

# Diversity & Inclusion in Advanced Therapies



# Foreword

In May 2020, the world erupted in protest. The death of George Floyd triggered the biggest civil rights movement of our generation. Companies and individuals are waking up to the racial injustice that our society and institutions are built upon and asking themselves, ‘how can we be better’? This movement has further highlighted the need for better diversity in the workplace, with companies taking steps towards creating a more inclusive culture. This is apparent in their company values, the introduction of diversity and inclusion (D&I) programs and the willingness to listen and learn about the lived experiences of their staff from all backgrounds.

McKinsey & Company’s recent report, “Diversity wins: How inclusion matters,” states that there is a “strong business case for both gender diversity and ethnic and cultural diversity in corporate leadership, and that the most diverse companies are now more likely than ever to outperform less diverse peers on profitability.” This has come up time and time again and highlights why change is necessary, it is fundamental to future company success.

Fraser Dove, a specialist executive search firm, states that, “workplace diversity isn’t just about hiring people from underrepresented groups. It’s about creating an environment in which employees can thrive, be themselves, and participate in the organization. Overall, it’s about recognizing everyone as unique individuals and appreciating what they can contribute that’s different from what their peers can.” I had a similar conversation with Roy Cohen, VP of People and Culture, from Cognate Bioservices who said you have to create ‘diversity of thought and inclusion of ideas across the entire company’.

It is clear that our industry is making progress, however there is still work to do. Through this eBook, we highlight eight cell and gene therapy companies that are making positive change through diversity and inclusion.

The purpose of this eBook is to not only celebrate the companies leading the way, but to inspire others on how they can take steps towards creating a more inclusive culture in biotech. On page four we have highlighted eight practical ways to foster diversity and inclusion in cell and gene therapy. These are ideas and learnings from a coffee hangout sponsored by MilliporeSigma at Advanced Therapies Connect our virtual event last September. I hope it gives you some inspiration.



Enjoy!

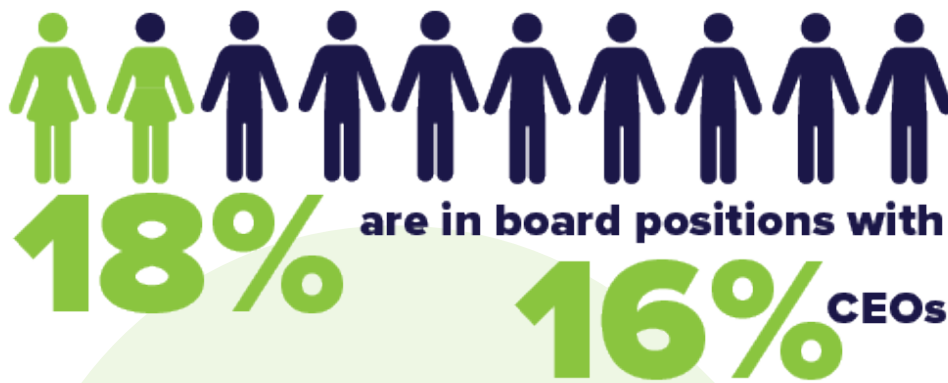
Kimberley Barnes  
Event Director



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# Diversity and Inclusion in life sciences



To find out more statistics on D&I in life science, [click here](#)

# Eight practical ways to foster diversity and inclusion in cell and gene therapy

At the recent **Advanced Therapies Connect**, a group of cell therapy professionals gathered for an honest conversation about diversity. We asked ourselves what we see is lacking across the sector, and what practical actions we can take to make our industry more inclusive.

