

In This Together:
Our Commitment to
Global Diversity and Inclusion



TABLE OF CONTENTS

A Letter from Our CEO	03
Enabling Our Vision of “Transforming Patients’ Lives through Science”	04
Our GD&I Strategy	07
Building a Diverse Workforce	11
Creating a Business-Linked Model for Inclusion and Engagement	33
Shaping a Culture of Inclusion	44
The Journey Ahead: Moving Forward Together	47
References	50

A Letter from Our CEO



“Looking ahead, we are committed to continuing the important work we are doing to strengthen the diversity of our culture and increase health equity for better patient outcomes. Our patients deserve nothing less.”

At Bristol Myers Squibb, we are inspired by our vision of transforming patients' lives through science. Our vision is made possible by the talent and passion of our workforce, including over 30,000 dedicated employees who bring unique skills, insights and passions to the work they do for patients every day. Bringing innovative medicines to patients depends on a workforce with diverse experiences, perspectives and personal backgrounds that reflect the patients and communities we serve around the world. As a science-driven company, we know it is through diversity of thought and experience that we can address the disease areas where patients are still waiting for treatments. We are proud of the journey we have initiated, and conscious that we still have much work to do to achieve this goal.

Our vision as a company is only possible if patients can have equal access to healthcare. We know the system doesn't work for everyone, and the COVID-19 pandemic further highlighted disparities in access to treatment. Together, we can work to provide all patients with fair and just opportunities to achieve optimal health. We know we have a role to play in addressing health equity, and we are taking steps to contribute in areas where we can make a difference. Our commitments include a determined focus on addressing health disparities and increasing clinical trial diversity.

Even as we deepen our efforts to address disparities in healthcare, we understand the responsibility we have to address racial or societal inequity wherever we see it. Following the murder of George Floyd, Bristol Myers Squibb built upon our extensive experience in diversity and inclusion to amplify our efforts and make [strategic commitments](#) to accelerate diversity and inclusion. More specifically, our commitments include achieving gender parity at the executive level globally and doubling executive representation of Black/African American and Latino/Hispanic employees in the U.S. by the end of 2022.

Commitments to Health Equity and Global D&I

- Health Disparities
- Clinical Trial Diversity
- Supplier Diversity
- Employee Giving
- Workforce Representation

Additionally, we are devastated by the sharp increase in hate and discrimination directed against the Asian American Pacific Islander community in the U.S. over the last year. Bristol Myers Squibb condemns violence of any kind and we take seriously our continued responsibility to foster an

inclusive environment in which our workforce feels safe, heard and valued.

This Global Diversity and Inclusion report, our first in a series of updates about our commitment to addressing diversity, gives an overview of the strategic approach and progress we have made towards becoming a diverse and inclusive company.

Throughout this report you will read stories that bring to life our efforts to create a culture that invites employees to bring their authentic selves to work. Ultimately, Bristol Myers Squibb could not have achieved progress without our workforce. An inclusive culture invites our workforce to speak up and contribute to how we move forward. I am confident we will continue to challenge ourselves to reach even farther to deliver for our patients. Looking ahead, we are committed to continuing the important work we are doing to strengthen the diversity of our culture and increase health equity for better patient outcomes. Our patients deserve nothing less.

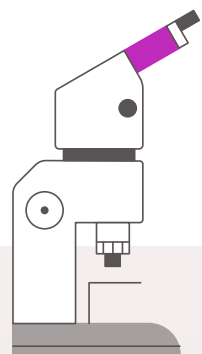
Giovanni Caforio, M.D.
Board Chair and Chief Executive Officer

01

Global Diversity and Inclusion: Enabling Our Vision of “Transforming Patients’ Lives through Science”



Global Diversity and Inclusion: Enabling Our Vision of “Transforming Patients’ Lives through Science”



At Bristol Myers Squibb, our mission is to discover, develop and deliver innovative medicines to help patients prevail over serious diseases. This requires working to ensure that those who need our medicines have access to them, especially vulnerable populations disproportionately affected by serious diseases.

As an organization motivated to work smarter, faster and better, our scientific advances allow us to redefine the future of personalized medicine and make life-changing care accessible to those who need it.

We believe it is not simply about giving patients longer life—it is also about offering the possibility of a better life.

Our ability to treat more patients, however, relies directly on an even deeper understanding of who they are, the unique challenges they face and their trust in our science.

We believe the only way we can successfully work toward this is by building a workforce whose diverse experiences, perspectives and personal backgrounds reflect the diversity of our global patient population.



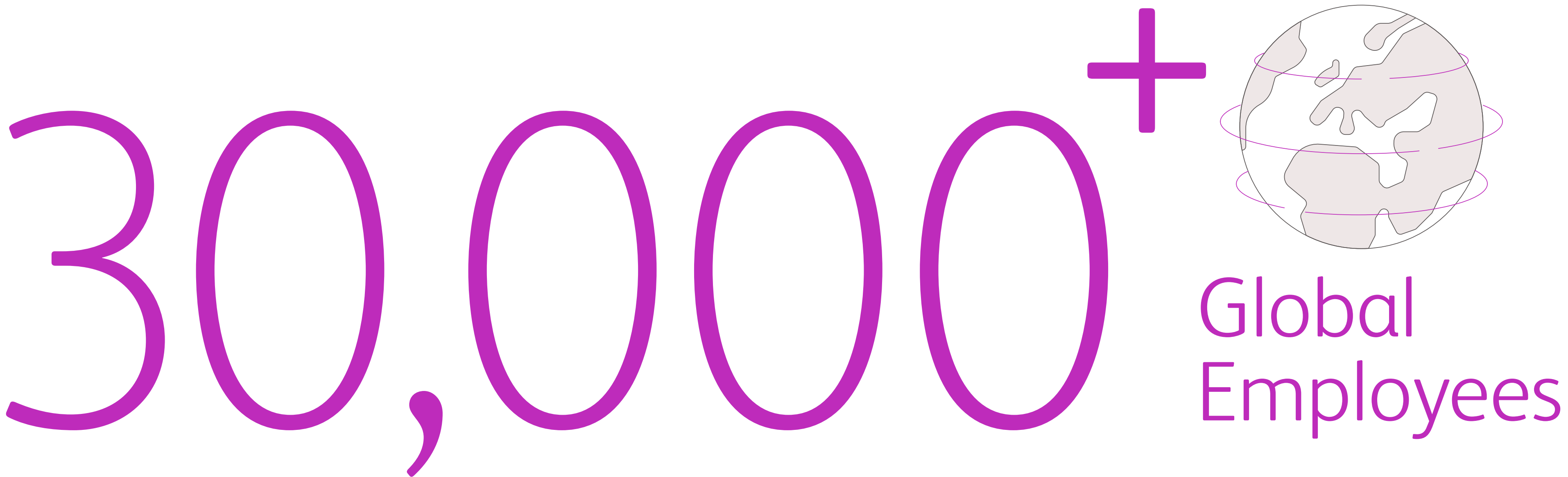
Jasmine W.
Patient

GLOBAL DIVERSITY AND INCLUSION: ENABLING OUR VISION OF
“TRANSFORMING PATIENTS’ LIVES THROUGH SCIENCE”

Our Continuing Journey

For Bristol Myers Squibb, global diversity and inclusion (GD&I) is an evolving journey. We can take pride in our advancements over the years, and we match that pride with an accountability to accelerate our efforts where needed to close critical gaps—for our employees and our patients.

This report is about our 30,000+ employees and reflects the diverse experiences they contribute to our commitment to our patients and communities.

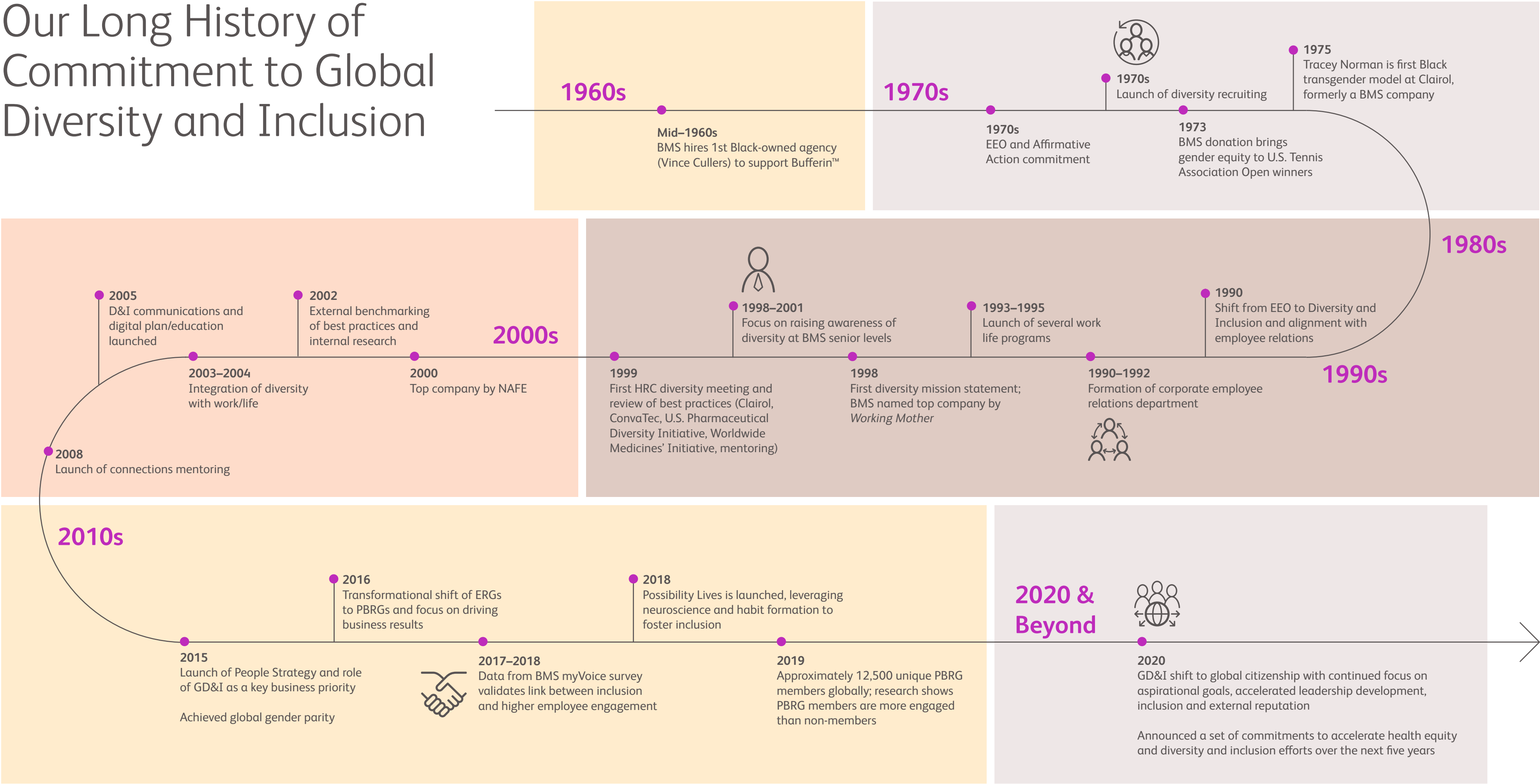


02

Our GD&I Strategy



Our Long History of Commitment to Global Diversity and Inclusion



Our GD&I Strategy

Our GD&I strategy is connected to the Bristol Myers Squibb business strategy, rooted in strategic long-term investments and driven by the continued commitment from leadership and our employees.

This **commitment to diversity and inclusion** drives us to be intentional in our strategy and to deliver better outcomes in service to our patients.





GD&I Strategic Areas of Focus

Today, our strategy reinforces how we address the changing needs of our patients and the growing challenge of health inequity. We’ve evolved our strategy to prioritize the following principles:



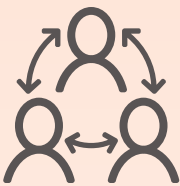
Bending the curve on representation

We focus on accelerating the progress made, particularly for executive women globally and underrepresented ethnic groups (UEGs)¹ in the U.S., where we have the greatest opportunity.



Shaping the culture of inclusion

We approach inclusion, authenticity and belonging with the same rigor as any other business objective.



Accelerating momentum with our People and Business Resource Groups (PBRGs)

We invest in a business model with dedicated full-time PBRG leaders who develop multi-year business plans to address the needs of our current and future workforce as well as our patients.



Driving external relationships with purpose

We are building a STEM (Science, Technology, Engineering and Math) pipeline with the intent to attract promising talent and build trust with those communities where our patients live and work through strategic community-based partnerships.

Within the U.S., we’ve been a federal government contractor with affirmative action obligations for 50 years and have a long-standing commitment to equal employment opportunities.

