



Haybury

Accelerating Diversity:
Finding and Acquiring Top Talent in Life Sciences

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A SPOTLIGHT ON GENDER REPRESENTATION IN THE LIFE SCIENCES INDUSTRY

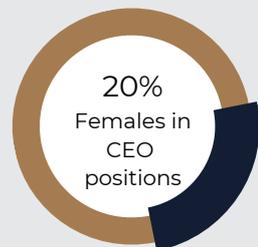
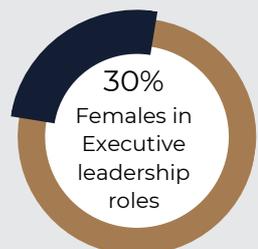
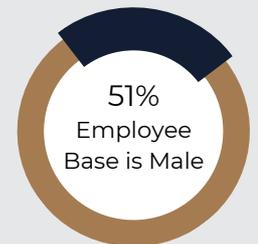
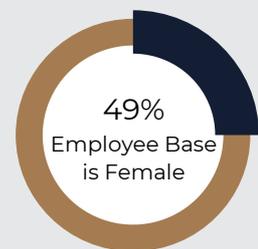
A recent report from Biotechnology, Innovation, Organization, highlighted that gender representation across Pharma and Life Sciences companies was close to reaching parity- with a cross section of companies reporting that 49% of the total employee base was female and 51% of this was male.

That said, women make up just over 30% of Executive leadership teams and still only 20% of CEO positions are fulfilled by females.

Recent conversations with our clients have focused heavily on our ability to incorporate DE&I solutions as part of our strategy for engaging top talent in the market. Increasingly, pharma companies are striving to take meaningful action which goes beyond a well-worded (yet essentially void) mission statement.

While ten years ago our Executive Search assignments would rarely have featured diversity criteria, this is no longer the case. Many of our clients (both big pharma and biotech) are seeking consultation on how to achieve diversity through their hiring practices at leadership level where there is the most disparity.

GENDER REPRESENTATION IN THE LIFE SCIENCES INDUSTRY



REPORTED BY BIOTECHNOLOGY, INNOVATION, ORGANIZATION

HAYBURY'S SOLUTION: A THREE PILLARED APPROACH

Incorporating DE&I solutions can no longer be seen as an afterthought when striving to attract and acquire the best quality talent for clients

At Haybury our DE&I solutions hinge on three key principles:

Stakeholder
Consultation



Engaging a
Variety of Talent



Practicing what
we Preach



A photograph of three people in a meeting. A man on the left is looking towards a woman in the center, who is smiling and looking towards a man on the right. They are sitting around a table with a laptop open. The background is a blurred office setting.

OUR METHODOLOGY EXPLAINED

SOLUTION 1: Stakeholder Consultation

We work diligently with our partners to ensure our DE&I processes lead to a **positive manifestation**, ensuring clients can **attract and secure the best talent from fully diverse backgrounds**. To achieve this, we partner closely with HR & TA leaders to understand organisational **DE&I objectives**, and the **true needs of any Executive search assignment**.

As experts in our disciplines, we **support and guide** our clients on how the talent we engage meets the objectives of the role. Ultimately this leads to **hires based on technical capability rather than inconsistent or subjective criteria**, which can act as a barrier to hiring diverse talent.

Our engagement with the candidate market is also highly consultative and based on creating **sustained and deep-rooted relationships**. This means that when we present to clients, we have a solid understanding of how **our candidates** can fulfil the role **regardless** of their gender or ethnicity, and are equipped to **overcome any biases**. In doing this, we can **challenge cultures** that do not enable inclusive or diverse talent.

Our clients regularly ask us what **tangible actions** can be taken in relation to **DE&I hiring strategies**? This is where we recommend the use of **blind recruitment solutions** such as anonymising CVs and profiles by removing gender & ethnicity references, as well as University backgrounds.

We also strongly encourage clients to deploy **diverse interview panels** so that candidates can see diverse representation in their prospective workforce.

SOLUTION 2: Engaging a variety of talent

As an Executive Search firm focused on Life Sciences, we believe that to engage a variety of talent, it is essential to adopt a multi-channel approach. Rather than relying on a **singular source of candidate generation**, we explore multiple avenues and engagement techniques in our sourcing and advertising strategies, such as **accessible recruitment platforms** and **subtitled video advertising**.

We know that the **language** we use, both in our written and verbal communication with the market, directly affects how engaged an individual will be.

For example, one psychological study found that “when job advertisements were constructed to include **more masculine** than feminine wording, participants perceived more men within these occupations, and, importantly, women found these jobs **less appealing**”

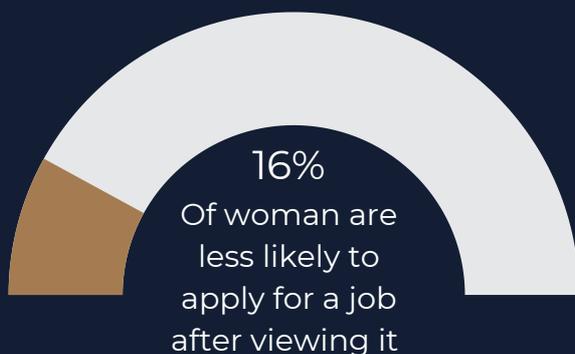
Research shows that to apply for a job, women feel they need to meet 100% of the criteria while men usually apply after meeting about 60%. LinkedIn behavioural data backs this up, highlighting that women are typically 16% less likely to apply for a job after viewing it. The data also shows that women apply to 20% fewer jobs than men depending on wording and criteria.