The discussion was chaired by Michael Adeniya, Portfolio Director of Phacilitate, and here's what we discovered:

- 1 Make inclusion, equity and diversity common language in your organisation.** Inclusion is a skill that organisations and individuals can learn. By applying the four stages of learning, leaders can start plotting where their organisation is. The aim is to become unconsciously competent, where performing the skills and talking comfortably about D&I is automatic.
- 2 By frequently having conversations about D&I,** your organisation can move through the stages more quickly. On LinkedIn, you can often see the CEOs of Kite Pharma, Spark Therapeutics and other high profile biotechs speak openly about their company's diverse beliefs. These external communications, however, must start with prioritising the value of equality and regularly integrating it into internal dialogue. As organisations progress through the stages of learning, becoming collectively aware of the systemic inequalities that exist is a key step towards an inclusive culture.
- 3 Recruit outside of your comfort zone.** In most cases, the organisations that need to make a change lack diversity. A UK based recruiter raised the point that leaders typically recruit candidates from within their inner circles and a narrow pool of colleges; this needs to change. A new wave of universities in the UK with a science focus are emerging, and the rise of Historically Black Colleges and Universities (HBCUs) in the United States are widening the pool of potential talent. It's not uncommon for managers to ask for a specific number of women when building a pool for interviewing, asking for a pool of non-white talent is also acceptable.
- 4 Learn about the biases common amongst us that show up when recruiting.** There are three types of bias that commonly show up in the workplace. Affinity bias is based on a sense of personal connection to the other person. Confirmation bias confirms a pre-existing perception, stereotype or image. Systemic bias is embedded into processes and systems creating unintended outcomes. By being aware of these and your own preferences/biases, you can take a step in the right direction to create equity when recruiting.
- 5 Widen the criteria for clinical trial enrolment.** Prioritisation for early stage biotech is often based on speed to approval and securing funding. Recruiting a diverse patient population is often a consideration in late stage development. By widening the eligibility criteria earlier in the development process, we can better predict outcomes and develop medicines that are effective in minority groups too.
- 6 Pass the opportunity to a colleague when invited to speak.** As event organisers, Phacilitate are committed to increasing the diversity of our conference panels. However, the typical speaker is white and male (which is a whole other article!). As such, we're now encouraging the 'usual suspects' to suggest an alternative colleague from an underrepresented background to speak instead. **#ShareTheMicNow** is a social campaign which can also be translated to conferences.
- 7 Register for GROW RegenMed (GeneRating Diversity & Opportunity Within Regenerative Medicine) Internship Program.** This summer, the Alliance for Regenerative Medicine launched GROW RegenMed to provide crucial, early-career paid opportunities in the regenerative medicine sector. This has initially been offered to Black students with a view to broaden this out to minority populations in the future.  
To find out more, [click here](#)
- 8 Access the BIO Right Mix Matters resources.** BIO's Diversity & Inclusion Toolkit was launched this summer and has a wide range of free to access tools to help biotech companies get started on their D&I journey, including a dashboard to capture your company's diversity and inclusion stats. In a recent interview, Elliot Francis, Diversity and Inclusion Director of BIO said, "We want to make sure that the biotech industry not only supports all populations especially those that have been historically and systemically disenfranchised but we also want to reflect the population that we serve."  
To find out more, [click here](#)



We stand for an environment where everyone can be their best selves and know they belong. Diversity and inclusion empowers us to act courageously, care deeply, and dream boldly to impact people in big ways. All birds fly further together.

Here is a range of resource groups for our employees:

