews suggested that this may partly be because they are typical data points collected at the onboarding point of a new hire. While some interviewees told us that they are actively collecting data on race / ethnicity, our interviews shed light that 'ethnicity' can sometimes be misinterpreted as 'nationality', which means some companies may believe they are further advanced than they really are when it comes to ED&I. Officially there are currently 5 recommended ethnic group categories in the UK: White; Mixed or Multiple ethnic groups; Asian or Asian British; Black, African, Caribbean or Black British; and Other ethnic group.¹⁴

However, there is room to go further: **only 1 in 10 told us that their data is comprehensive across most / all ED&I characteristics** with a well-integrated process for capturing experiential and behavioural as well as demographic data. Listening sessions with defined groups can be a popular way of understanding the lived experience, and almost two-thirds of respondents hold listening sessions across at least one characteristic.

There are psychological and capability barriers to ED&I data collection.

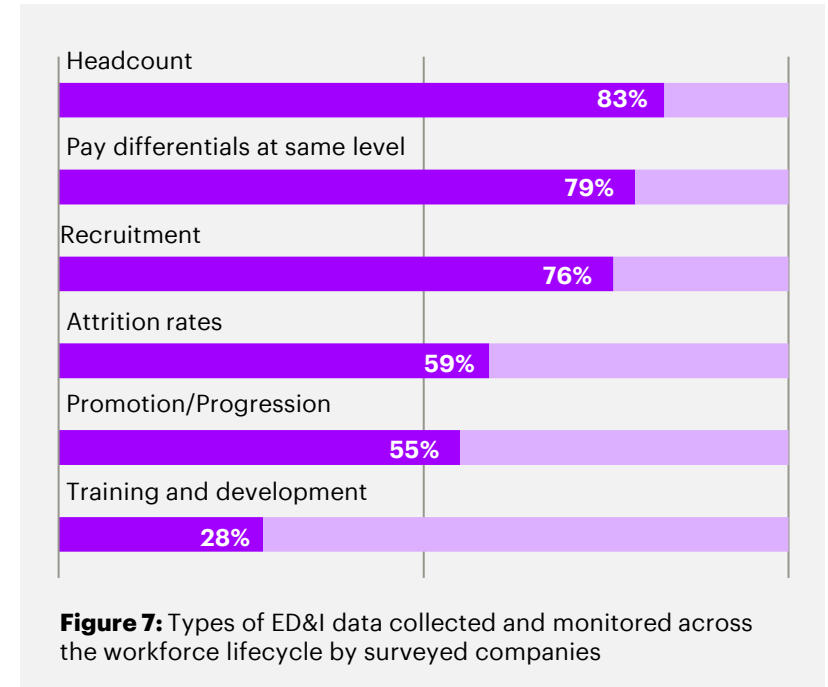
Data collection across the characteristics is reliant on voluntary self-disclosure and many companies see a low disclosure rate. 17% of those surveyed have reported a disclosure rate of more than 50%. Interviews suggested that this can in part be attributed to workforce fears and concerns behind self-disclosure, including:

- **Psychological distrust** of how data will be used, for example based on historical experiences
- **Potentially facing discrimination** once self-disclosing (e.g. homophobia)
- **Feeling categorised as 'other'**, ostracised or self-marginalised

Our interviews also revealed that tools and repositories are not being optimised for ED&I data collection. Some told us that their companies are not currently set up for collecting and maintaining ED&I data beyond nationality, gender and age, while a limited understanding of existing systems and their capabilities contributed to the challenge.

"Colleagues are feeding back that based on their life experiences, they still perceive a risk and downside of disclosing despite our positive culture. We've had some colleagues contacting us asking why we want to know"

- GM/HRD interview attendee



Leading Practice

One company was aware of data collection challenges from the start. To combat this, they took the approach to explain the benefits of data collection to their workforce, as well as the use case for collecting data as part of a promotional drive to increase self-disclosure. This resulted in a very high disclosure rate at 90-95%. Ultimately, the promotion drive succeeded by creating trust and confidence.

