

B-NOW: Accelerating Gender Diversity to Drive Business Performance

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INTRODUCTION

Bristol-Myers Squibb is a global biopharmaceutical leader whose mission is to discover, develop and deliver innovative medicines that help patients prevail over serious diseases. Our people are one of our greatest assets at Bristol-Myers Squibb; a diverse and inclusive organization, including women at all levels in the organization, enabling Bristol-Myers Squibb to accelerate the execution of our mission, to deliver innovative medicines to patients. Women represent 53% of all global STEM graduates, they offer unique leadership perspectives that advance our company goals, are an important patient base and key influencer in healthcare decisions, and represent powerful business partners in our global supply chain. Through a People and Business Resource Group, B-NOW (Bristol-Myers Squibb Network of Women), Bristol-Myers Squibb is committed to women's leadership development as a strategy to drive innovation and business performance. B-NOW leverages an innovative business model that uses the dedicated leadership of a full-time "General Manager" equivalent, charged with success of this strategy, reporting into the Chief Commercial Officer.



OBJECTIVE

The mission of Bristol-Myers Squibb Network of Women (B-NOW) is to drive business performance by embracing gender diversity.

B-NOW Initiative is designed to:

- Engage, excite and inspire women to become leaders who deliver exceptional patient outcomes
- Ensure women have equal recruitment, development and advancement opportunities
- Ultimately result in a powerfully diverse, broadly inclusive workplace that fosters innovation and business performance

METHODOLOGY

WORKFORCE

- Engage men to be full partners in gender equality
- Inspire women to want to stay in the game
- Provide career enhancement workshops
- Intensify leadership accountability through workforce plans for women
- "Go Big on Flex" partnership with HR for work-life integration

WORKPLACE

- Strategic collaborations with HBA, Catalyst (which works to accelerate progress for women through workplace inclusion), Japan Women's Innovative Network
- STEM Program to give back to the community and to develop young future talents
- Partnerships with our external partners and customers (e.g. ASCO, ESMO, ASH, Georgetown University and John Hopkins University to achieve gender equality in leading the development of innovative medicines for patients)

MARKETPLACE

- Unleash insights of women and funding of an innovation lab
 - Idea generator where women at Bristol-Myers Squibb accelerate the ideas of women for greater market insights to create a "business unit" to execute and lead the project
- Tap into insights of women
 - Leveraging insights of women in existing innovative projects at Bristol-Myers Squibb
 - Ensuring that insights of women are utilized and voiced in corporate-led innovation projects

Continued communication strategies are used to provide information, build employee engagement and obtain feedback to further impact and grow the company's focus and commitment to gender parity and women's leadership development.

- Regular local chapter B-NOW meetings
- B-NOW 360 SharePoint site with information, articles, news, research links, and social media to engage members and cross-promotion of this information on the BMS corporate communication 360 SharePoint site
- Promotion of B-NOW on the corporate external website, including emails to all employees
- Regular communication from B-NOW executive sponsor, Chief Commercial Officer, Murdo Gordon to all B-NOW members

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RESULTS AND DISCUSSION

Bristol-Myers Squibb is seeing clear evidence of solid business performance against objective of accelerating gender diversity and across various metrics as highlighted below:

- Increased representation of women at the global executive, manager and professional levels
- Accelerated career movement and higher engagement among women leaders who participated in L.E.A.D and Insights for Success, two Leadership Development Programs
- Higher retention and stronger employee engagement, promotion rates among women who are members of B-NOW
- Bristol-Myers Squibb women leaders recognized with external awards such as the Red Door award, Medical Marketing & Media's Hall Femme award, Distinguished Analytical Scientist award, Women in Science Feinstone Environmental Health award, and International Mentor of the Year award.

IMPROVED DEVELOPMENT, RETENTION AND ENGAGEMENT



CONCLUSION

The B-NOW business model delivers sustained positive performance and drives accountability.

- Strong focus on women and singular dedicated leadership approach
- Commitment by CEO and key stakeholders
- Women are thriving as a result of support and leadership opportunities
 - Experience higher levels of engagement
 - High level of performance
 - Impact productivity



- The B-NOW business model wholeheartedly validates the value women represent to scientific innovation and to our business success today and for the future. With more than 3700 members worldwide spanning 42 countries, Bristol-Myers Squibb and B-NOW are poised to deliver on the mission to accelerate medicines to patients and significant business growth through the power of these women.

REFERENCES

- Why Women by Jeffrey Tobias Halter, Fushian LLC, 2015