03

Building a Diverse Workforce



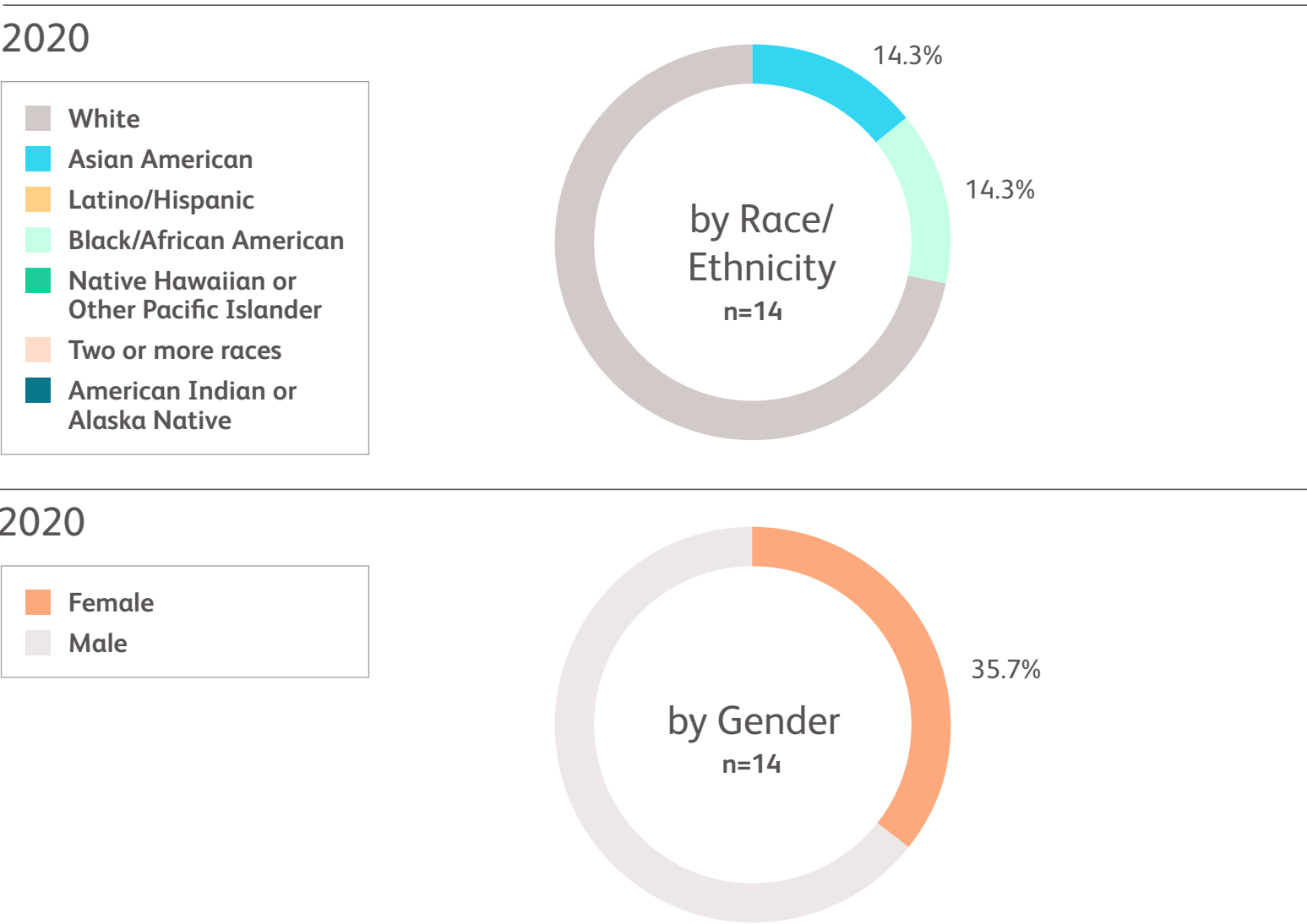
Leadership Representation

Our commitment to diversifying the representation of our organization is a commitment that starts at the top and continues through all levels.



Board of Directors

The following data reflects our [Board composition](#) as of December 2020. Recently announced departures will impact our 2021 UEG and gender representation.



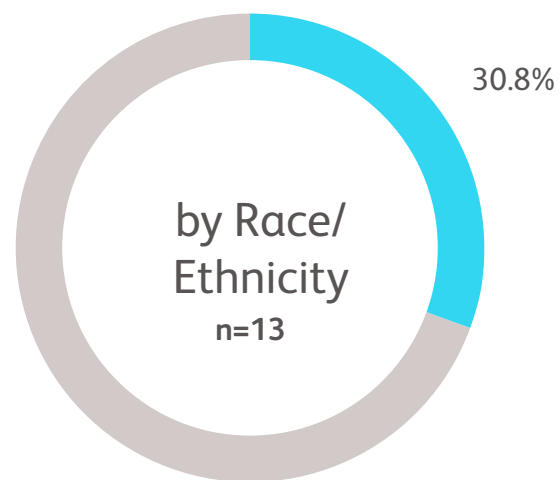
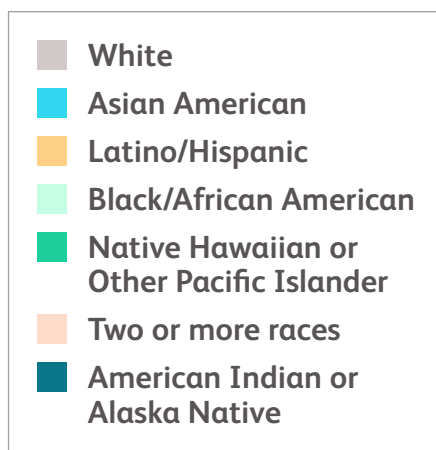
Leadership Representation



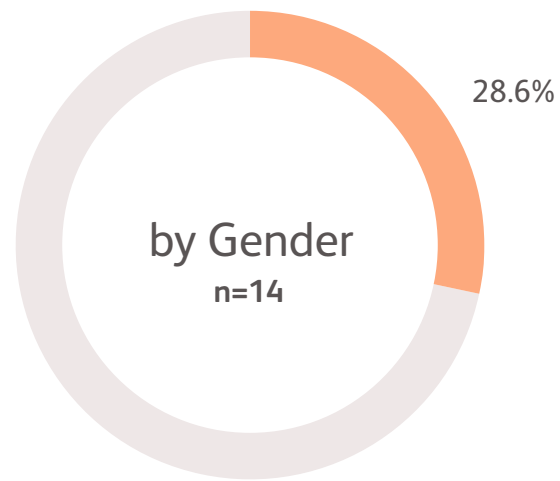
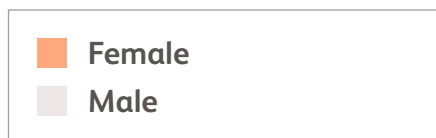
Leadership Team

The following data reflects our Leadership Team composition as of December 2020. Our [current composition](#) can be found on [bms.com](#).

2020



2020



Race/Ethnicity is not collected for employees on an international assignment originating from outside the U.S.

Building a Diverse Workforce

Charting our course to become a powerfully diverse and inclusive company is not the result of any one single initiative nor any one individual. It is instead a multi-pronged approach focused on setting aspirational and realistic representation goals, paired with accelerated leadership development, unconscious bias education and pay equity.

All representation data is displayed as of year-end unless otherwise indicated.

Our journey of change remains guided by our principle of bending the curve on representation.



Building a Diverse Workforce

Bristol Myers Squibb and the Bristol Myers Squibb Foundation each committed \$150 million to diversity and inclusion.

Following the murder of George Floyd, we continued our participation in many conversations about the serious challenges facing the Black/African American communities as well as the Latino/Hispanic, Asian American and other impacted communities. We spent time listening, learning and dialoguing. We recognize our continued responsibility to create the change needed to address racial inequality and health disparities in our rapidly changing communities.

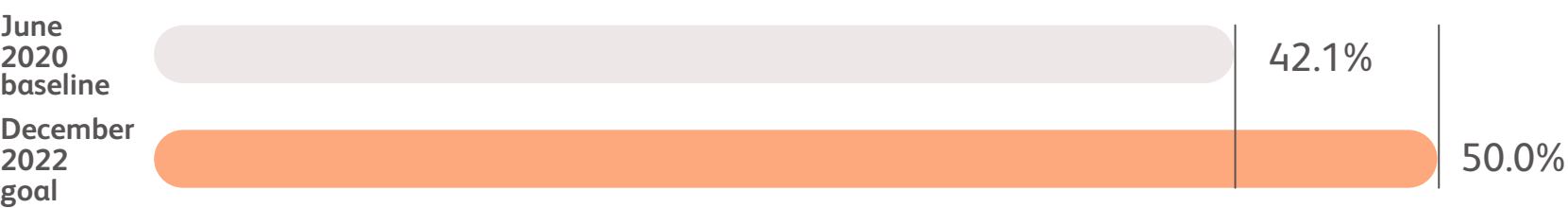
To further deepen this historical commitment to global diversity and inclusion in 2020, Bristol Myers Squibb and the Bristol Myers Squibb Foundation each committed \$150 million to diversity and inclusion and health equity. This includes the bold company pledge to advance leadership representation by the end of 2022 by achieving gender parity globally and doubling Black/African American and Latino/Hispanic executive representation in the U.S.

Although we have made these sustained investments, we are not where we want to be nor where we need to be. The following data provided in this report is another step in reinforcing our commitment to diversity and inclusion. While some of the data does not reflect the aspiration we set for ourselves in building the workforce we desire, they provide a clear indicator of where we are today and show our areas for improvement.

BMS Workforce Representation Commitments

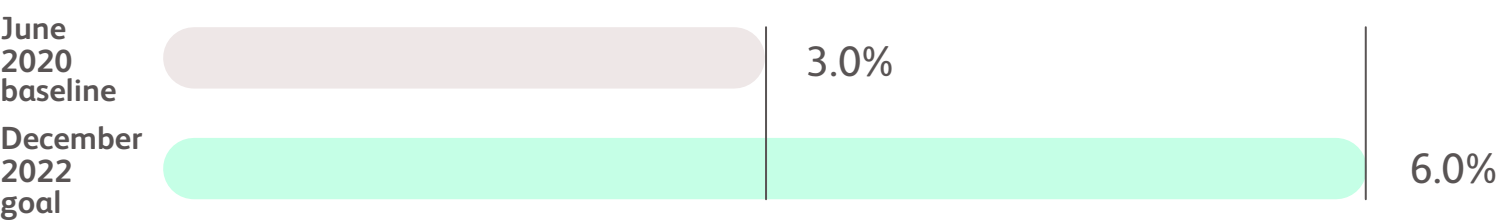
Gender Parity

Reach parity at the executive level for women globally



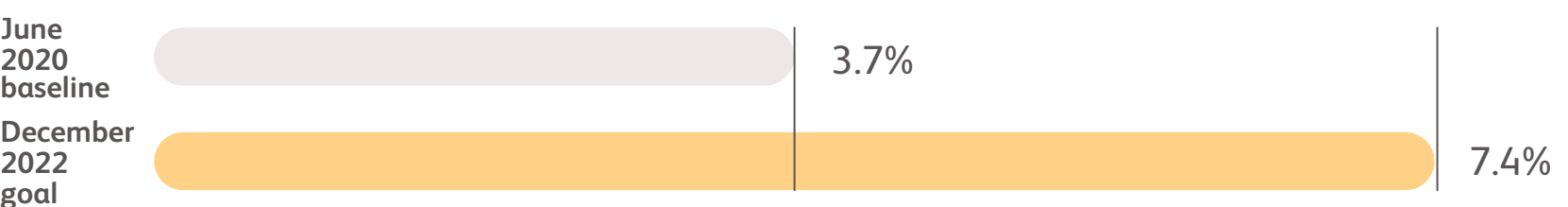
Black/African American Employees

Double executive representation in the U.S.

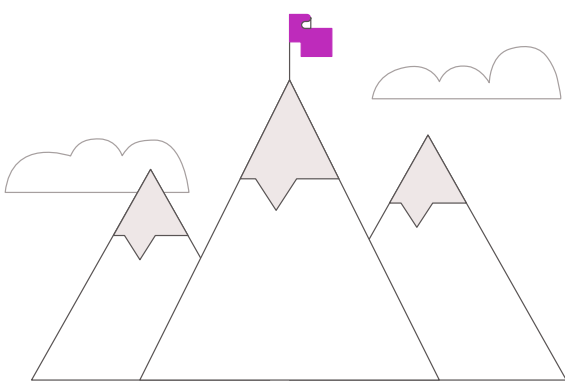


Latino/Hispanic Employees

Double executive representation in the U.S.



Building a Diverse Workforce



To meet these representation commitments, we remain focused on the following strategic initiatives to drive representation outcomes:

Five-Year Aspirational Representation Goals

By leveraging analytics and external market data, we continue to set five-year aspirational goals for each business unit to increase representation of women and underrepresented ethnic groups (UEGs), where appropriate. We will achieve these goals by holding ourselves accountable through key performance indicators (KPIs) linked to critical talent levers including ensuring and tracking diversity among our candidate slates, interview panels and succession plans.

Accelerated Leadership Development

We’re enhancing our longstanding investments in accelerated leadership development initiatives—specifically for women globally and UEGs. These initiatives now include developing skills highly applicable to future global challenges, which are informed by the perspectives of these underserved groups. We found that participants in our signature development programs are twice as likely to be promoted as those women/UEGs not participating in the Accelerated Leadership Development program.

Leadership Capability and Unconscious Bias Education

To fulfill the promise made with our commitments, we’ve refreshed and deepened our focus on unconscious bias workshops for our global leadership team, managers and our employees.