Insight generation from ED&I data can be further maximised

Key Finding #3 Analysis

Many companies conduct reporting but do not use ED&I data to derive meaningful insights.

45% of those surveyed told us that they conduct basic reporting but do not analyse their ED&I data. While a further 1 in 3 assess their demographic data to monitor progress against their ED&I objectives, goals and measures, there is room to go further. 86% said they do not currently report on their ethnicity pay gap in the UK and 62% believe that they do not have the right data enabling them to do so.

But it is not just a matter of reporting; analysing ED&I data can offer unique insight into the workforce to inform and inspire tailored action for enhancing the employee experience at all stages of the talent lifecycle.⁵ The fact that 34% of survey respondents believe that they do not have a good grasp of their existing workforce make-up – the second-largest barrier to progressing their ED&I approaches this year – suggests that there is some way to go in harnessing ED&I data to boost visibility and targeted action planning.

Some question the overall purpose and value of ED&I data analysis and reporting.

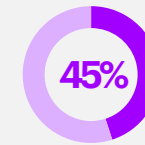
In our interviews, some General Managers and HRDs expressed a belief that everyone should be equal and questioned the value of distinguishing members of the workforce. Moreover, some smaller companies felt that there is little value in analysing and drawing insights from small data sets, as assessing limited samples may create data bias and put anonymity at risk.

“I’m not aware of any data being used. I can’t see why you would want to use this data: it isn’t mentioned in Leadership Team meetings”

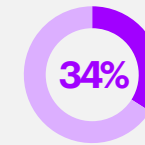
- GM/HRD interview attendee

Collecting and reporting on ED&I data can enhance action planning.

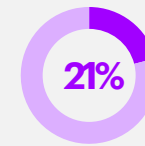
A fifth of companies surveyed are going a step further and are analysing ED&I data to identify and shape more targeted initiatives and delve deeper into ED&I ‘unknowns.’ Having said that, there is still further room for progress as no companies noted that they had a fully-comprehensive approach to ED&I data analysis and action planning.



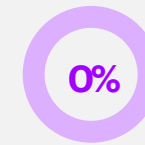
“We conduct basic reporting but do not analyse our ED&I data”



“We analyse our ED&I demographic data to monitor progress against our ED&I objectives / goals / measures”



“In addition to monitoring progress, we analyse our ED&I data to identify and shape more targeted initiatives and delve deeper into ED&I unknowns”



“We have a fully-comprehensive approach to ED&I data analysis and action planning, including measuring ROI generated through ED&I investments”

Figure 8: How surveyed companies harness insights from their ED&I workforce data to inform action

Calls to Action

Key Finding #3 Recommendations

Below are some early steps companies can embark on to help overcome data collection challenges and improve their insight on ED&I within the workforce:

Identify the business imperative and use case for collecting ED&I data

Consider how collecting ED&I-related data will help you to establish a baseline and provide data-led insights to help shape an ED&I strategy. Communicate the use case for collecting such data.

Define the cadence for which you will review your data. Reviewing data regularly helps to foster an agile strategy that better supports a diverse workforce and inclusive workplace.⁵

Enrich quantitative data with qualitative data

Capturing experiential feedback from the workforce is recommended alongside the collection of demographic data. Engaging in listening sessions can help your company understand the lived experiences of the workforce and address any needs, barriers or ideas that they raise. Hold these sessions at least annually and ensure to engage with employees from across different levels. Finally, do not forget to use the data once you have it.

Assess your organisation's capabilities for ED&I data collection

Understanding the current data collection systems that your company uses provides valuable insight into the technological capabilities and scope for data collection. This should be one of the first steps before campaigning for further data collection and/or self-identification. Once established, assess if more resource and effort (funding, FTE, etc.) needs to be attributed to data collection. You may also need to begin discussions with Data Protection and Legal teams on how data can be collected legally.

