The impact of D&I in our workplace
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Part 1 – Beyond Diversity to Equality
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Activist, friend, grandmother, mother, realist, singer, …

Pharma intellectual property practitioner/strategist, previously:

- Chartered & European Patent Attorney at GSK, Novartis, Merck, …
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Qualifications in business, analytical psychology, coaching

**PurposiveStep**: consultancy supports IP–related businesses & careers

- ‘EDI in IP’ activist via IP Inclusive & CIPA (UK); EPI (Europe); FICPI & PTMG (world)
- Mentoring to firms and individuals in IP–related businesses & careers
- Writer, speaker & educator: career and business skills

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‘Business Case’ v Equality (EDI)

‘Business case’ focuses on the needs & goals of the organisation as a whole. ‘Business case’:
- ignores fundamental inequalities, and power and justice issues
- doesn’t allow for operational issues that can result from diversity
- doesn’t motivate minorities (self-justify, feel imposter, over-perform)

Equality is the state of being equal, especially in:
- status, rights and opportunities, so that
- every individual person feels valued, respected & supported (‘included’)

So, let’s focus on operating inclusively to achieve equality
Beyond diversity to equality – 3+ areas

Identify areas within our pharma TM–related teams:

- Explicit (written) policies & procedures (amend basis?)
- Recruitment processes (improve further?)

- Staff retention and career development
  - benefits of all kinds, training/education, promotion …
- Participation and influence in decision–making
  - team, project, group leadership and (internal) selection
- Case or other work allocation
  - fair share of interesting, valued and high profile work
Beyond diversity to equality – 4 actions*

1. **Embrace a wide range of styles and voices**: in listed areas …

2. **Build trust**: safe/free to express; vulnerability is ok

3. **Actively work vs. discrimination**: leadership’s personal shifts (from reading, cultural and unconscious bias training …)

4. **Reframe differences as a learning resource**: workplace minority/resource communities; mentoring; sponsorship …

“Diversity training that is aimed to ‘create self-awareness and sensitivity [to] cross-cultural differences and similarities’ with the goal of ‘enhancing communication’ across the organization (Derven, 2014, p. 91)… focuses on similarities and differences in cultures.

Employees participate, identify, and communicate with organizational leaders who speak for diverse cultures that they represent”

i.e. cultural training about diverse cultures is key

[Pharma co.] ... believe[s] that every employee should have equitable opportunities to develop and grow based on merit. We embrace and celebrate our differences, respecting and valuing each other’s [individual characteristics] ...

... starts from the top – our managers are expected to act as role models for our values every day.

... all 10 of our colleague-led [pharma co.] Resource Groups came together ... to support our colleagues, plan educational programs and create forums for discussion with leaders. ...
Some next steps on our E,D&I pathways

- **Show** we are striving for EDI in our policies & practices
  - for moral, equitable ‘justice’ reasons; not (only?) ‘business case’

- **Improve** our recruitment and progression processes

- **Enable learning about minority groups** (e.g. culture training)
  - beyond ‘unconscious bias awareness raising’
  - try using the ‘4 steps’

- **Assess and monitor** where we are in terms of EDI
  - Collect data – consult; compare results; feedback; adapt
What steps can *we* actively take or promote?

- What would be helpful to
  - Support diversity
  - Foster inclusivity
  - Promote genuine *equality*
  - Learn & understand about minority people …

- … in our organisations, e.g. whole workplace, pharma TM teams, individual workers, PTMG?
Do get in touch if you would like to discuss/any guidance on setting, revising or practically applying EDI policy (or anything else within Purposive Step’s remit)

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