Pay Equity

We believe that providing equal pay for equal work is one of several enablers of a diverse and inclusive work environment. One of our compensation practices is to use a gender-neutral market-based approach tied to roles at all levels in the organization to set starting salaries and for lateral and promotional moves.

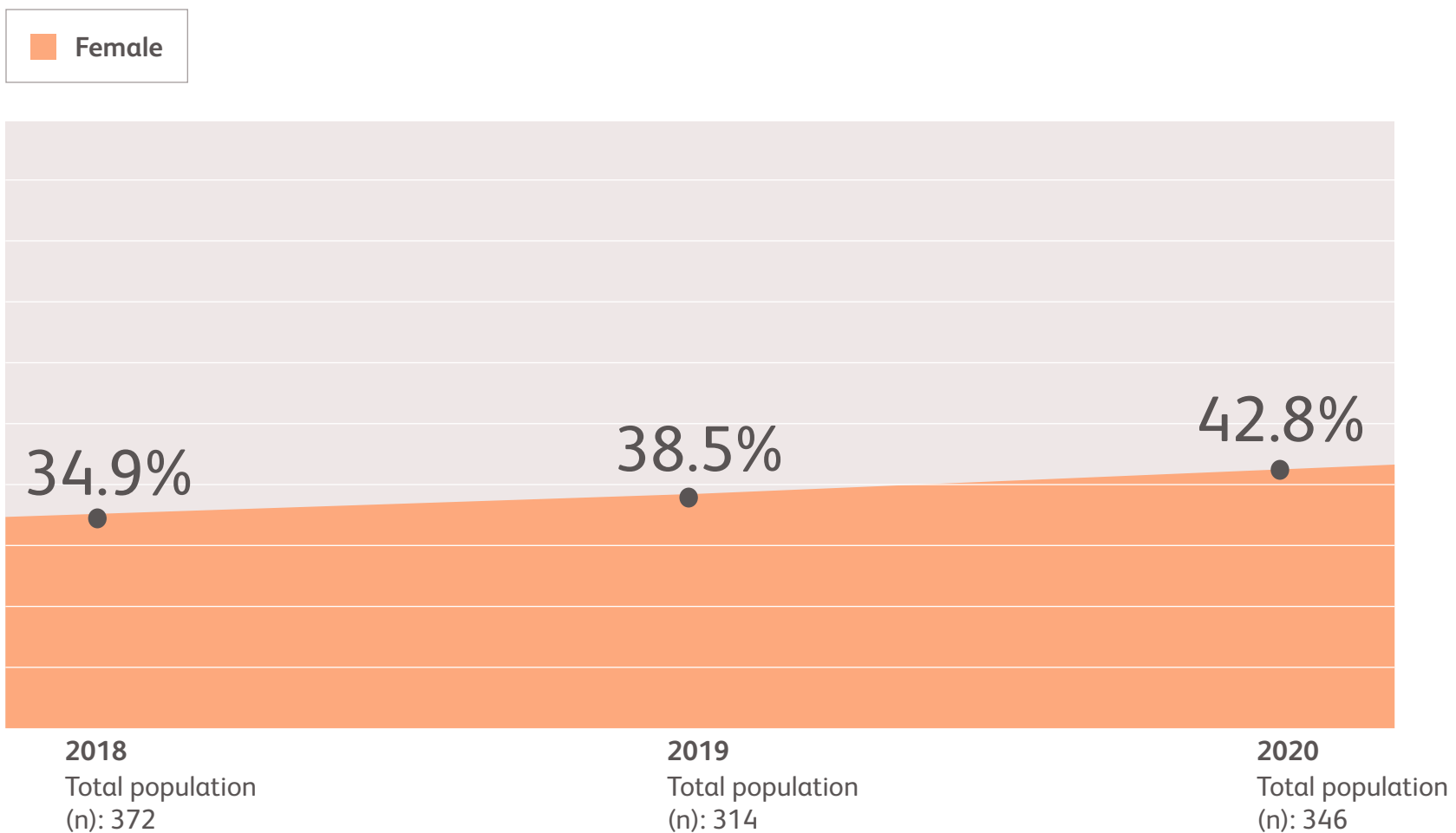


Executive Representation



Global Executive Representation by Gender

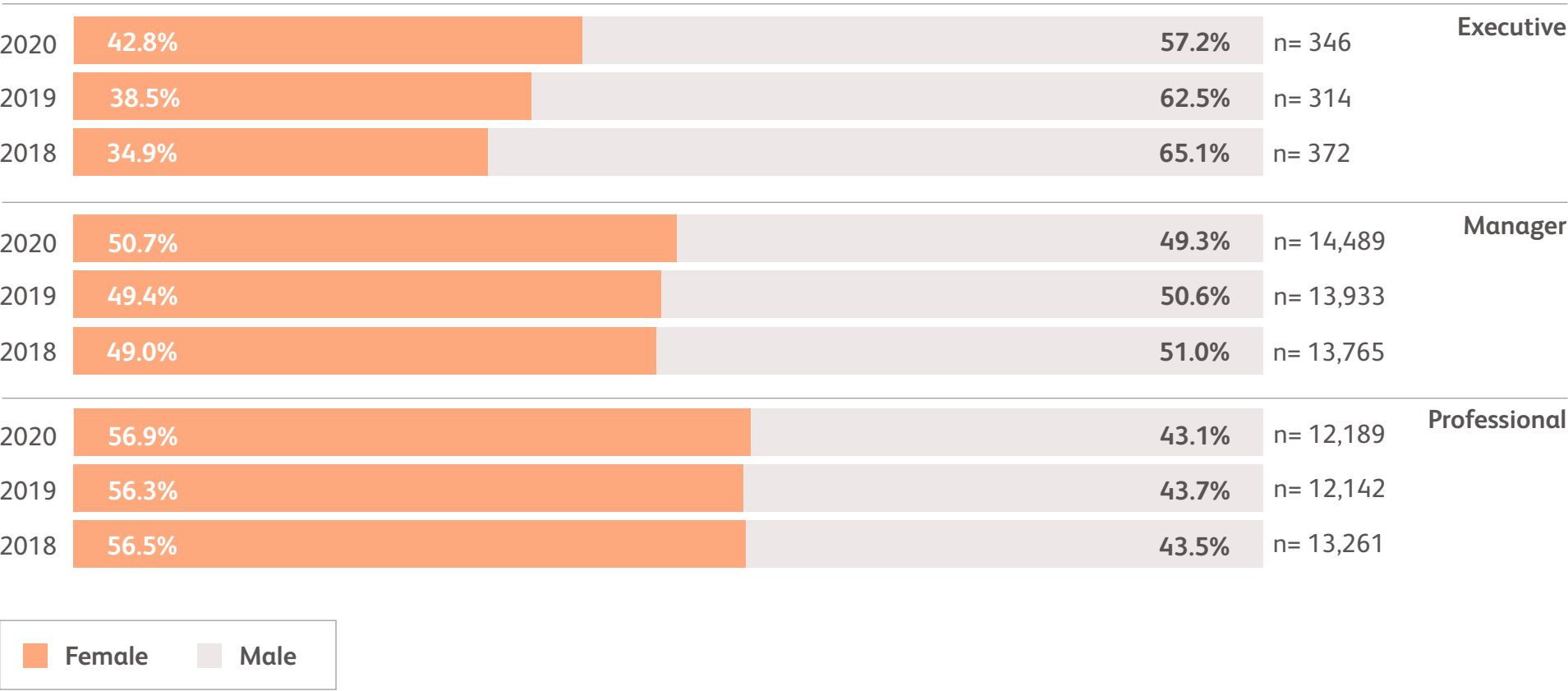
In 2015, Bristol Myers Squibb achieved gender parity across the entire organization and continues to see increases in the representation of women in the manager and professional categories. Upon achieving this milestone, our focus shifted to ensuring global gender parity at the executive level. We believe we are on track to achieve this goal by the end of 2022, supporting our recently announced commitment to global gender parity at the executive level.



Employee Representation

Global Management Level by Gender

As we build representation at senior levels of our organization, we will continue to focus on the advancement of our pipeline of female talent.



Gender was not reported by the following number of employees and therefore not represented in the charts above:
Manager 2018 – 4; 2019 – 3; 2020 – 2
Professional 2018 – 6; 2019 – 2; 2020 – 5



Accelerating Diversity Among Our Managers and Leaders

Uniquely designed education and skills development programs for women and underrepresented ethnic groups (UEG) have been a core investment for 15 years, resulting in increased promotion, lateral movement and retention for participants.

Three leaders share their experiences with leadership development programming and recruitment at Bristol Myers Squibb and how it contributed to their ability to build long-term, successful careers at the company.

Toni Brock started her career at Bristol Myers Squibb in cardiovascular sales in 1997. Today, she is the Vice President, Corporate Analytics and Transparency.

Florencia Davel began her Bristol Myers Squibb career in 2000 as a Product Manager and is currently the General Manager, Latin America (LATAM).

Sydney Klein joined Bristol Myers Squibb in 2018 and is Senior Vice President, Chief Information Security and Data Officer.

Accelerating Diversity Among Our Managers and Leaders

Toni Brock career journey at Bristol Myers Squibb

Q: How did you get involved in leadership development programming at Bristol Myers Squibb and what was that experience like for you?

Toni: I participated in one of the first Insights for Success program cohorts. At the time, the program focused on Black/African American employees to ensure we began building our careers at Bristol Myers Squibb. Through a variety of exercises and activities, we learned to understand our role in corporate America and how we could actually advocate for ourselves, which doesn't come naturally to everyone. Managers aren't mind readers, so if you aren't speaking up, if you aren't talking with them about what you want, they won't know how to advocate for you. I still take this into account as both an employee and now a manager myself.

The program was helpful because it showed me how things work and the opportunities that could be available to me. I learned that I have to get noticed by people. People have to understand the work I'm doing and the value I'm bringing to my team and the company. In addition to having others advocate on my behalf, I have to be my own advocate in order to move forward.

Q: How has your experience helped shape you as a manager and how are you helping your employees create their own path?

Toni: My experience has been great at Bristol Myers Squibb, but this is not necessarily the experience of every Black/African American. When I started my career at Bristol Myers Squibb,



Toni Brock, Vice President, Corporate Analytics and Transparency

there were numerous Black/African American leaders, so I had the privilege of working with very successful women who happened to look like me and I thought, "Okay, they can do it. I can do it." I had them as role models.

As a manager, I work with colleagues across the organization to help them get to the next level. We've started a rotational program for the Business Insights and Analytics (BI&A) group, for example, meant to help bring in talented people of color. The program exposes them to all facets of BI&A, but also to senior leaders so they too can aspire to leadership roles like I was able to.

Q: What advice would you give to people about growing their career at Bristol Myers Squibb?

Toni: First, a piece of advice I received early in my career, is to tell people what you want them to believe about you. When I came into my role, I took that to heart. The more I talked about my skillsets and the areas I excel in, the more people heard it and gave me opportunities that fit my skills and areas of interests. It's important to believe in yourself and to make sure others believe it, too. The second thing is to create opportunities for yourself. For instance, a number of times in my career I saw a gap and I turned it into an opportunity. I created jobs for myself that didn't exist. There are so many opportunities out there. You just have to look for them and be willing to say, "I'll do that."

Accelerating Diversity Among Our Managers and Leaders

Florencia Davel career journey at Bristol Myers Squibb

Q: How has continually improving yourself impacted your career at Bristol Myers Squibb?

Florencia: Having a growth mindset and a proactive attitude have always been important pillars in my career. As a leader in the LATAM region, I am mindful of my own development while focusing on my team’s development as well, and encouraging managers across the markets to set this as a top priority. I’ve also been active in building a strong professional network and asking for a seat at the table. Last year I was appointed the first woman co-chair of the Latin American Federation of the Pharmaceutical Industry, a trade association in Latin America and the Caribbean, and this year I will assume the role as Chair.

Q: How did you get involved in leadership development programming at Bristol Myers Squibb and what was that experience like for you?

Florencia: Last year, I was invited by my manager to become part of the Talent Accelerator program to support me in my continuous development journey. The program helped me to focus on my career development, dedicate more quality time to it and be more prepared for the next professional opportunity. Through the program I learned useful tools not only to assess my own performance, but to ask for feedback from others. Thanks to a collaborative approach with my coach and manager, I’ve been able to identify my key strengths and areas for improvement and have prepared a strategic development plan. Moving forward, I’ll use it as a baseline for my career path at Bristol Myers Squibb.



Florencia Davel, General Manager, Latin America (LATAM)

Q: What new skills do you have now or what skills have been improved because of your participation in the accelerated leadership program?

Florencia: I’ve upgraded my skills by focusing more on active listening and giving others more opportunity to share their ideas. I’ve also been putting effort into being a more inclusive leader, ensuring that every voice is heard. During these times when we work remotely, those aspects are key to ensure that I leverage innovation and accelerate the decision-making process. In addition, I have significantly expanded my network, getting access to key stakeholders who have opened doors for me. Finally, it has given me more confidence to pursue positions out of my comfort zone, and to speak up when sharing my expectations around career development.

Q: What advice would you give to people about growing their career at Bristol Myers Squibb?