Inspire and empower employees to self-disclose

Driving a campaign around self-identification through building trust and safe spaces can help companies to improve data quality. Providing transparency and clarity on how data will be used for good, as well as the impact it will make to both the business and the individual (i.e. the use case for collecting such data) can help to build this trust.

#4

Key Finding

Companies are progressing well on some ED&I characteristics, but there are opportunities to broaden impact.



The changing face of diversity over the years

Key Finding #4 Analysis

We asked companies to tell us how much of a focus they had placed on each of the ED&I characteristics across their workforces over the past 5 years, over the past year and will place over the next year. Our goal was to better understand whether there is a prioritisation of characteristics occurring across the industry and if recent societal events have caused a response across members.

Race is a rising priority.

38% of companies we surveyed said that they have placed a significant focus on race and ethnicity in the past year, up from 17% five years ago.

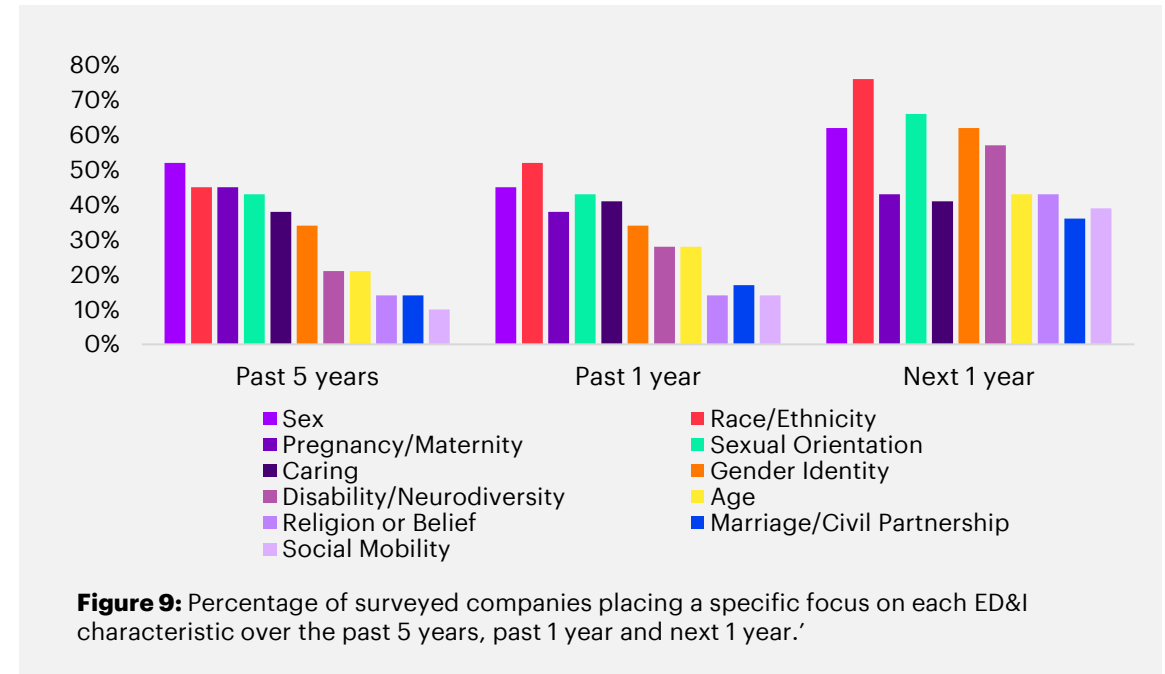
This is further evidenced by the volume of active initiatives on race and ethnicity across the companies we surveyed. Almost 4 in 10 are setting goals and/or measures for workforce and leadership representation in race and ethnicity, and over half have focused learning and development programmes. While there is some way to go in planning ahead on approaches to race and ethnicity, 28% regard their ED&I efforts as fully proactive in this space.