**bAMAZING:** Amazing Working Parents

**bBOLD:** Black or Latino Diversity

**bBRAVE:** Military Veterans + Families

**bPROUD:** LGBTQ+

**bUNITED:** International Togetherness + Eastern Diversity

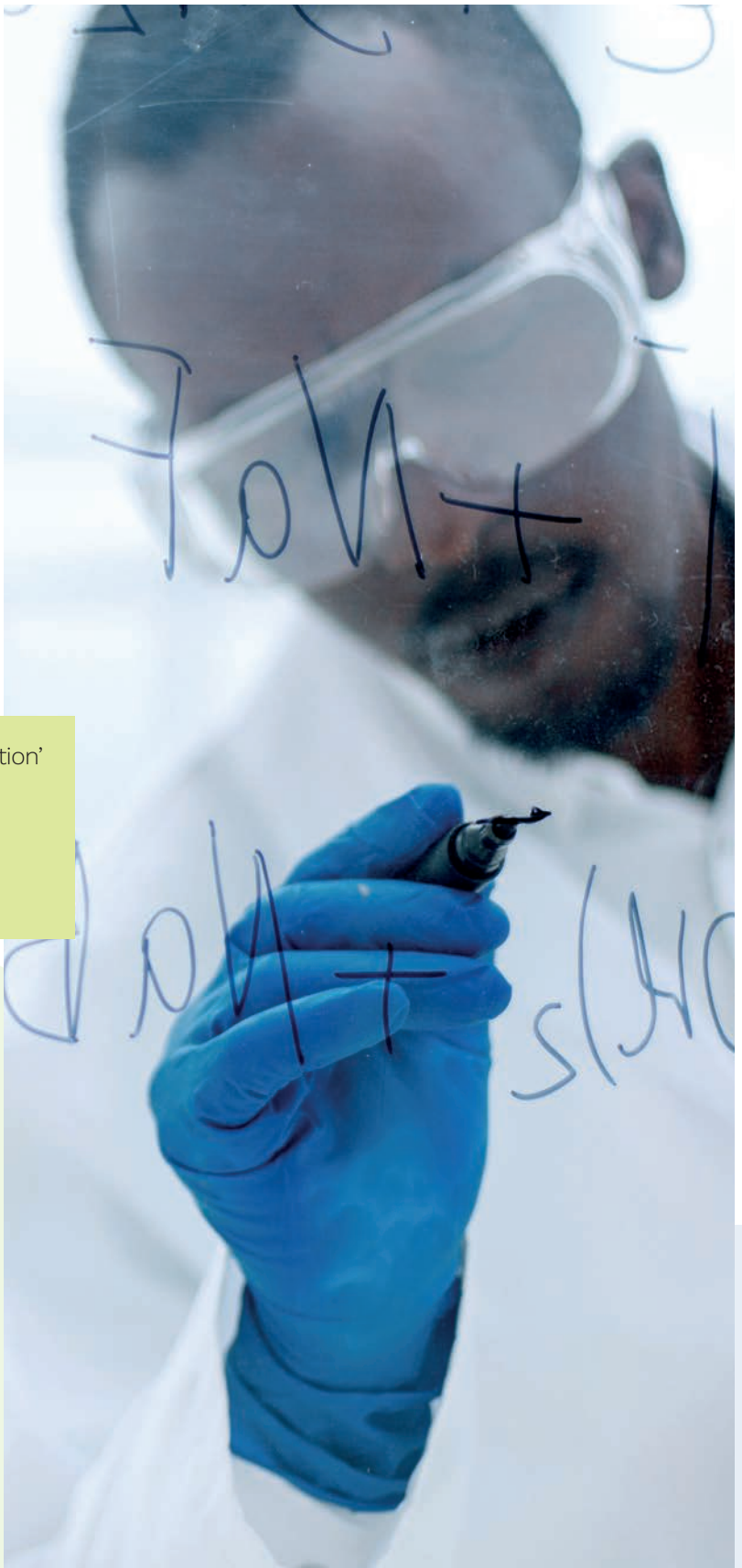
**bWILD:** Women Influencing Leadership Development



'My goal is to expand articulation'

**Jordyne Blaise,**  
Director of Diversity,  
Equity and Inclusion  
bluebirdbio

To find out more about bluebirdbio  
[click here](#)





**Mission:** To create, nurture and sustain a global, inclusive culture, where differences drive innovative solutions to meet the needs of our patients and employees.