Florencia: I would strongly recommend that people dedicate time and effort to building a strategic development plan for themselves and then share that plan with their manager, peers and external colleagues. Following that, it’s crucial to be open to direct and continuous feedback. Have courageous career conversations and have them often. Women and other underrepresented groups have the key to open doors for themselves and others and the power to break through the glass ceiling. I say, “Go for it, be resilient, authentic and always show an exponential leadership approach.”

Accelerating Diversity Among Our Managers and Leaders

Sydney Klein career journey at Bristol Myers Squibb

Encouraging women and UEGs to pursue and grow careers in STEM has required us to rethink conventional hiring practices that may exclude otherwise high-potential candidates. We spoke with Sydney Klein, Senior Vice President, Chief Information Security and Data Officer, about her own hiring journey at BMS in 2018, and her approach to ensuring that her team is growing in all the right directions.

Q: What was the hiring process like for you and what did you learn from it?

Sydney: From the very first engagement I had with BMS, I felt the deep level of support for STEM candidates and for matters of diversity, inclusion and belonging. My interview panel included three of our BMS leadership team members, two of whom are women. I was awestruck, as I was coming from a company that didn't have representation like that. Fast forward, I had been at BMS a week, and I'm in an IT leadership team meeting, discussing roles that need to be filled. I remember hearing my colleague say, "Here's the role that I'm hiring for. I'm lacking this perspective and this industry experience. My team is very male-dominated." He was really looking at the team's needs from a broad perspective, not just which specific capability we need, but how this hire would impact our larger vision.



Sydney Klein, Senior Vice President, Chief Information Security and Data Officer

Q: How are you building your team to incorporate more diverse voices and talent?

Sydney: In IT, it starts at the very beginning. We are educating our managers on how to create a better requisition. How do you make sure that job descriptions aren't turning off a specific population? For example, we know that women are less likely to apply for roles for which they don't meet all of the criteria, while men, research says, apply for a role that they might fit 60% of it.² So let's recognize the difference between required elements and desired elements. Let's change the way we hire. Instead of focusing on questions detailing our candidate's past responsibilities, let's focus on the candidate's potential and transferable skillset.

Q: What have you learned that might help other women and UEGs build careers in STEM?

Sydney: Early in my career, I often was the only woman on the team, the only woman in the room and the only woman in a meeting. That can make a person feel vulnerable. At one point someone told me that I wasn't technical enough and I allowed that to become my personal narrative. Later, I was speaking with a very senior person about a new capability that I wanted to lead and I said, "I want to do this, but I know I'm not technical enough." She stopped me right there. "That is not true," she said, "and you can never say those words again." Then she walked me through why that narrative was damaging to me. She helped me see that I was fully capable, that I was technical, and that I wouldn't succeed if I continued to believe a false narrative about my capabilities. It was a turning point for me and something others in STEM should take to heart, as well.

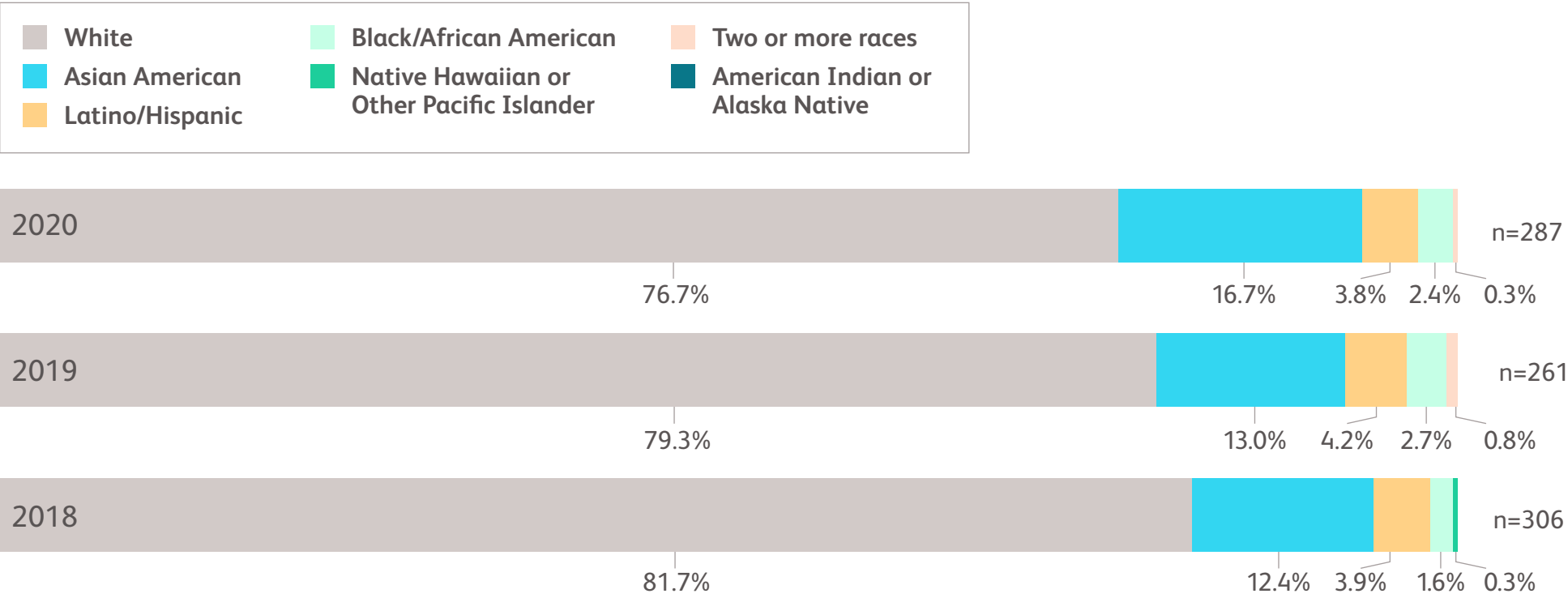
BUILDING A DIVERSE WORKFORCE

Employee Representation

We continue to take significant steps to make measurable change across our workforce. Through this report and beyond, we look forward to advancing our efforts and sharing more on our progress.

Executive Representation by Race/Ethnicity

We are proud of the continued progress in representation of Asian American executives, and recognize we also have a responsibility to increase representation of Black/African American and Latino/Hispanic executives. We hold ourselves accountable to the commitment made in 2020 to double executive representation of Black/African American and Latino/Hispanic employees in the U.S.



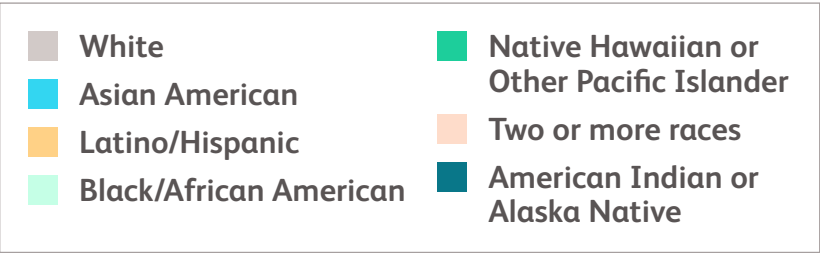
Data reflects U.S., excluding Puerto Rico.
Executive Representation by Race/Ethnicity was not reported by the following number of employees and therefore not represented in the charts above: 2018 – 17; 2019 – 21; 2020 – 23



Employee Representation

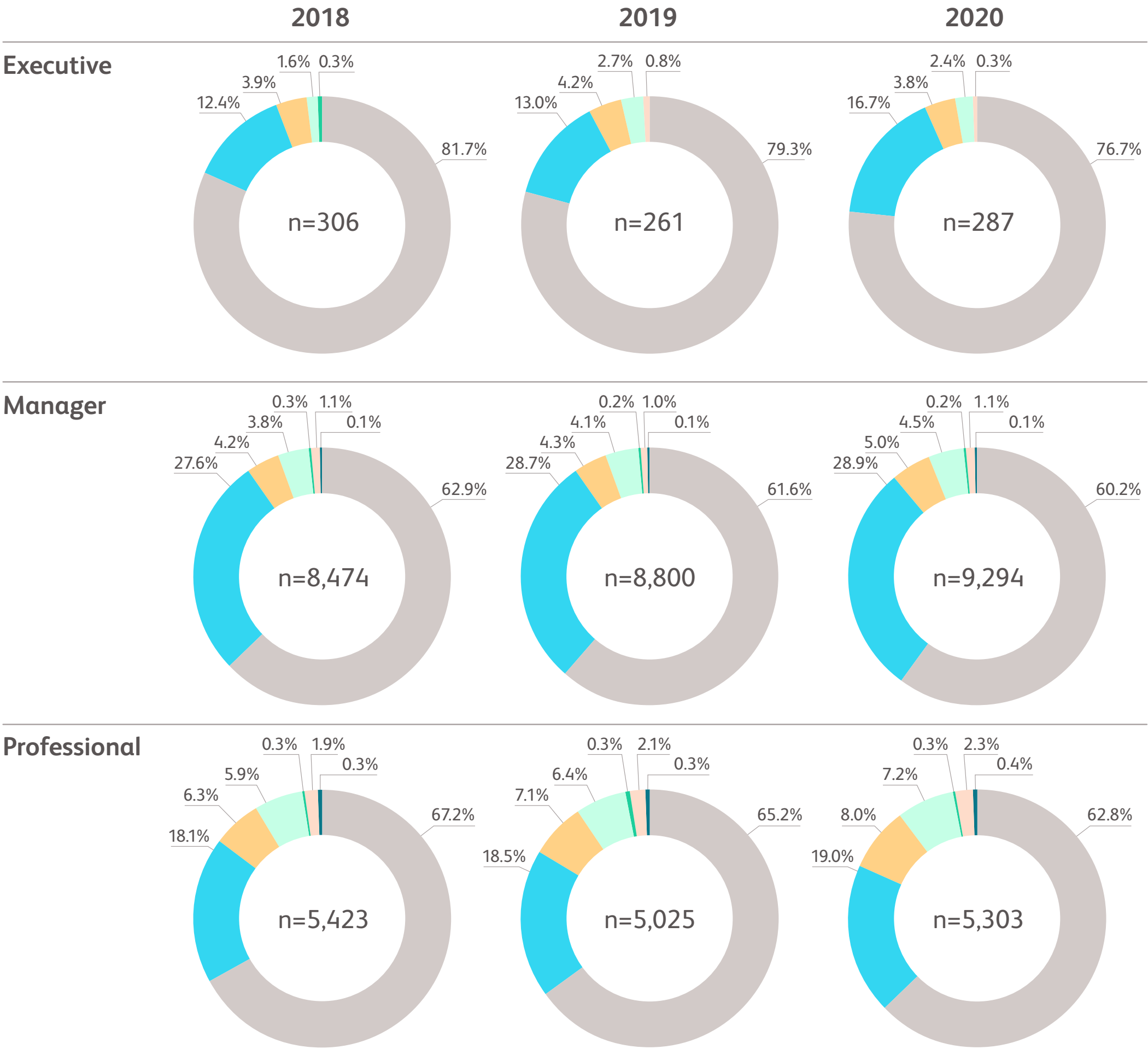
Management Level by Race/Ethnicity

As previously stated, we are encouraged by the progress made in the increase of Asian American representation. We also remained focused on improving the development of the talent pipeline of our Black/African American and Latino/Hispanic employees in the U.S.



Data reflects U.S., excluding Puerto Rico. Race/Ethnicity was not reported by the following number of employees and therefore not represented in the charts to the right:

Executive	Manager	Professional
2018 – 17	2018 – 222	2018 – 183
2019 – 21	2019 – 276	2019 – 204
2020 – 23	2020 – 334	2020 – 206

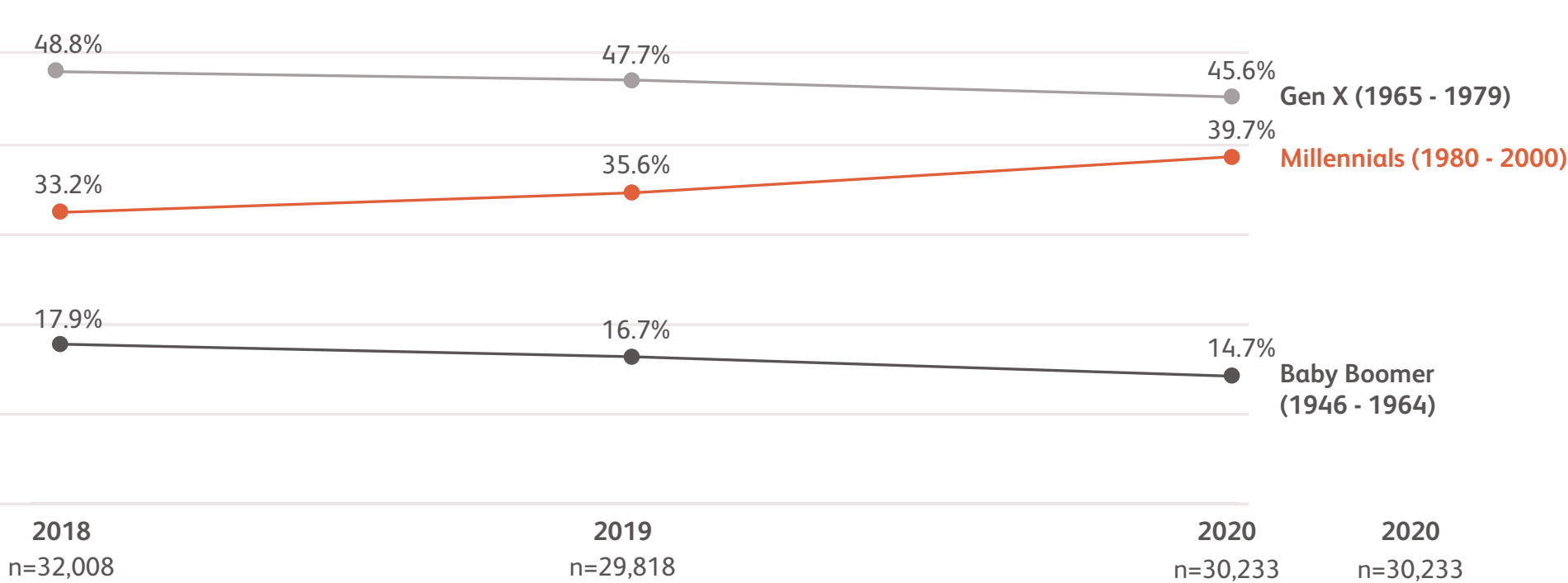


Global Generational Representation

By 2025, 75% of the global workforce will consist of millennials.³

We are thoughtful about attracting, retaining and developing this next generation of leaders and feel well prepared to advance our talent pipeline as we continue to grow our business.

