

# How Inclusion and Diversity Thrives in a Supportive Culture

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## Introduction

Many companies and organizations have initiatives around advancing women in leadership. There is an opportunity for us to identify and eliminate the barriers that are specific to women of color\* so that we can see the advancement of ALL women. Genentech is tackling this opportunity by establishing a corporate goal of ensuring that we have an equitable percentage of women holding senior leadership positions. This goal has evolved from one of simply hiring diversity to also focusing on the advancement of ALL women. When women are hired and supported to optimize their vast diversity of thought, experience and style, it fuels our ability to be creative, innovative, and to do now what our patients need next. Our ultimate goal is to ensure that we truly leverage the diversity in our workforce so that we can create medicines that save and prolong lives.

## Objective

To showcase, support and add to efforts to enable the advancement of all women to senior leadership position, so all women can reach their potential and succeed.

## Methodology

We have leveraged the capabilities of our People Analytics team that we formed in 2016 to better understand demographics in our country, industry and company so that we can be thoughtful and fair about attracting, developing and retaining the best people. Last year, our People Analytics team conducted an extensive demographic analysis of our existing employees. This helped us identify several opportunities around hiring and attracting candidates with diverse backgrounds into our company, but to advance people already here. We are working to define what “good” looks like in terms of internal representation and create solutions targeted to achieve those objectives.

## Results

As a result of our demographic analysis, several Diversity and Inclusion Leadership initiatives were piloted or launched to Embrace, Inspire and Excel women to meet and exceed their potential at Genentech.

### Diversity and Inclusion Leadership Initiatives:

- **Diversity and Inclusion Steering Committee formed with functional sub teams spanning the organization**
- **Leadership Development Program at Stanford:**
  - \* Emphasis on Women of Color\* Leaders to understand barriers to advancement
  - \* Provided the theme and content for subsequent Genentech Women Professionals (GWP) Summit
- **GWP Leadership Summit:**
  - \* Over 500 Leaders explored Inclusive Leadership
  - \* Created a call to action to initiate conversations to understand challenges as well as demonstrate Inclusive Leadership behaviors
- **12 different Affinity groups across the organization to address challenges/needs and provide resources and support for advancement:**
- **Talent Acceleration Program:**
  - \* Provides a year long targeted Development opportunity for Hispanic and African American employees
  - \* 35 high performing women nominated for participation/ includes 23 Women of Color\*
  - \* Provides mentorship and sponsorship to support advancement



\* "Women of color" is defined as women who self-identify as any race other than Caucasian  
\*\* "People of color" is defined as male and female employees who collectively do not identify themselves as Caucasian.  
\*\*\* "Senior management" is defined as directors and above.

### Genentech by the numbers:

#### Workforce

People of color:\*\* 47 percent



Women: 52 percent



#### Senior Management\*\*\*

People of color:\*\* 27 percent



Women: 47 percent



Data as of June 30, 2016

### Financial Support Genentech

A Member of the Roche Group

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## Conclusion

As we seek inclusion from a gender perspective we have to broaden our scope beyond gender. Looking within our organization at Genentech as well as at organizations like HBA, we need to see more women advancing to leadership roles. Furthermore, it is imperative that our women's initiatives address the needs of all women.

We need to lead by example and reach out to our Hispanic, Asian, African American and other diverse colleagues, asking them to share what it is like to be a diverse woman in our workplace, what is a unique differentiator when race is added to gender, and what we can do to be better allies and advocates. Each one of us needs to “lift while we climb” in reaching our goal of inclusion, belonging, and engagement.



I believe that bringing people of diverse backgrounds and viewpoints together leads to better ideas, more fruitful collaborations and a vibrant culture. I'm committed to fostering an environment where every person feels valued, included, and able to contribute their best for the patients we serve.

Bill Anderson, CEO, Genentech



### References/ Recommended Readings:

Kaplan M, Donovan M. The Inclusion Dividend: Why Diversity & Inclusion Pays Off. Routledge, 2013.

Foster an inclusive culture. Unlock the full potential of our people. Achieve our mission for patients.