While initiatives exist, tangible impact is less evident.

Employees we spoke to in focus groups suggested that there are initiatives in place, but sometimes the tangible impact of these initiatives are not felt on the ground. This may in part be related to the number of awareness and educational initiatives for the wider business (e.g. brown bags, townhalls, podcasts, unconscious bias training) that were referenced in HRD / GM interviews rather than initiatives focused on development and support of underrepresented groups. Where there are initiatives, it was believed that the population benefiting from them was too small, for example GM accelerator development programmes.

On a more sombre note, some ERG / ED&I Network leads expressed concern that unconscious bias can sometimes be used to explain away, rather than confront, deep-rooted inequity.

Ensuring that companies are focused on the needs and barriers experienced by underrepresented groups and that there is focus and energy across all areas of the business is critical in bringing tangible change and impactful progress to life.



Without tangible acts that include and create a feeling of belonging, achieving greater diversity may be short-lived and may lack the long-term impact companies wish to see.

“Three black females in our business called out that we didn’t have the conversation about being a black leader in the workplace a few years ago, now they are ERG Leads”

- GM/HRD interview attendee



The changing face of diversity over the years

Key Finding #4 Analysis

There is positive progress on sex and gender-focused initiatives.

Over half of companies we surveyed are setting goals and/or measures for workforce and leadership representation for gender, and 48% are doing the same for recruitment. Furthermore, 62% say they have a commitment to gender pay equity.

It was cited in interviews that the focus on gender is perhaps occurring because it is “one of the easier things to do” but its impact is plain to see from the volume of active ED&I initiatives and its focus in our conversations.

More broadly, many companies are focusing on gender initiatives and policy implementation, including maternity support, non-birth policies, family-friendly practices and gender-balanced recruitment policies. We also noted a steady focus on sexual orientation through the rise of equitable parental leave policies and surrogacy leave.

“We also have a significant focus on closing the gender pay gap and have even allocated 2 FTEs for developing and implementing a strategy close to it. This drives ED&I greatly as it is very inclusive and engages every colleague”

- Survey respondent

More acknowledgment and activity on intersectionality is emerging.

Intersectionality is “the interconnected nature of social categorisations such as race, class, and gender, regarded as creating overlapping and interdependent systems of discrimination or disadvantage”.¹⁵ It is a core part of everyone’s identity, acknowledging that **we all have our own unique experiences and, thus, all things must be considered when it comes to marginalisation.**

On a promising note, a number of surveyed companies reported that they have active efforts that focus on intersectionality, including across gender, ethnicity, sexual orientation, social mobility, age, disability but also health topics (such as HIV and health inequalities). They indicated that they are achieving this through strategy, collaborative ERG and Network events, and Board awareness. Steering groups and inclusion forums are also helping to align initiatives, drive progress and support work across ERGs and Networks to bring intersections together.

Organisations that have not yet done this either felt that they were too small, did not have the right resources and/or skills or lacked the systems to analyse existing intersections.

Recognising intersections, even in small ways, can be very powerful. All of us are likely to either have or be able to relate to an intersection of which data and sample sizes are not required to confirm. Initiatives do not have to be over engineered or require the ‘right expertise’; simply opening dialogue (for example on mental health and gender) can also have great impact in the ED&I space.

Does your organisation have any active efforts that focus on intersectionality?

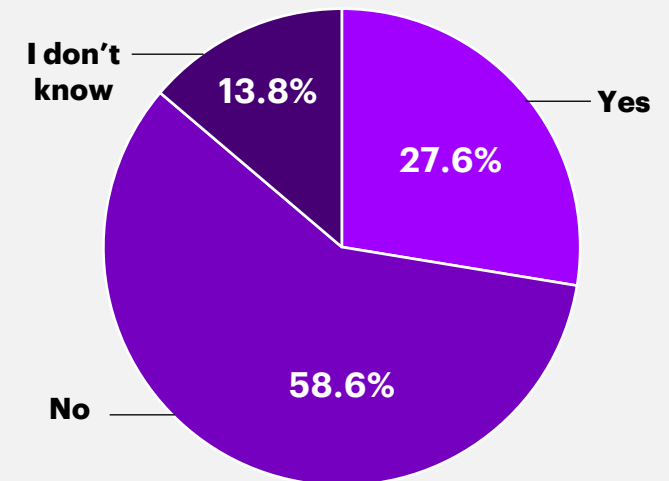


Figure 10: Proportion of surveyed companies actively focusing on intersectionality

