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Chairman of the Board and CEO
Bristol-Myers Squibb Company

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In our facilities, the walls are filled with patient testimonials, as reminders that excellence in diversity and inclusion translates not only into business results but also into therapies that warm, enrich and extend people's lives.

At Bristol-Myers Squibb, the importance of global diversity and inclusion becomes clear when you consider the realities of our research-based business. We help people overcome serious diseases, including the world's deadliest cancers. We do this by exploring how disease takes hold and then using this knowledge to invent and develop a new therapy. We then have to prove the therapy safe and effective, manufacture it to exacting standards, and ensure global access and uninterrupted supply. This takes intergenerational vision, planning and investment, engaging people from just about every scientific and business discipline.

The people of Bristol-Myers Squibb work at the leading edge of biomedical science, where humanity will see more change in the next two decades than in the previous new millennia. We also serve patients in nearly every nation. Driving innovation in global diversity and inclusion not only supports our mission and critical business objectives, but most importantly it translates into benefit for patients around the world.

It's clear that best practices in diversity and inclusion are quickly adopted by progressive organizations. What was once considered "innovative" quickly becomes the standard of practice. That is why we at Bristol-Myers Squibb continue to drive industry-leading approaches to diversity and inclusion and highlight three innovative strategies for doing just that.

Deploying State-of-the-Art Data Analytics

Bristol-Myers Squibb is driven by data. In developing a new therapy, we turn data into insights, insights into strategy and strategy into action plans. That's also our approach to diversity and inclusion. We lead in the use of people analytics to uncover trends in global labor markets. We then translate our insights into business plans and goals for global talent management. Insights derived from our analytical tools shape the strategies and tactics we use in the recruitment, retention and development of women and diverse talent worldwide. In addition, these analytics provide hiring managers with a precisely informed

view of the market for this global talent, regionally and even locally. No longer can a hiring manager state that talent from diverse backgrounds “isn’t available.” We know where the talent is, how much of it is available and how best to engage the people we want and need.

Building Our Capabilities in Leadership

We are also applying advanced approaches to developing our present and future leadership. This means action on two fronts: developing all leaders to vastly improve their abilities to enhance diversity and improve inclusion, and using signature, global programs to speed up the development of leaders from diverse backgrounds.

In developing all our leaders, we are focusing leadership development on building and leading diverse teams, assembling diverse slates of candidates for each open position, mentorship and advocacy, mitigating the effects of unconscious bias, and fostering a culture of inclusion using the latest advances in behavioral and neurological science.

On the second front, we are focusing greater efforts to develop diverse talent through signature, all-company programs. These include partnerships with noted academic institutions and focus on improving the ability of women and multicultural leaders to step into key business roles. Results to date: Participants who complete our signature programs are at least twice as likely to take on a new position (or new responsibilities in a current position) than those who have not participated.

People & Business Resource Groups: Beyond Affiliation to Partnership

Launched in 2016, our People & Business Resource Groups (PBRGs) take the classic concept of the employee resource group many steps further, from groups centered on affiliation to teams dedicated to driving business results, deepening leadership excellence and enhancing our culture of inclusion. PBRGs at Bristol-Myers Squibb are respected as business partners and act accordingly, with three-year global business plans and yearly goals. Their progress is reviewed quarterly by the Global Diversity and Inclusion Council, which I chair. Our PBRGs develop and manage programs to improve recruitment and representation, encourage participants to “raise their hands” and prepare for advancement, and protect and enhance our reputation. Increasingly, these groups are providing actionable business insights tied to our company’s worldwide goals.

We Are Far from Finished

I am absolutely convinced that global diversity and inclusion are essential to our continuing mission at Bristol-Myers Squibb. I am also committed, along with many others, to the challenge of getting even better in having all our employees contribute to their fullest. In our facilities, the walls are filled with patient testimonials, as reminders that excellence in diversity and inclusion translates not only into business results but also into therapies that warm, enrich and extend people’s lives.

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