CLIMB
At the core of the mission for our CLIMB (Cultivating Leadership and Innovation for Millennials and Beyond) PBRG is the opportunity to amplify connectivity across functions, geographies, and generations. In 2018, CLIMB enhanced the purposeful connection between our multi-generational workforce to focus on learning and mentoring. The CLIMB Summer School program provides employees around the world the opportunity to participate in flexible virtual classes and learn from colleagues across the company to promote growth and development. This program includes cross-generational curriculum and was attended by 11,725 employees in 2020.



Generational Representation was not reported by the following number of employees and therefore not represented in the charts above:
2018 – 10
2019 – 1

Gen Z (2001+) and Silent Generation (1928 - 1945) not included in chart due to n=10 or fewer employees in 2018 - 2020.

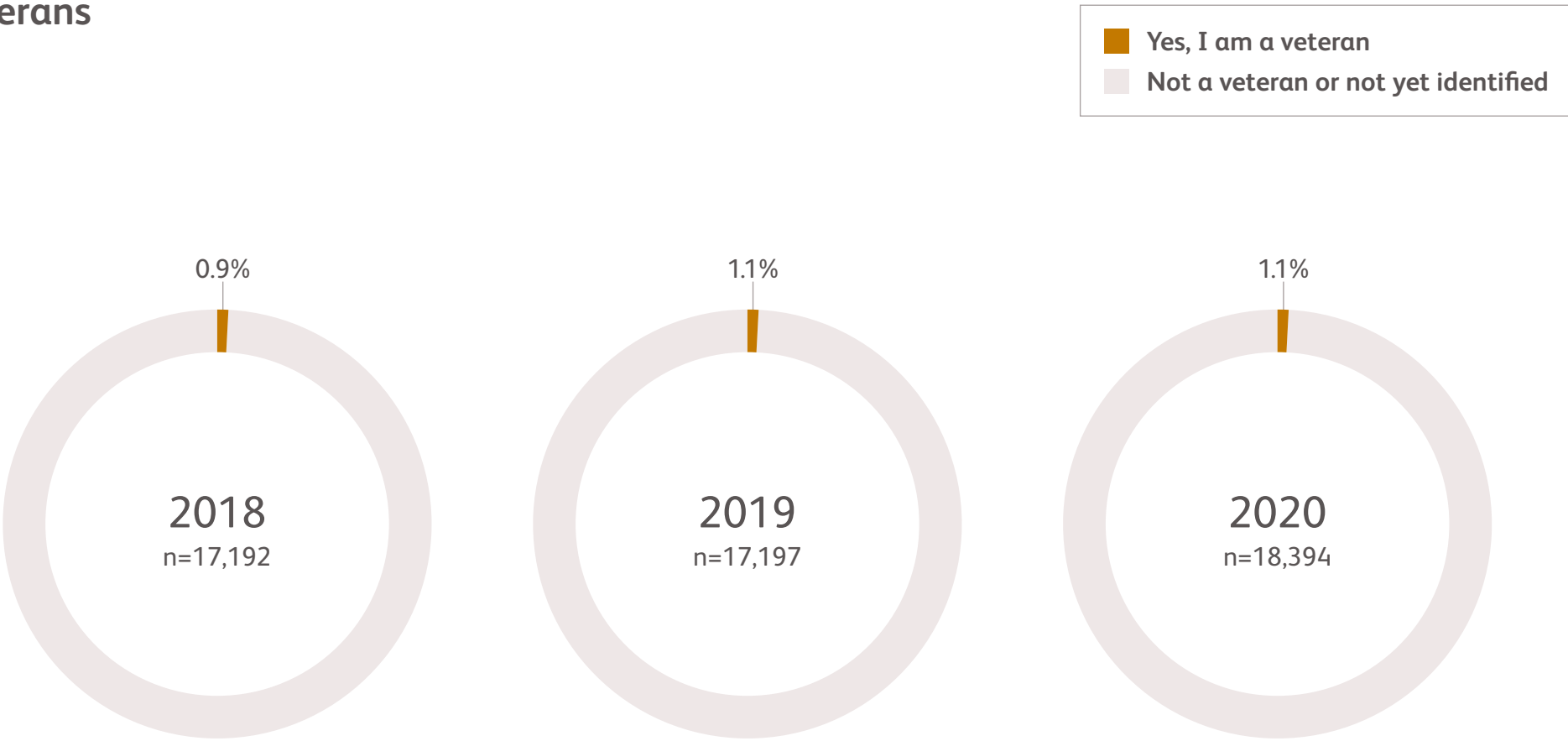


Veterans/Disability Representation

Self-Identification: Everybody Counts

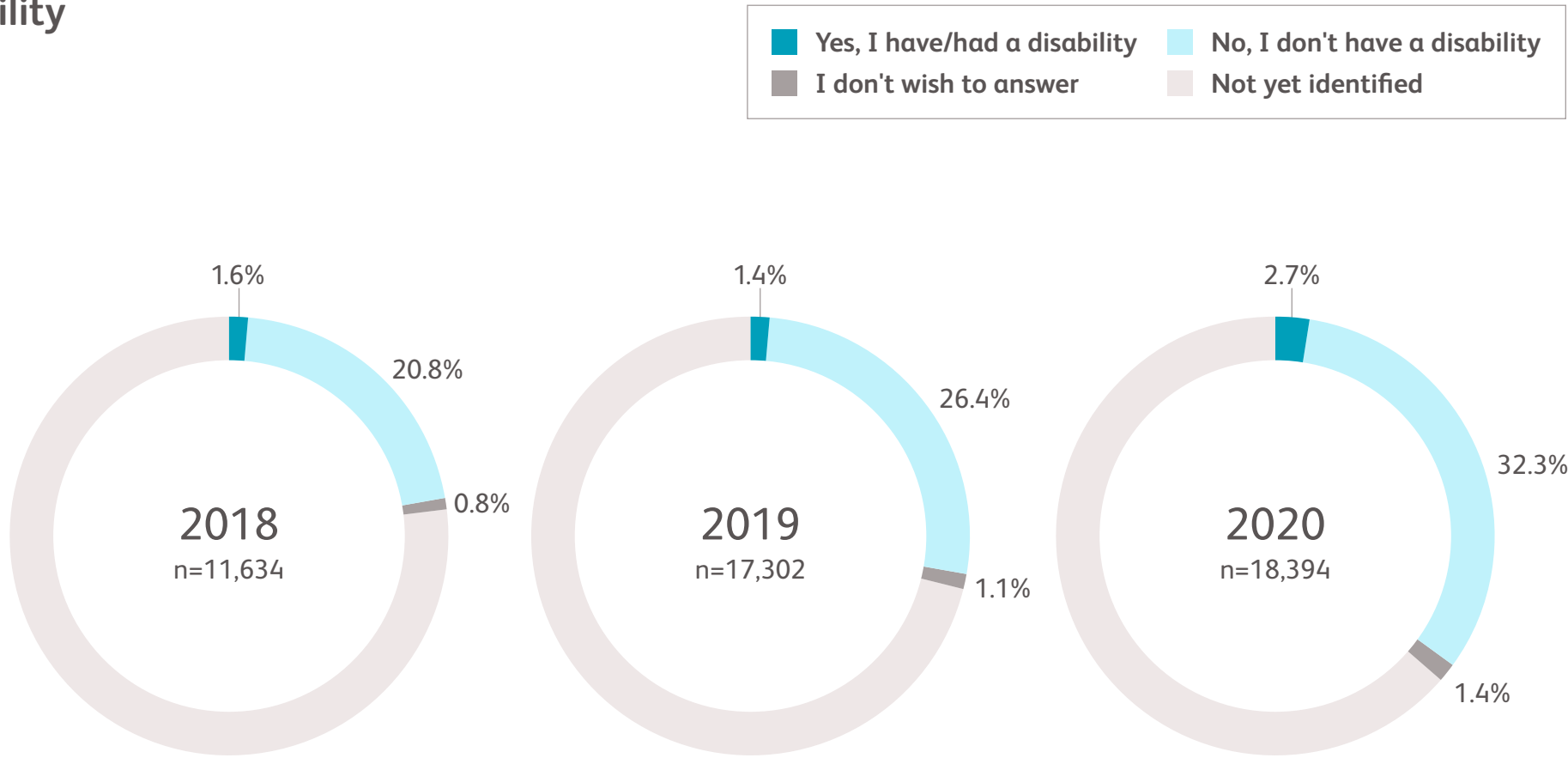
In the U.S. and Puerto Rico, employees have the opportunity to disclose their veteran status, disability status and LGBTQ+ status in our HR system of record. Currently, our participation rates in those areas are not where we want them to be. As a result, at the end of 2020 we amplified our self-identification campaign, called Everybody Counts, with leader messages and a series of employee videos sharing the power of authenticity and uncovering. We will continue to create an environment where all employees feel comfortable bringing their full authentic self to work and have the confidence and trust to disclose the full spectrum of their identity.

Veterans



Data reflects the number of employees who identify as a protected veteran in the U.S., including Puerto Rico.

Disability



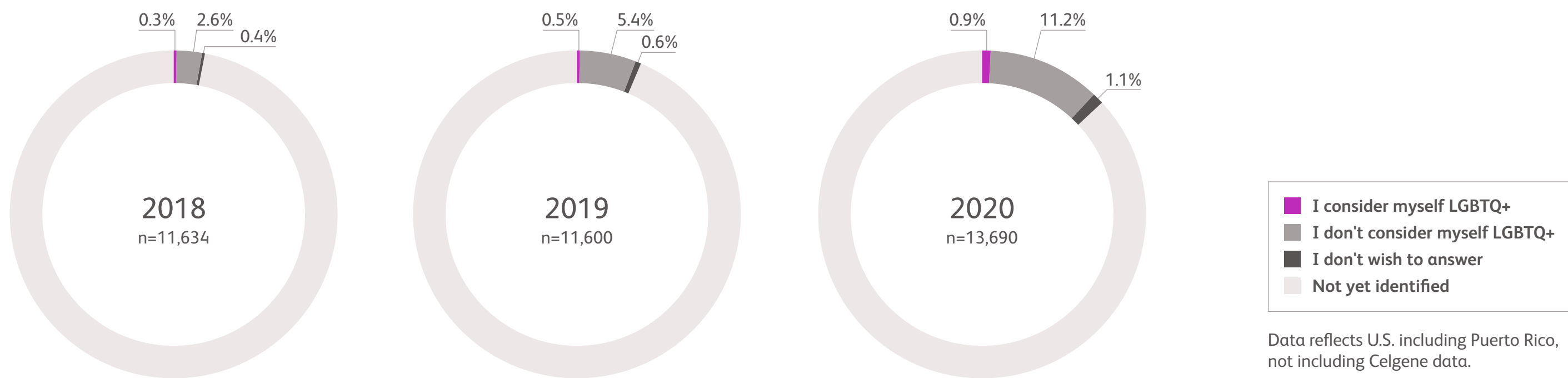
Data reflects U.S. including Puerto Rico. 2018 does not include Celgene data.

LGBTQ+ Representation

Self-Identification: Everybody Counts

In 2018, BMS updated its HR system of record to add a field for sexual orientation and gender identity, taking the first step in collecting this employee data. It was a natural progression of evolving our policies and systems to be more inclusive of the LGBTQ+ community and ensuring that sexual orientation and gender identity are considered as critical as other dimensions of diversity. Whether it was when we added same-sex partner benefits, or pronouns to our email signatures, each step creates a more inclusive, more inviting, better performing company. We look forward to the next steps in this journey.