**Vision:** Advance the Power of Difference.

Our current ERNs include:

**IGNITE:** Brings together early-career professionals and their advocates (launched in 2019)

**AccessAbility:** Supports employees with disabilities and employees who are caretakers of individuals with disabilities

**Biogen Veterans Network (BVN):** Encourages veterans and allies of veterans to connect and support one another

**Mosaic:** Fosters awareness and appreciation of different cultural backgrounds, in addition to promoting networking and development opportunities for members

**ReachOUT:** Supports a best-in-class working environment for LGBTQ employees and embraces all LGBTQ employees and their allies

**Women's Innovation Network (WIN):** Creates networking, mentoring and learning opportunities for women and allies worldwide



'Diversity and inclusion work is complex and multifaceted; it's about both demystifying what it means to be successful and broadening the aperture of what 'success' looks like'

**Minita Shah-Mara, Vice President Organisation Effectiveness and Global Diversity and Inclusion, Biogen**

To find out more about Biogen's D&I program [click here](#)





We want our employees to be themselves every day. We embrace diverse perspectives. We value inclusive behaviour. We are passionate about Diversity & Inclusion (D&I) because it fuels innovation, drives engagement and attracts talent. D&I is a fundamental part of our culture aspiration to be curious, inspired and unbossed.

Global initiatives include:

- Reaching gender balance in management
- Attracting and retaining diverse talent
- Fostering inclusive behaviour
- Building internal communities
- Promoting LGBTI equity
- Pay equity and transparency



'What keeps me going is our clarity of purpose as a company, the amazing people I get to work with from all over the world, and the opportunity to help everyone feel heard, respected and valued.'

**Elena Rodriguez, Global Head of Diversity and Inclusion, Novartis**

To find out more about Novartis D&I program [click here](#)





We have launched four Employee Resource Groups (ERGs) that aim to foster an environment where all of our colleagues feel valued for their unique perspectives and are empowered to contribute to the success of our organisation and their personal career growth.

**Pride** – Our ERG for employees who identify as LGBTQ along with their allies provides members with a forum to promote a dynamic, welcoming, and friendly atmosphere while strengthening diversity and inclusion at Sarepta.

**Spark** - Fuels employee career growth and development to cultivate future industry leaders through networking and mentoring opportunities and forming meaningful connections within Sarepta and our broader community.

**Sarepta Women's Alliance** provides a community of support to facilitate the development of women within Sarepta by providing leadership opportunities to grow and develop talented, engaged leaders who represent and reinforce the mission and vision of Sarepta.

**Sarepta's Multicultural Employee Resource Group (M-ERG)** was created to embrace, promote and celebrate Sarepta's cultural diversity and to foster a culture of inclusion and appreciation for employees of varied backgrounds.

To find out more about Sarepta Therapeutics D&I program [click here](#)





# BIOMARIN®

We strive to understand, support, and celebrate our differences in race, ethnicity, gender, age, religion, disability and sexual orientation. We seek diverse perspectives and value contributions from those with a broad spectrum of backgrounds, education, personalities, skill sets, experiences, and knowledge.

At BioMarin, we are passionate about making a big impact on rare patient populations, and this takes the widest possible range of ideas. To find solutions for the patients we serve, our workforce must represent diversity in all its forms.

Through various workplace programs, we are cultivating a diverse, inclusive community where our employees can innovate and thrive:

**Women Leadership Development Group:** develop women throughout leadership levels and the talent pipeline, institutionalise the inclusion of women in our culture and business processes, and educate our colleagues on the values and practices that support this culture.

**Women Executive Recruitment:** Increase women representation at our executive level by including significant female representation in candidate pools and interview teams. We also build opportunistic pipelines of women for leadership positions.

**Pay Equity Analysis:** We conduct annual statistical analyses to validate fair pay practices in the US, review and address identified pay discrepancies by applying pay adjustments, and use findings to develop goals for bolstering our pay equity practices.

**PRIDE Group:** The BioMarin PRIDE Group strives to create a workplace that is welcoming and inclusive towards all employees regardless of sexual orientation, gender identity, and gender expression – to a committed and productive workforce.

**Respect in the Workplace:** In 2019, every BioMarin manager – over 800 in all – completed our live training workshop dedicated to building and maintaining a respectful workplace, including active strategies and tactics for avoiding discrimination and harassment.