The opportunity to increase impact and breadth

Key Finding #4 Analysis

While it was positive to see progress across some established characteristics, social mobility and disability / neurodiversity stood out as areas with room to do more.

Social mobility is receiving little attention.

Despite an estimated 9% of the UK Life Sciences workforce being from a working-class background¹⁶, **over 4 in 10 companies surveyed say they have placed little to no focus on social mobility in the past year.**

Our interviewees noted a reliance on degree-holders with scientific backgrounds as a perceived barrier to diversity in social mobility. Opportunities to improve mobility through career outreach programmes or apprenticeships – as suggested by the Science Industry Partnership in their recent Inclusion and Diversity Report¹⁷ – are helpful considerations for recruitment, but just 3% of those we surveyed told us they are setting social mobility goals for workforce representation and recruitment today. Even more notably, only 7% consider their ED&I efforts in social mobility to be fully proactive.

However, there are indications that the tide is turning. Almost 4 in 10 companies surveyed will place a specific focus on social mobility in the next year, and 11% tell us that focus will be ‘significant.’

Disability and Neurodiversity is also not a priority focus area today.

Over 1 in 10 of the UK Life Sciences workforce is disabled, either with a disability that limits their day-to-day activities, or one that is ‘work-limiting’ or both.¹⁷ However, **no respondents of our survey are setting goals or measures for leadership or workforce representation for disability and neurodiversity.**

“Disability is often seen as a difference with no value... Organisations such as the Business Disability Forum can help provide thought leadership and benefits that organisations are missing out on by not tapping into talent with disability.”

- **ERG/ED&I Network Focus Group attendee**

Cultivating a culture of transparency and trust where those in the workforce feel safe to share is seen by ERG / ED&I Network leads as key for bringing visibility to disability in an empowering way.

While some of those GMs and HRDs we interviewed acknowledged this need, 38% still regard their efforts on disability and neurodiversity as reactive. For ED&I to truly be successful, it needs to go beyond ‘the basics’. This will enable organisations to tap into valuable talent.

We asked companies to indicate on a sliding scale how proactive they believed their efforts for each characteristic are today: 1 being reactive and 5 being proactive:

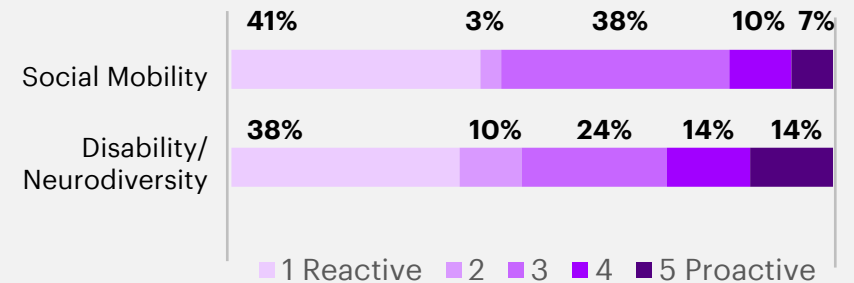


Figure11: Reactive versus Proactive Approaches in ED&I efforts today among surveyed companies

“I believe our offices are built to handle disability, we have lifts and disabled bathrooms – but we have not had applicants that have had any physical disability. I haven’t really thought about it [why]”

- **GM/HRD interview attendee**

Leading Practice

One organisation has taken internal and external action to bring awareness to disability in the workplace. Internally, they are providing specific support for employees with visual impairments in the workplace and have rolled out a graduate and internship scheme for partially sighted or blind individuals. Externally, they have worked with the World Health Organisation to release a new mandate as part of the United Nations WHO Eye Care Policy to reduce the loss of social and economic opportunities for people living with eye conditions.