LGBTQ+



COLORS Training Program

The LGBTQ+ community has long been medically underserved and misunderstood. In 2020, Bristol Myers Squibb's PRIDE Alliance and the Bristol Myers Squibb Foundation sponsored a clinical trial to test the COLORS (Curriculum for Oncologists on LGBTQ+ populations to Optimize Relevance and Skills) Training Program. The U.S. Florida-based Moffitt Cancer Center launched the first nationwide study designed to identify gaps in knowledge, attitudes and institutional practice for LGBTQ+ patients. Moffitt developed COLORS in collaboration with other organizations based on the study results. COLORS is designed to help oncologists better understand the unique challenges and medical needs facing this patient population. After the study is completed, the COLORS training will become more available for medical oncologists to continue their education. [Read more >](#)

Cultivating a Diverse Future Talent Pipeline

To meet the needs of our increasingly diverse patient population, we take a multi-prong approach to building a workforce that can sustain us today and help us meet the needs of our patients long into the future. We create opportunities for our workforce to support students through STEM (Science, Technology, Engineering and Math)-related activities. We partner with academic institutions to inspire and develop STEM talent with scholarships and grants, and we support the efforts of our PBRGs to develop platforms that help their members develop and advance their careers at Bristol Myers Squibb.

Creating Opportunities for Today’s STEM Leaders to Inspire the Leaders of Tomorrow

The U.S. will need 1 million more STEM professionals over the next decade than it is projected to produce at the current rate.⁴ Although the number of women and underrepresented ethnic groups (UEGs) in science and engineering has grown, these groups still remain underrepresented relative to their overall presence in the workforce and population.⁵

To address these growing concerns, we created our STEM Council to leverage the expertise, experience and passion of our workforce to develop future innovators and expand access to STEM education and programming, especially for UEGs.



Michael Little
BMS Employee



We strive to support educators and institutions by strengthening the development of STEM curricula across all stages of our future workforce's educational journey:

Middle School

Provide awareness and familiarity with STEM at key educational crossroads.

High School

Encourage further cultivation of skills and selection of STEM college majors.

College and Post-College

Develop a pipeline of scientific talent, showcasing career trajectory.

To help close this projected STEM talent gap within the UEG populations and the industry at large, Bristol Myers Squibb has invested in signature programs to create the scientific leadership for tomorrow that reflects the changing patient demographics, particularly in the U.S.

Partnering with Historically Black Colleges and Universities to Solve STEM Disparities

Despite recent advancements, statistics show Black/African American students entering STEM careers continue to struggle to achieve professional opportunities. Historically Black Colleges and Universities (HBCUs) help address this disparity as evidenced by the fact that 20% of the graduates from these institutions receive a STEM-related degree.⁶ Preparing Black/African American students for success in STEM requires resources and guidance they may not have exposure to before college. To help address this gap, BOLD (Black Organization for Leadership and Development, one of our PBRGs [see page 36]) not only engages middle school, high school and university students in STEM mentoring, but also has a continued sponsorship of the Executive Leadership Council (ELC) Bristol Myers Squibb Scholarship Program and the United Negro College Fund (UNCF) Postgraduate Fellowship.

Executive Leadership Council Bristol Myers Squibb Scholarship Program

As part of the company's commitment to HBCUs, we provided scholarship awards in 2020 to 10 high-achieving Black/African American students who demonstrated academic excellence, leadership and a commitment to innovation as they pursue their degrees at HBCUs. More than simply awarding funds to deserving students, we also established a leadership committee with representation across the company, with each member serving as a one-on-one mentor to the students.

UNCF Ernest E. Just Postgraduate Fellowship Program in the Life Sciences

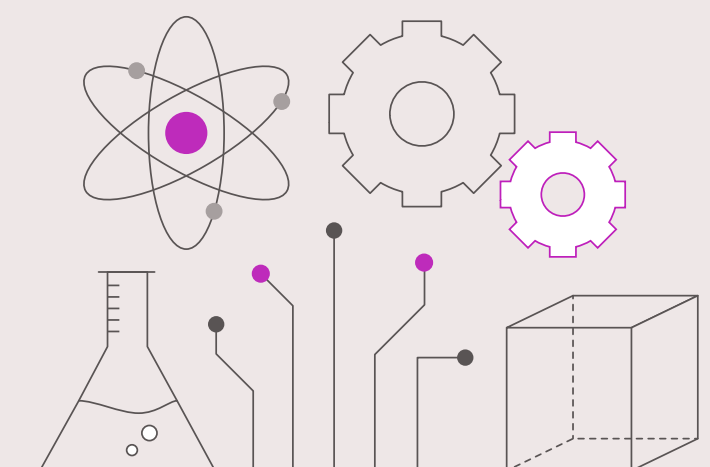
Created in 2017, the Ernest E. Just Postgraduate Fellowship Program in the Life Sciences is a partnership between Bristol Myers Squibb and UNCF to accelerate the career development of Black/African American scientists pursuing careers in academic or biopharmaceutical industry research and development. This three-year fellowship awards scientists with a stipend, research budget, travel award for research conferences and access to mentors and professional networks. In 2020, we announced the second cohort of the fellowship as well as an extension of the organization's innovative partnership through 2026. Recipients Antentor Hinton Jr., Ph.D., and Cornelius Taabauzing, Ph.D. were selected to continue conducting research on the underlying pathophysiology of Type II diabetes, and the pathogenesis of cancer and autoimmune disorders, respectively.

The Ernest E. Just Postgraduate Fellowship Program in the Life Sciences is a partnership between Bristol Myers Squibb and UNCF to accelerate the career development of Black/African American scientists pursuing careers in academic or biopharmaceutical industry research and development.

CONTINUED



BMS has awarded Executive Leadership Council scholarships to the 10 students shown above who planning to pursue a career in business or STEM at Historically Black Colleges or Universities.



Building Business Performance and Equity through Supplier Diversity

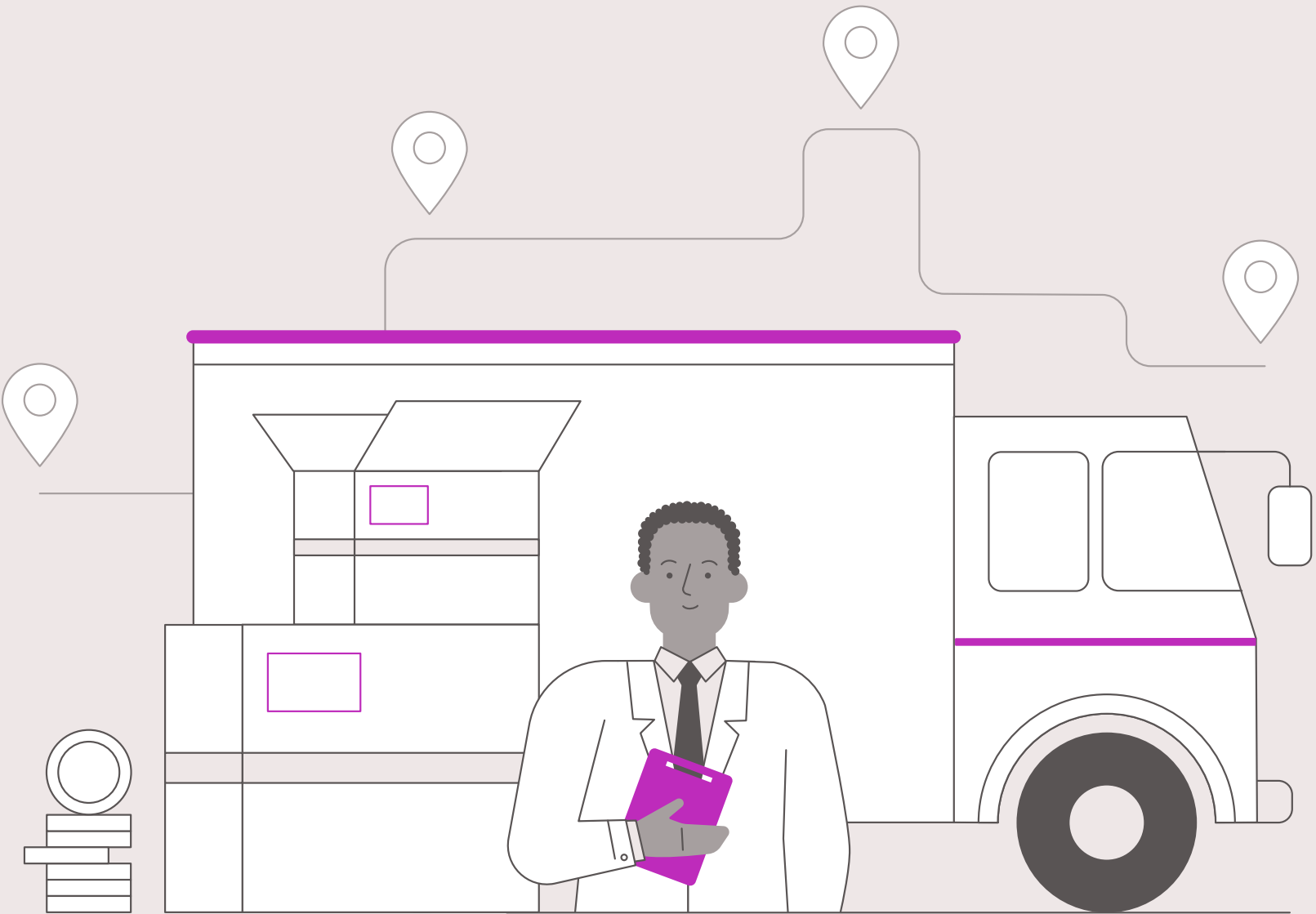
For Bristol Myers Squibb, supplier diversity is as much about promoting equity beyond the business as driving business performance within it. Established 25 years ago, our supplier diversity program has intentionally expanded over time from a U.S. effort to a global imperative with initiatives in places such as the U.K., Ireland and Brazil.

Doing business with diverse-owned suppliers helps keep our company on the cutting edge of innovative products and services that benefit patients, while helping the businesses thrive in ways that create jobs and other positive economic impacts, including economic development of underserved communities hard hit by systemic injustices.

But achieving supplier diversity in a practical way does not just happen on its own. The effort must be intentional and supported by a resourced infrastructure. The effort also requires senior-level endorsement and a dedicated leader to run it.

“Our supplier diversity program has not only made Bristol Myers Squibb better able to compete in the marketplace and discover, develop and deliver breakthrough therapies for patients in the U.S. and around the globe, it has made us a more inclusive and open-minded company and a more attractive place for the best and brightest to build their careers,” says Rondu Vincent, Executive Director, Global Supplier Diversity and Sustainability.

At its core, “supplier diversity is about economic parity, economic equilibrium, job creation and lifting up people and the communities they live in,” Rondu says. “Our partnership with diverse suppliers can have an ongoing and meaningful ripple effect far beyond our organization and across communities, over time and in support of a much greater good.”





Bristol Myers Squibb has also demonstrated the meaningful impact of our partnership as we worked to support our communities through two devastating moments in recent history. In 2017, Hurricane Maria caused catastrophic destruction to our Humacao site in Puerto Rico. Without being asked, small and minority-owned suppliers Caguas Mechanical Contractors assembled a crew of workers and helped remove debris and re-construct the site, while another, Empire Gas, helped us remove a dangerous propane leak to secure our site. The speed with which both our suppliers responded to our needs helped us restore production of our medicines within weeks and allowed us to continue our mission of serving patients.

Last year, we were able to pay it forward and help suppliers and other businesses hard hit by the COVID-19 pandemic.

One was woman- and minority-owned business Ice Safety Solutions, a company which offers safety training and equipment and is led by CEO and President Pamela Isom. When the pandemic disrupted her business, Pamela pivoted to offering personal protective equipment. We immediately placed an order which allowed Pamela to purchase stock to

fulfill Bristol Myers Squibb's order and those of other customers, including frontline workers such as fire and police departments. Eventually she was able to rehire staff, pay rent and restock.

Experiences like these not only have an impact on those businesses and their communities, but on our company as well. We value our partnerships—so when a supplier does well, we do too.

Our Supplier Diversity team also runs an outreach program called Power2Impact to connect directly with the communities we serve, especially the underserved and underrepresented. The team has held numerous successful community outreach events, impacting thousands of individuals through donation of clothing and food, co-sponsorship of STEM education and careers programs for middle school students and homeless teens and adults across the country, many in conjunction with supplier diversity events.

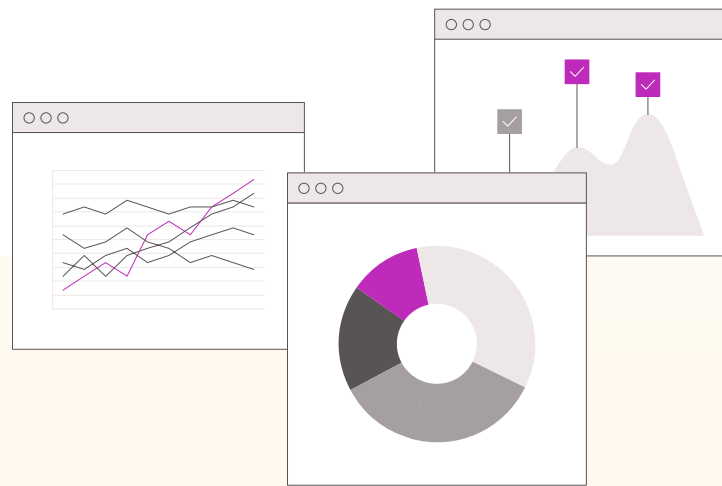
Supporting diverse suppliers brings together communities not only in times of crisis but every single day. In other words, it makes us stronger together.