**Supplier Diversity Programs:** BioMarin is a member of the Western Regional Minority Supplier Development Council (WRMSDC), which provides access to certified minority suppliers, supplier diversity program development, and more.



“PRIDE is a huge first step toward creating a diverse and inclusive environment at BioMarin. Through our various events we aim to create a positive culture, spread knowledge, and build community.

But behind the scenes, the team works tirelessly to forge a path toward the change we wish to see at BioMarin. Being involved with such a passionate group has been an honor and I am excited for the incredible initiatives we will accomplish!”

**Brandon Priest, Senior Analyst in Global Engineering and Facilities, Biomarin**

To find out more information on Biomarin's D&I program, please [click here](#)



At Cognate BioServices, diversity and inclusion is paramount to our progressive culture. Cognate, along with the Cobra Biologics team which we acquired in January 2020, is proud to employ a workforce that represents talent from all corners of the world including the U.S., Asia, Europe, North and South America, India, and Africa. Our deeply diverse team consists of 570 hardworking women and men, representing all ethnicities (see graphic). The Cognate-Cobra family work together with one driving objective: saving patient lives.

As pillars of our Core Values, diversity and inclusion are critically important to the richness of our workplace, the happiness of our people, and ultimately the success of our enterprise. We strongly believe a focus on diversity and inclusion brings us opportunities to learn from each other, grow and best serve our clients.

Our extensive global network enhances the ability for our employees to cross-train, collaborate, and teach one another. We continually introduce new internal training programs that help our leaders appreciate and celebrate differences, share knowledge, and gain new skills. We consider this training an integral part of the Cognate-Cobra employee experience.

Frequent focus groups and surveys allow us to understand our employees' needs. Engaging with our global team, but also taking action on their feedback, reinforces The Platinum Rule central to our culture: Treat others as they want to be treated. It is truly as simple as that.

Our established values of listening and celebrating differences improves employees' wellbeing and enhances their respect and regard toward the organisation overall. Our employees feel truly understood and this fosters innovation, creativity and a variety of perspectives that leave our team members feeling safe, in an environment where they can express themselves freely and produce their best work.

The beauty in being an equal-opportunity employer and having such a diverse work force, means we attract amazing talent eager to join us. Our recruiters are proud to boast about Cognate-Cobra and to promote our brand to potential candidates because they too, feel at home with Cognate-Cobra.

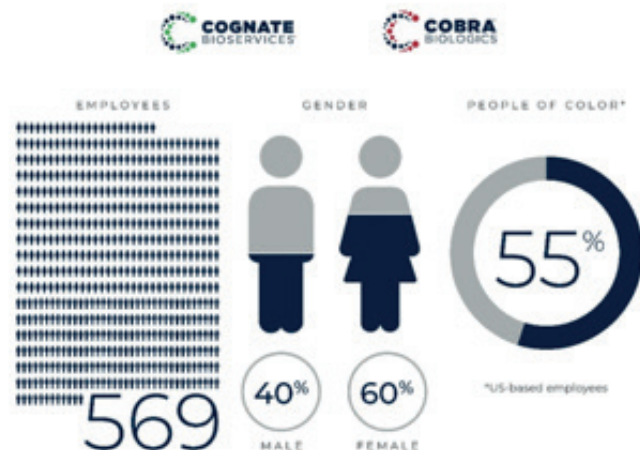
Gender diversity and equality is a resonant challenge in global society, and we are resolute in our priority to do our part to end the disparity and promote an inclusive workspace.



'At Cognate-Cobra diversity of thought is a part of everything we do. It is not a program but a mindset and the foundation of our culture'

**Roy Cohen, VP of People and Culture, Cognate-Cobra**

To find out more about Cognate Biosciences, please [click here](#)





Equality, diversity and inclusion are woven into the cultural fabric at CCRM from its core values to its ethnically diverse workforce – 40 spoken languages! – and women scientists and engineers slightly outnumber their male colleagues.