To help combat this, we use **specific gender decoders** when **crafting the content** for our job advertisements. This ensures that the **wording** for our job advertisements is **accessible, balanced and attracts a diverse talent pool**.

Simultaneously, we develop our team professionally to use inclusive language when engaging with the candidate market.

A large part of our process relies on tapping into **non-active / passive** talent, meaning that we can provide access to individuals who are **unlikely to apply to roles directly**. Naturally, this enables us to diversify our longlists by not limiting our search to individuals who are visible on LinkedIn.

As part of our **DE&I practices**, we provide considerable **guidance, support, and confidence** to candidates who (for many different reasons) may not have actively applied to the position. This involves careful consultation with a dedicated resource at each stage of the search. We also provide access to international language speakers to support candidate applications.



REPORTED BY LINKEDIN BEHAVIOURAL DATA

SOLUTION 3: Practicing what we preach

An analysis by Women in Recruitment shows over two-thirds of recruitment firms are more than 50% female at staff level. However these figures drop to 26% once we look at leadership teams.

At Haybury we are incredibly proud that 2/3 of our senior leadership team is female, that our wider team comprises over 10 different nationalities and ethnicities, and that 25% of our team identify as LGBTQ+.

"Our commitment to DE&I solutions does not only exist in the talent we find for our clients, but also in the talent we find and nurture for our own team. We ensure DE&I isn't just a mission statement, but a belief that lives and breathes in every part of our culture at Haybury. Upholding diversity in our own employee demographic, enables a truly inclusive and collaborative community. "

- Francesca Lidbetter, Head of Executive Search



The range of specialists at Haybury proactively inhibits the occurrence of unconscious or affinity bias. Like our clients, Haybury really believe in bringing the best people in with the most competent skills into our organisation and we feel very passionate about supporting Life Sciences organisations to do the same.

HAYBURY EMPLOYEE DEMOGRAPHICS





HAYBURY TRACK RECORD: PROMOTING DE&I OUTCOMES/BENEFITS

Tracking and utilising our own diversity statistics to inform best practice is critical. In a recent company review, we were proud to see how our approach has driven diversity.

As a business we have placed over 100+ women into senior management or leadership roles. Throughout 2021-2022, 56% of talent attracted and placed by Haybury were women. Across our interim side of the business, we have risen to 7.5% above the industry standard for women in the STEM industry, for live contractors.

When reviewing successfully completed projects from 2019-2022, we were delighted to see that over 73% of the talent who had been attracted and placed by Haybury were individuals who were non-nationals from the placement country. In the same timeframe we have placed over 24 different nationalities, primarily within leadership roles.

Though we are extremely proud of these results, we understand that true commitment to DE&I requires a consistent review and adaptation of best practice. We are excited to continue this journey and exploration of how we can source the best talent globally and bring this to our clients.

HAYBURY TRACK RECORD



DIVERSE LEADERS

100+

WOMEN PLACED INTO SENIOR MANAGEMENT OR LEADERSHIP ROLES



RAISING THE STANDARD

C7.5%

ABOVE WOMEN IN STEM INDUSTRY STANDARD FOR LIVE CONTRACTORS



56%

OF TALENT ATTRACTED AND PLACED BY HAYBURY ARE WOMEN IN 2021 & 2022



24

DIFFERENT NATIONALITIES HAVE BEEN ATTRACTED AND PLACED BY HAYBURY 2019 - TODAY



73%

OF TALENT ATTRACTED AND PLACED BY HAYBURY ARE NON-NATIONALS 2019 - TODAY

RECOMMENDATIONS FOR IMPROVING YOUR DE&I AGENDA

Engage a trusted partner who can help you prioritise and achieve your DE&I objectives.

Collaborating with an external party not only offers an outsider's perspective, but can help to remove some of the overwhelm when attempting to find the right solutions for your business.

Be clear on what your DE&I objectives are, before implementing any solutions.

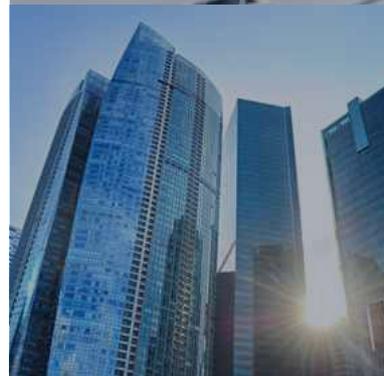
Again, this requires careful tracking and reviewing of company gender and ethnicity statistics. Clarifying this type of data will indicate the types of metrics and ratios which need to shift.

There are tangible solutions which can be implemented straight away such as creating balanced interview panels, whether that be based on gender or other diversity criteria.

Blind recruitment processes whereby any gender, ethnicity, and university references are removed from a candidate's profile can be incredibly impactful.

Extensive market mapping

can also proactively help to improve areas of imbalance within your organization, particularly in relation to specific areas where driving diversity is a priority.



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Haybury are an Executive Search Consultancy, founded in 2006.

We focus solely within Life Sciences, locally and globally and our clients include Pharmaceutical companies, Biotechnology and Clinical Research Organisations, Medical Device companies and Consultancies.

We are committed to providing solutions and creating opportunities through innovation and collaboration. Our meticulous research methods and flexible, personable approach are driven by our commitment to being a trusted advisor to the industry.

Haybury