04

Creating a Business-Linked Model for Inclusion and Engagement



Creating a Business-Linked Model for Inclusion and Engagement



By applying a scientific approach to GD&I and making financial commitments, including talent investments, we see a lasting impact on employee recruitment and engagement, innovation and overall business performance.

Our internal data showed that enhancing inclusion and employee engagement required transforming our traditional employee resource groups to People and Business Resource Groups (PBRGs) to better inspire and equip our people to be true business leaders and drive business results and innovation.

As a result, in 2016, we invested in a new strategy directly linking the enterprise business strategy and objectives to individual PBRGs. Our model empowers members to be business leaders, adding value through the execution of business plans, accelerated leadership development for members and building the external reputation of our company.

Keniesha Watford-Woods
BMS Employee and PBRG Member

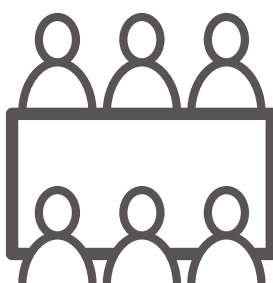


Creating a Business-Linked Model for Inclusion and Engagement



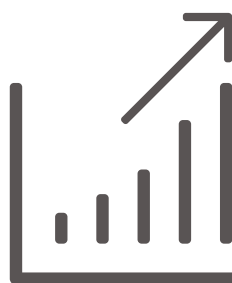
Full-Time Dedicated Leadership

Each PBRG has a dedicated full-time leader who is responsible for the three-year business strategy, execution and financial plans, membership growth and engagement, as well as the accelerated leadership development of its constituency base.



Leadership Team Accountability

Functioning as the board of directors for each PBRG, senior leaders are accountable for the governance of each PBRG as well as the career development of the full-time leads.



Business Performance and Governance

Each PBRG business plan is linked to the company strategy and objectives with performance oversight by the Bristol Myers Squibb Leadership Team and the Global Diversity and Inclusion Council. This empowers employee members to drive value and leverage their scientific and patient expertise, talent connections and community partnerships to meet the needs of our diverse patient base.

To help drive our company strategy and amplify the value created by the PBRGs, we take a focused business-led approach toward the investment that we make in each PBRG business unit:

People and Business Resource Groups

PBRGs offer our workforce proactive opportunities to support business priorities, foster employee engagement and shape a culture of inclusion. Coordinated by the company’s Global Diversity and Inclusion Center of Excellence, our workforce can connect, learn and contribute to one or more PBRG.



B-NOW Bristol Myers Squibb
Network of Women
Established 2004
Thalia Mingo
Global Lead, B-NOW



BOLD Black Organization for
Leadership and Development
Established 2001
Shamika Williams
Global Lead, BOLD



CLIMB Cultivating Leadership and Innovation
for Millennials and Beyond
Established 2016
Adriana Zupa-Fernandez
Global Lead, CLIMB



DAWN Differently-Abled
Workplace Network
Established 2009
Tinamarie Duff
Global Lead, DAWN



OLA Organization for
Latino Achievement
Established 2004
Leticia Ferri
Global Lead, OLA



PAN Pan Asian
Network
Established 2005
Jing Yang
Global Lead, PAN



PRIDE Alliance
Established 2003
Paul Shay
Global Lead, PRIDE ALLIANCE



VCN Veterans Community
Network
Established 2012
Kristin Jemison
Global Lead, VCN

As a result, PBRG membership has grown to over 12,500 members across 104 chapters in 43 countries since inception.



Enhancing Cultural Intelligence to Deliver Healthcare Solutions

The purpose of our **Pan Asian Network (PAN)** is to promote an environment that fully values the contributions of Asian employees and deepens the understanding of Asian patients, customers and other stakeholders. By leveraging insights from fellow Asian colleagues, PAN has successfully helped employees across markets connect with our customers and patients.

In the U.S.—and California in particular— that partnership and coaching is critical. Asians account for 17% of all active physicians in the U.S., and 30%⁷ of all physicians in California. That is why in 2020, PAN developed the Cultural Agility training program, a half-day workshop in partnership with commercial leaders and external consultants, to help our California sales and medical teams better understand the vast diversity in demographics of patients and healthcare providers.

“By partnering with PAN, we were able to help our California sales representatives increase their own cultural awareness and address their biases,” said Rita Faucett, VP, U.S. Cardiovascular Sales. “As a result, we have better business outcomes, we have better customer interactions, and we’ve improved access to our medicines.”



Let’s Meet

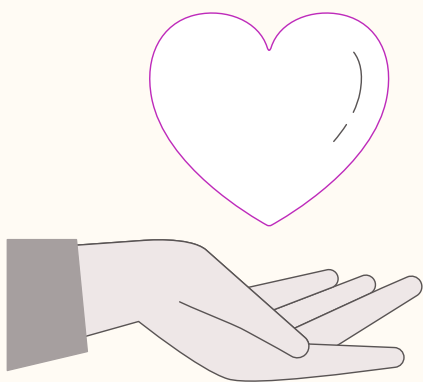
When the PAN PBRG created “Let’s Meet,” a virtual pairing program to help colleagues connect within the PBRG, the intention was simply to bring the PBRG membership closer together. When the COVID-19 pandemic swelled globally, PAN and HR knew the platform could help address our employees’ need to expand their network and deepen relationships with colleagues around the world. To date, Let’s Meet has created over 3,000 connections for employees looking to network with colleagues outside of their working circles to learn about different parts of our business and each other.

After a meeting between Bristol Myers Squibb Japan scientist Akihida Tsujimoto and Piyush Gupta, pharmaceuticals lead in India, Akihida wrote, “Not only did I have a good exchange of information about the current status of working from home, but I also learned about you and the culture in India, and today’s meeting was very informative and exciting for me. I hope this great program will continue!”

Piyush replied,

“I equally thank you for great participation today and providing me the opportunity to introduce myself and get to know you. Truly a great opportunity by Bristol Myers Squibb to connect with global colleagues.”

Curbing the Spread of COVID-19 in Global Communities of Color



Early in the pandemic, it became clear that COVID-19 was disproportionately impacting communities of color.

The Black Organization for Leadership Development (BOLD) PBRG identified and acted on the need to bring health guidance to the Black/African American community. In partnership with Bristol Myers Squibb Foundation, BOLD created free, engaging, research-based and culturally relevant educational materials to empower families and children with tools to reduce the spread of COVID-19. This included the [20 Seconds or More](#) music video focused on the importance of proper hand washing. The video was performed by Hip Hop Public Health founding artist, rapper and community health advocate Doug E. Fresh. Medical oversight was provided by Hip Hop Public Health founder Dr. Olajide Williams. The video has been viewed more than 55 million times.

As the pandemic simultaneously impacted Latino/Hispanic communities, the Organization for Latino Achievement (OLA) PBRG also partnered with Hip Hop Public Health to conduct a bilingual campaign around a new creative expression for the cornerstone public health measures. OLA sponsored and shared the [20 Segundos o Más](#) video and education campaign components in communities across Latin America, including Mexico, the Dominican Republic, Venezuela, Colombia and Peru. The video, also led by Doug E. Fresh, made culturally relevant health information available to these communities. It included more than 30 community influencers and activists committed to making a difference through creative expression, civic duty and medicine. The video has received more than 155 million views.

Our Pan Asian Network (PAN) also addressed the effects COVID-19 brought on the Asian American Pacific Islander (AAPI) community in the U.S. Through our STEM initiative in Jersey City, NJ, PAN supported the transition to a virtual learning environment for high school students and organized community personal protective equipment donations for faculty and students.

“

Researchers—and the work they do—matter more than they know. They need to continue to push the envelope on every option possible to set us free from these diseases.”

Winter W.
Patient



Addressing the Needs of Our Current and Future Workforce

Building a culture of inclusion starts with a full understanding of our workforce and the needs in both their professional and personal lives. Serving as a voice of our people, our PBRGs have had a significant influence in partnering with our human resources (HR) teams to shape benefits and work life offerings that address the professional and personal responsibilities our workforce shares. In the last two years, our PBRGs have worked in tandem with HR to foster a more desirable culture that allows every employee to contribute in a unique and meaningful way.

Expanding Flexible Work and Parental and Family Care Paid Leave Based on Unique Family Needs

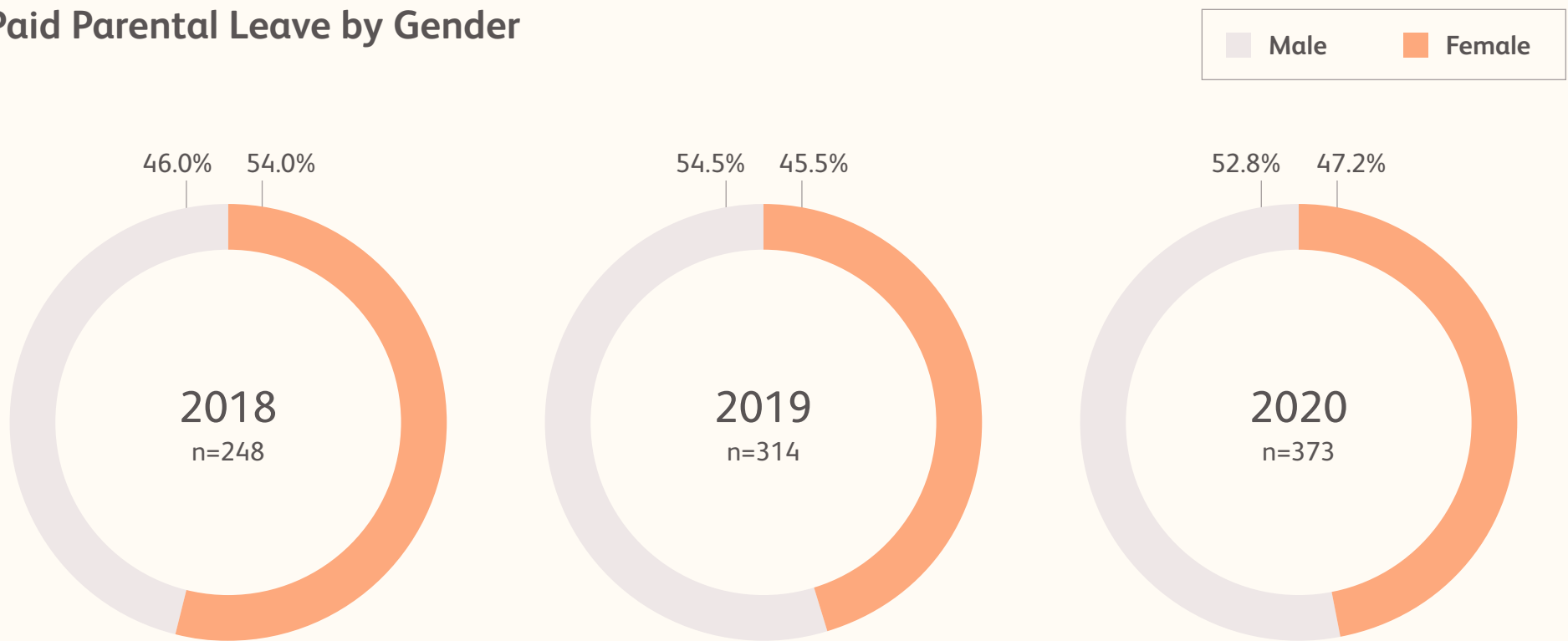
In a study conducted in partnership with the Bristol Myers Squibb Network of Women (B-NOW) PBRG, HR found that paid family leave did not adequately meet the needs of our changing workforce and fell short of competitive benchmarks. Working in collaboration with B-NOW, we initially expanded our U.S. paid family care leave policy in January 2018, providing eight weeks of parental leave for U.S. employees and actively encouraging the use and broadening the availability of flexible work. In 2020, B-NOW and HR leadership collaborated to revise our parental leave policy effective January 1, 2021 to provide for 12 weeks of paid and 16 weeks of unpaid leave, regardless of parental gender. Offering paid parental leave to both mothers and fathers, including through adoption and fostering, as well as birth parents, is one example of changing cultural expectations and encouraging employees to bring their full authentic selves to work. On average, men were more likely to take advantage of paid parental leave. In totality, these efforts are in place to create a workplace where working parents, regardless of gender, can thrive in their personal and professional roles. Also, by providing eight weeks of paid family-care leave, we allow employees to take necessary time off to care for a family member with a serious disease.



BMS employees Heather and Ryan Fischer and daughters Colette and Adelaide.

ARTICLE

Paid Parental Leave by Gender



Data reflects U.S. excluding Puerto Rico.

In partnership with our **Veterans Community Network (VCN)**, Bristol Myers Squibb improved its **U.S. Military Leave Plan** in 2020, enhancing our offerings for employees serving their country.