The organisation celebrates cultural events and religious holidays, and holds professional development and educational activities to promote women's leadership and their contributions to STEM.

In early 2020, CCRM launched the Equality, Professionalism and Inclusion Council (E.P.I.C.) with the following objectives:

- Celebrate and recognize the great diversity of individuals within our organisation
- Help all individuals, especially the ones in underrepresented groups, to grow professionally
- Empower individuals to make a contribution at work and in their communities

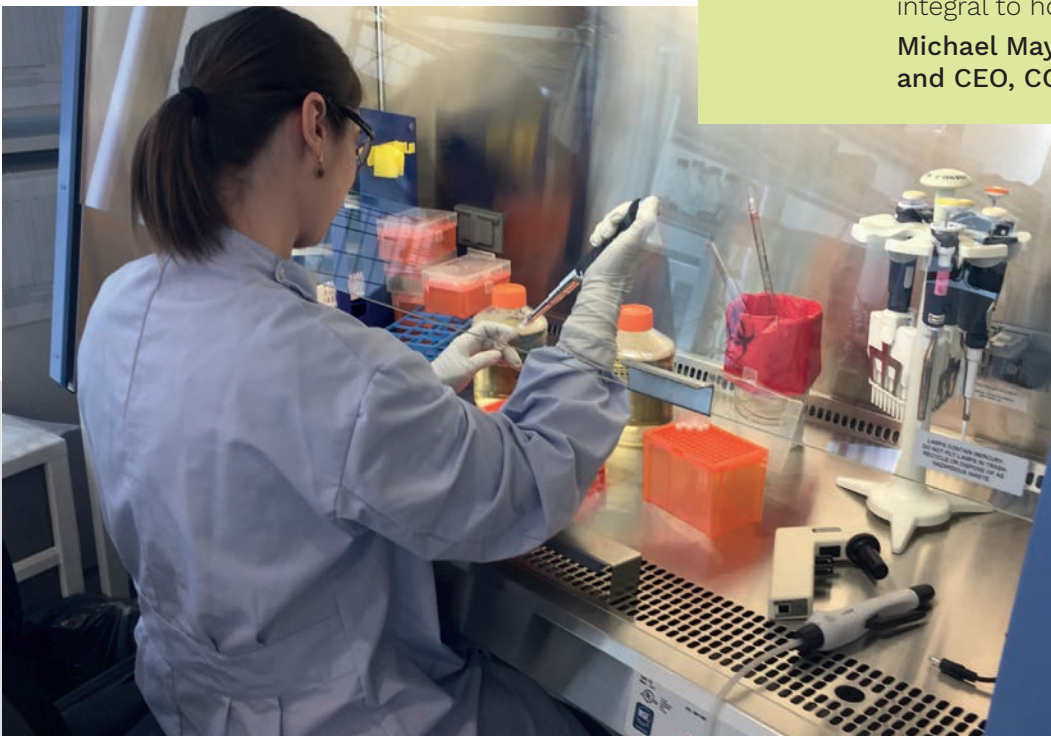
Nearly one quarter of CCRM's workforce is on the (voluntary) Council and all of its business units are represented. So far, E.P.I.C. has hosted a Pride event and a seminar on using gender neutral pronouns and, since then, the Communications team now asks new hires which pronouns they like to be addressed with. The Council has also held food and dance cultural events. Moderated discussions and open forums on topics around inclusivity, systemic racism and the history of racism in Canada are in development. EDI is even ingrained in the standard operating procedures (SOPs).

CCRM's [blog](#), targeted at scientists and the public, has published several posts on the topic of equality, diversity and inclusion.



'CCRM's most important asset is its people – Providing a welcoming, inclusive, respectful workplace, where equal opportunities for advancement and training exist, are of paramount importance and integral to how we function'

**Michael May, PhD, President and CEO, CCRM**





## Blood and Transplant

We have a number of employee networks which have grown over recent years and have helped NHSBT to tap into resources from employees with shared characteristics such as gender, race, cultural heritage, and disability.