Calls to Action

Key Finding #4 Recommendations

Below are some early steps companies can embark on to maximise the scope and broaden their impact in ED&I across characteristics, as well as focus more specifically on Social Mobility and Disability / Neurodiversity:

Assess your organisation's progress on social mobility

Start understanding your baseline. Utilise the Social Mobility Commission to understand the recommended data to request from your workforce to establish this. Once the baseline is understood, participating in the [Social Mobility Employer Index](#) and collaborating with organisations such as the [Social Mobility Foundation](#) can help companies form their social mobility strategies, re-evaluate their recruitment approaches and monitor the progress of existing work.

Inspire future talent from a broader range of backgrounds

Engaging in internship and apprenticeship schemes can help companies to look outside of traditional catchment areas and extend their reach to disadvantaged communities.

Also, consider applying contextualisation recruitment into your practices (taking into consideration differences in background, grades etc.) when hiring someone and challenge existing entry requirements (e.g. degree boundaries).

Identify sponsors or leaders with a personal connection to ED&I

Diverse role models who champion their own lived experiences to their current and future workforces can offer relatable insight and inspiration, empowering underrepresented individuals.

Plan for enabling employees with disabilities

Become a [Business Disability Forum](#) member and consider how you will provide accessible tools and technologies, while cultivating greater awareness through training programmes to those without disabilities.



Accenture Conclusion

Our research shows that member companies of the ABPI are committed to driving change in relation to ED&I across their workforce and are early on in their journey. With a more mature ED&I vision, empowered by ED&I mindsets in your leadership, this is a journey where companies can make a real difference. Setting and communicating local goals and KPIs, supported by the right technology and programmes, can help address the obstacles pharmaceutical companies face when striving for an equal, diverse and inclusive workforce.

While many pharmaceutical companies are still in the process of defining a UK-specific ED&I strategy, either by localising their existing global strategy or originating a local strategy based on the UK workforce's needs, we are seeing a rising effort in setting tangible goals and holding the organisation accountable to addressing inequality in the workforce.

Having dedicated ED&I resources can help push the dial forward. That said, there is also value in sharing the ED&I responsibility from HR to the business leaders, and then across the workforce. The next step is taking a strategic coordinated business effort, powered by data, to make sustained and impactful change. For this to properly take effect, it helps for the wider business to also understand the business value ED&I brings in decision making, innovation, talent attraction and retention, competitiveness and profit.

Leaders taking an authentic approach to understanding and addressing ED&I challenges in the workforce, by identifying and facing their own lack of knowledge on the topic and advocating for the value of ED&I in the workplace, can help to foster the cultural tone for the company.

Representation also matters, at all levels. It can contribute to a sense of belonging and true belief that an individual is valued by their employer for their unique contributions, perspectives and experiences. If not simply the right thing to do, it can also enable companies to differentiate as well as better understand the needs, barriers and opportunities of the customers and communities that the company serves.

The success of a culture of equality, diversity and inclusion will depend not only on the programmes and policies that are put in place, but the experience that they deliver. Culture is a living and growing thing and companies need to continually nurture, monitor, refine and grow it to achieve their objectives as well as meet evolving needs and changing contexts.

Equality, diversity and inclusion go hand-in-hand: true inclusion cannot be achieved if there is not diversity and equality, and similarly diversity is hard to obtain if equality is lacking and inclusion is not right. Change will not happen overnight, but intentional and sustained improvements will lead to big impact. The ABPI and its member companies, including the pharmaceutical industry more broadly, have a great opportunity to drive this change and create a lasting impact for generations to come.

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