Similarly, in partnership with our **Veterans Community Network (VCN)**, Bristol Myers Squibb improved its **U.S. Military Leave Plan** in 2020, enhancing our offerings for employees serving their country. This plan addresses the unique needs arising from a family member's military service deployment. Under this policy, Bristol Myers Squibb offers full pay for 24 months, eligible upon hire, for full- and part-time U.S. and Puerto Rico employees engaged in uniformed services. Additionally, a new paid two-week readjustment period introduced in 2021 covers the time between the conclusion of the employee's military service and his or her return to work, along with enhanced Employee Assistance Program services.

"The Veterans Community Network gives employees a voice," says J.J. Wilson, Senior Territory Business Manager, Specialty Retail Sales Cardiovascular. "These actions speak louder than words, and this policy will give my family the opportunity to continue my service without risk of comprising my ability to continue my career with Bristol Myers Squibb and provide the best service to my customers and their patients."

Ensuring all Employees Can Show Up as Their Authentic Selves

Among its priorities, the PRIDE Alliance worked with our HR team to build a culture that empowers LGBTQ+ inclusion and engagement. Since the mid 1990s, Bristol Myers Squibb has offered same-sex domestic partner health benefits. In 2018, Bristol Myers Squibb expanded its benefits offering to the LGBTQ+ community and implemented Trans Inclusive Guidelines in the U.S. that help colleagues and teams navigate the transition process, and offers gender-affirming healthcare in our benefits offerings. In 2020, we expanded the guidelines to include Canada and, beginning in 2021, we will deploy our global inclusive benefits strategy in more of our markets.

CONTINUED

Supporting Communities Impacted by Hurricane Iota

When category 5 Hurricane Iota flooded the city of Cartagena, Colombia in November 2020, it displaced more than 150,000 people and decimated the three islands that comprise the San Andrés Archipelago off its coast. Our Organization for Latino Achievement (OLA) and Differently-Abled Workforce Network (DAWN) PBRGs came together with the Bristol Myers Squibb Foundation and our Colombia leadership team to partner with the World Institute on Disability to ensure that individuals with disabilities, a community often overlooked in disaster situations, would receive the support they need.

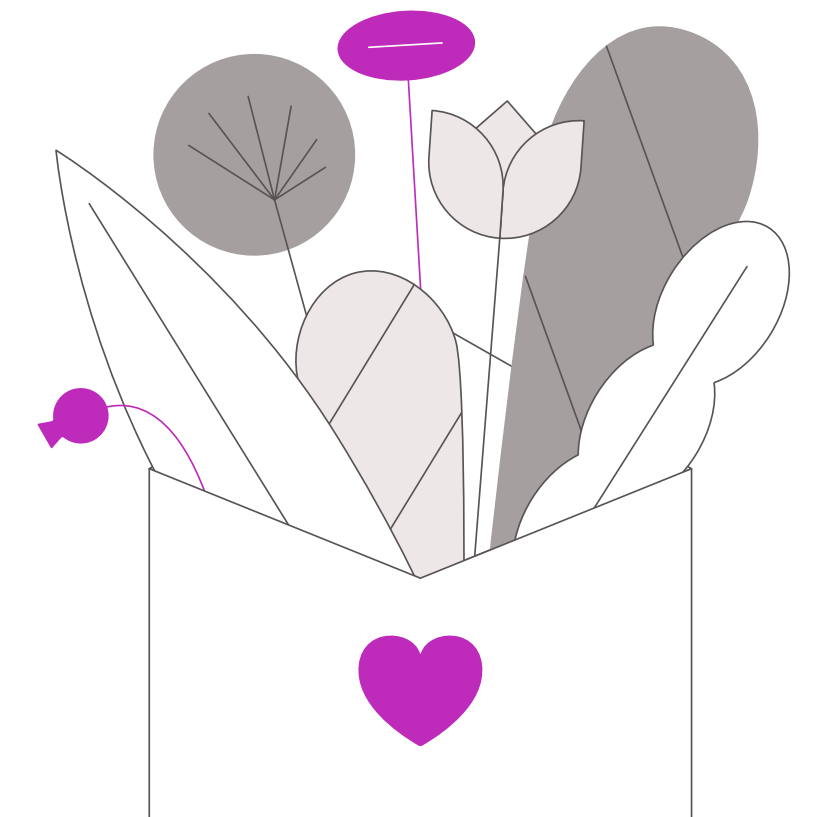
Through Bristol Myers Squibb's Employee Giving Program, employees in the U.S. and Puerto Rico were able to take advantage of a 2-to-1 match to show support for those who were among the hardest hit by the hurricane.

Protecting the Rights of All Employees

Switzerland has long trailed behind most of its neighbors in LGBTQ+ rights, ranking 27 out of 49 European countries in the 2019 report of the International Lesbian, Gay, Bisexual, Trans and Intersex Association. So when a referendum was offered to expand protections against discrimination based on race, ethnicity and religion to include discrimination based on sexual orientation, our PRIDE Alliance chapter in Switzerland lent its support.

PRIDE members engaged with our workforce in Switzerland on LGBTQ+ issues, educating and helping colleagues understand the impact of discrimination on the community. It also encouraged colleagues to exercise their right to vote on the issue.

Much to the delight of those who engaged with colleagues around the referendum, it passed in February 2021 with 63.1% of the vote. Our PBRG's involvement was a reflection of its commitment to the cause as well as to bringing our company values to life in a real and meaningful way. "In addition to supporting our internal colleagues and the patients we serve, PRIDE Alliance and all the PBRGs at Bristol Myers Squibb continuously look for ways to support the communities in which we and our patients live and work," said Paul Shay, Global Lead for the PRIDE Alliance PBRG.



05

Shaping a Culture of Inclusion



Shaping a Culture of Inclusion

Our internal research⁸ shows that employees who report working in an inclusive environment show a

97% favorability score when asked if they would recommend Bristol Myers Squibb as a great place to work.

This understanding has led to the addition of inclusion as a company value, shared key performance indicators for managers directly tied to inclusion, and the implementation of **Possibility Lives**, a culture-change program based on neuroscience and organizational change best practices. While **95%**⁹ of our employees understand that diversity and inclusion drive business performance, and **83%**¹⁰ believe they can explain its positive impact, Possibility Lives explains how all of us create an inclusive workplace by practicing the right habits, at the right time, with clear tactical actions.

Mohamed El-Attar
BMS Employee and PBRG Member



Working with the global PBRG leadership teams, we developed what we believe are the right habits and actions that can further our diversity and inclusion goals.

Encourage every voice

The science: Establishing shared goals, along with expressions of affirmation and interpersonal warmth, reliably increases the perception of “in group” status, leading to more efficient and productive cooperation, and greater engagement.

Explore new ideas

The science: Studies show that rejection, fear of evaluation and unfair treatment activate the same region of the brain as physical pain (the dorsal anterior cingulate cortex). This in turn reduces working memory, attention, and the capacity for creative insight.

Eliminate barriers

The science: Allowing time for reflection when deliberating can facilitate new insights or connections in the brain and strengthen intentions to act.

Possibility Lives is powered by a grassroots movement of over 1,000 individuals around the world. It has generated tens of thousands of internal social media posts and continues to evolve with the introduction of **Verified Inclusion Partners** in 2020. This group of employees are certified in the neuroscience of inclusion¹¹ and will be a huge asset as we look to advance our efforts in the area of belonging.

Possibility Lives

Possibility Lives

Возможности становятся реальностью, когда мы устраняем ненужные барьеры.

Possibility Lives

開啟無盡潛能
我們不斷開發新想法

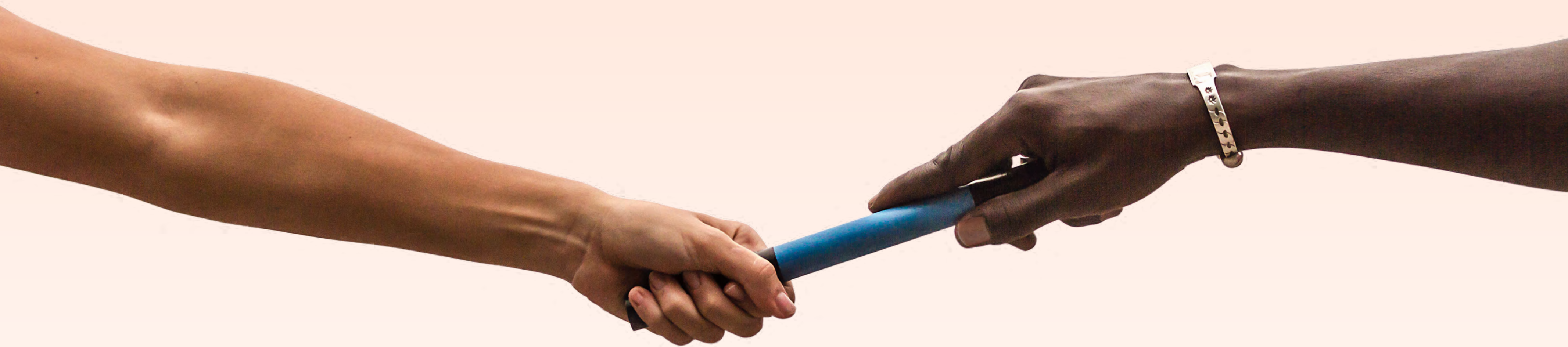
Possibility Lives

Aumentamos las posibilidades de la vida, cuando enriquecemos la diversidad.



06

The Journey Ahead: Moving Forward Together



External Recognition

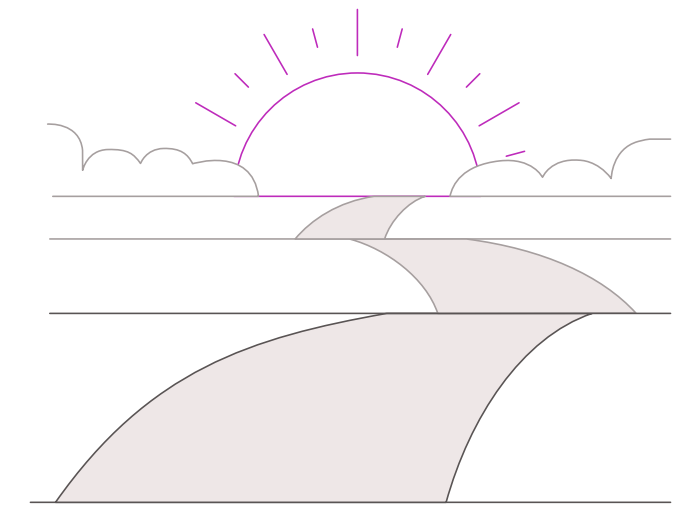
The recognition and awards we have received to date are inspiring us to continue our journey ahead.

“The Crohn’s and Colitis Foundation applauds Bristol Myers Squibb’s commitment to Diversity and Inclusion. We are very grateful to Bristol Myers Squibb for its support of our Community Engagement initiative and for its commitment to helping us reach and engage with diverse patient and caregiver populations.”

2019-2020



The Journey Ahead: Moving Forward Together



We have more to do to continue our journey. Our success in achieving our commitments will require us to continue to leverage the progress we have made. It will require us to turn the momentum we have created into new milestones we can celebrate.

We do not experience the world through one lens at a time, so we should not expect to experience the workplace that way either. Achieving our representation commitments will allow us to reach more patients and work towards overcoming systemic barriers for a healthier society. There are many people across the company who are working to ensure we meet these commitments, but this will require all employees to play a role in creating a more inclusive culture, not just for ourselves but for one another.

Diversity and inclusion remain critical to ensuring we keep our promise to our employees, patients and partners around the world to foster a fair, equitable and diverse workforce where every member can be true to themselves. Through our success, we will produce groundbreaking results that will benefit patients everywhere and, in turn, drive business performance, science and society forward.

Global Diversity and Inclusion Report 2020

References

1. Stephen F. Austin State University. "EEO Ethnicity and Race Categories"
https://www.sfasu.edu/hr/documents/NewEmployeeData_Definitions.pdf
2. Mohr, T. "Why Women Don't Apply for Jobs Unless They're 100% Qualified." Harvard Business Review (2014)
3. Deloitte. "Big demands and high expectations. The Deloitte Millennial Survey" (January 2014)
<https://www2.deloitte.com/content/dam/Deloitte/global/Documents/About-Deloitte/gx-dttl-2014-millennial-survey-report.pdf>
4. Feder, M. "One Decade, One Million more STEM Graduates". (December 18, 2012)
<https://obamawhitehouse.archives.gov/blog/2012/12/18/one-decade-one-million-more-stem-graduates>
5. National Science Board. "The State of U.S. Science and Engineering 2020". (2020)
<https://ncses.nsf.gov/pubs/nsb20201/executive-summary>
6. UNCF Patterson Institute special tabulations of data from the U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (2018 data collection year)
7. Association of American Medical Colleges. "Diversity in the Physician Workforce: Facts & Figures 2014". (2014)
8. According to Bristol Myers Squibb 2020 employee survey
9. According to Bristol Myers Squibb 2019 employee survey
10. According to Bristol Myers Squibb 2020 Global Diversity and Inclusion survey
11. Verified Inclusion Partner certification developed in partnership with the NeuroLeadership Institute

Disclaimer

Some photographs were taken prior to the COVID-19 pandemic and before mask and social distancing recommendations.

BMS consolidated EEO-1 report for 2020