Our Black, Asian and Minority Ethnic (BAME) Employee Network supports NHSBT in its strategic objectives to save and improve patient's lives. It also helps NHSBT to be a great place to work - by utilising the skills and resources of its BAME employees in order to add value to the organisation. There is a growing demand for black donors due to the increase in the number of people with sickle cell disease which is the fastest growing genetic disorder in the UK. The BAME Network has set up our successful Donor Ambassador Programme to help recruit a further 40,000 black donors in order to help save lives.

We also have a Disability and Health Promotion Advocate Scheme to promote disability equality issues within NHSBT and provide general information to managers. We are also a member of the Business Disability Forum (BDF) and our advocates work in partnership with the BDF and seek external expertise on disability related matters.

All of this work is key to our success as an organisation as evidence shows that diversity and inclusion leads to more innovation, more opportunities for all, better access to talent, and better business performance.



'By creating a culture where people are able to bring their whole selves to work, we create an organisation that is better able to support the full range of donors and patients that we serve'

**Rosna Mortuza, Chief Diversity and Inclusion Officer, NHSBT**



To find out more about NHSBT D&I program, please [click here](#)

# Phacilitate position on diversity and inclusion

Phacilitate are committed to creating an environment that is safe, professional and which values diversity and inclusion. Every event participant, whether speaker, attendee, sponsor or staff is entitled to be treated fairly, with courtesy and respect.

*“In a young industry experiencing rapid growth, talent demand far outweighs supply. The ripple effects reach far and wide and result in most products failing. This is often not because of the science, but because businesses lack the right people.”*

**Steve Smith, Head of Rare Diseases and Cell & Gene Therapy, Next Phase Recruitment**

We believe that through a truly inclusive culture we can innovate faster and help our industry achieve its full potential .

Our [code of conduct](#) is intended to create an open and inclusive event environment that fosters equitable, enjoyable and productive collaboration.

In 2015, we launched [Women in Advanced Therapies](#), a mentorship and networking community for women working in cell and gene therapy. We're delighted to have paired 22 mentors and mentees since the program started. These connections have empowered the next generation of women leaders to grow in their roles and develop the skills and confidence needed to expand their careers.

In 2018 we set a target to achieve a 33% female speaker panel. We're delighted we achieved this goal and we will continue to set targets with a goal to fix gender imbalance on our agendas.

In 2019 we sponsored a young Black undergraduate from Georgia Institute of Technology to travel and attend Advanced Therapies Week. You can read about Edward Freeman's journey through advanced therapies [here](#). In 2021 we will continue to sponsor science students from Black and other underrepresented groups to attend our conferences.

In 2020, we launched [The Future of Medicine Day](#). Held on Martin Luther King Junior Day, we took over the Frost Science Museum to introduce the next generation to science. We were able to inspire 2000 visitors from a range of diverse backgrounds, this has been one of our greatest achievements so far.

Through our continued focus and initiatives, we hope to inspire the advanced therapies industry to challenge systemic injustice, spark inclusive collaboration and practice allyship.



# A global community bringing together the world of advanced therapies all year round

The goal of Phacilitate membership is to nurture and develop a global community that is passionate about all things advanced therapies.

We collaborate with leading minds to exchange ideas and knowledge, with the ultimate goal of advancing the next pillar of medicine.

Together, we're on a mission to improve and support the commercialisation journey. Will you join us?

Phacilitate membership exists to bring value to you. Here are the benefits of free membership:

- Access to Phacilitate's mentorship program, Women in Advanced Therapies
- Entry into the Phacilitate Match personalised partnering service
- Invites to member-only events and special interest groups
- Access to member-only resources and content at Phacilitate Exchange
- Webinars, reports, intelligence and member offers straight to your inbox in a fortnightly newsletter
- Exclusive 25% discount to Phacilitate live shows

Let's bring advanced therapies to market...

[Become a member today](#)

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