MassBio
Massachusetts Biotechnology Council

State of Racial, Ethnic & Gender Diversity

and the Progression of Equity and Inclusion in the Massachusetts Biopharmaceutical Industry

November 2021

Contents

Page 3

Letter from MassBio's Executive Leadership Team

Page 4

Methodology

Page 5

Disclaimer

Page 6

Demographic Data

Page 10

Progress at the Company Level Against Open Letter 2.0 Commitments

Page 18

Supplemental Resources & Recommendations

Page 21

Conclusion & MassBio DEI Resources

Page 22

Special Thanks to Our Team of Experts

Letter from MassBio's Executive Leadership

In June 2020, MassBio issued its Open Letter 2.0—"The CEO Pledge for a More Equitable and Inclusive Life Sciences Industry." The pledge called on CEOs from across the life sciences community to commit themselves to a range of best practices designed to improve diversity, equity, and inclusion (DEI) within their respective organizations. To date, 222 CEOs representing all facets of the industry—small and emerging biopharmas, midsized companies, large biopharmaceutical companies, and associate organizations—have signed their name.

In issuing the Open Letter 2.0, we strived to ensure all signers understood that it was not a "check-the-box" measure, but rather a commitment to act and create lasting change. As part of that, we asked all signers to take a survey to create a baseline of data and establish where each company stood in its DEI journey. These surveys establish a first-of-its-kind, Massachusetts-specific life sciences workforce demographic data, including gender and race/ethnicity.

The results are informative, give us something to measure against as an industry, and offer data driven insights into what parts of DEI need more attention and what resources are necessary for success.

The data shows clear trends about industry diversity: it is improving on the whole, but change is slow. Comparing against MassBio's 2017 survey data, gender diversity at the Board level has improved dramatically, but gender diversity at the C-Suite is unchanged. When looking at race/ethnicity data, the biopharma industry in Massachusetts is on par with other major industries such as high tech, but there is more work to be done for the workforce to better represent the communities they live and work in. Lastly, as we've seen from other surveys, there is work to be done to ensure advancement throughout organizations is equitable for all employees.

As we look toward the future and the sustainability of Massachusetts' worldwide leadership position in the life sciences, DEI is more important than ever because of its wide-ranging implications on an organization's ability to hire and retain the workforce they need to be successful. This report not only measures demographic data, but also identifies where companies are in their DEI journey. This section of the report is a call to action to individual companies: see how you add up and where the opportunities are to improve your strategic and tactical approach to DEI. In the last third of the report, we offer a range of recommendations for how to get there.

It is our sincere hope that this report and these data will make a difference by compelling our industry and our members to measure progress over time and hold themselves accountable. To do our part, MassBio will continue to lead on DEI by expanding our member offerings and conducting similar surveys regularly to assess that progress against these baseline data.

Thank you.

Joe Boncore, CEO

Kendalle Burlin O'Connell, President & COO

Methodology

The survey was conducted between October 2020 and June 2021 and sent exclusively to companies that signed the Open Letter 2.0. Of the 222 Open Letter 2.0 signers at the time, 85 companies completed the survey. These 85 companies closely represent of the broader Massachusetts biopharma cluster in terms of company size as 72% of the surveyed companies have less than 100 employees compared to 81% of MassBio's biopharma members.

Figure 1.0
How many full-time employees within your organization are in MA?

Company Size	Survey Respondents	MassBio Members (not including companies at incubators)
1 - 20	23%	53%
21 – 50	21%	18%
51 – 100	29%	10%
101 – 250	12 %	5%
251 – 500	7%	2%
501 – 1000	4%	1%
1001+	3%	5%

Demographic data reported in the survey were collected by the surveyed companies on a self-reporting basis. In certain cases, companies do not collect select demographic data or employees do not self-report in all categories.

In total, MassBio represents more than 1,400 member companies. As of August 2021, the biopharma industry had direct employment of over 80,000 with the largest subset in biotech R&D.

In the charts throughout the report, percentages may not always total 100 due to rounding and/or the acceptance of multiple responses from participants. For this report, the terms "company" and "organization" are used interchangeably to represent survey respondents.

Disclaimer

At MassBio, our mission is to help everyone find their place in the life sciences world. This means we continually celebrate the diverse communities that different individuals create. Our collective culture is the result of our behaviors, our personal commitment, our curiosity, how we collaborate, and the ways that we courageously share our perspectives and encourage others to do the same.

In honoring this, we acknowledge that:

- Although people that identify as Asian are often included within the People of Color (POC) community, for the purposes of this survey, the members of the Asian community are counted separately in certain questions. The reason for this is to accurately portray the true representation of non-Asian POC within the life sciences as Asian employees are regularly overrepresented in our industry as compared to the general population.

- Although for the purposes of this survey the Latinx community is being portrayed together with other races, a person that self-identifies as a Latinx is a person that is a member of an ethnicity, rather than being a member of a particular race. Thus, people who are members of this group may be members of any race.

- Although gender is non-binary, for the purposes of this survey, only "male" and "female" (a binary approach) are portrayed in the data. As we move towards a more inclusive environment in our industry, we encourage organizations to provide equitable data-driven platforms where gender non-binary employees have the ability to be as visible as those identifying as male or female.

In turn, having an inclusive culture inspires us to try new things, speak openly, and be bold. It brings us together in ways that help us stand out. Inclusivity empowers all of us to connect, belong, and grow.

Demographic Data

Gender

In 2017, MassBio, in partnership with Liftstream, released a report focused on establishing why women in the biopharma industry weren't advancing in their careers at the same rate as men. The basis of that report was a comprehensive survey of Massachusetts biopharma companies. According to those data, Massachusetts biopharma companies reported their C-Suite was 24% women and their Boards were 14% women.

Four years later, gender diversity at the C-Suite remains the same, with this survey reporting 24% female representation. However, while this level remains flat since 2017, C-Suite gender diversity in the Massachusetts' biopharma industry is at a higher level than in Massachusetts' top 100 biggest public companies, across industries, as recently measured by The Boston Club in conjunction with Bentley University (24% vs. 21%).[2]

The major shift is at the Board level with this survey reporting 37% female representation on biopharma Boards in 2021—a 164% increase over four years.

This significant shift of gender diversity at the Board level can be attributed to a range of internal and external factors. However, there can be little doubt that the many public and private commitments of life sciences companies made over the past four years toward increasing Board gender diversity have produced positive results.

MassBio's original Open Letter in 2017 called on biopharma leaders to embrace a range of best practices and guiding principles to improve gender diversity at their companies. A range of industry specific initiatives launched in similar timeframes including Women in Bio's "Boardroom Ready" program in 2016. In addition, increased public scrutiny of companies, along with investor and shareholder pressure, have played a role.

When we further parse the gender diversity data by race, we see declines in Asian and POC representation in Executive Management and on Boards, similar to the declines shown when including all genders.

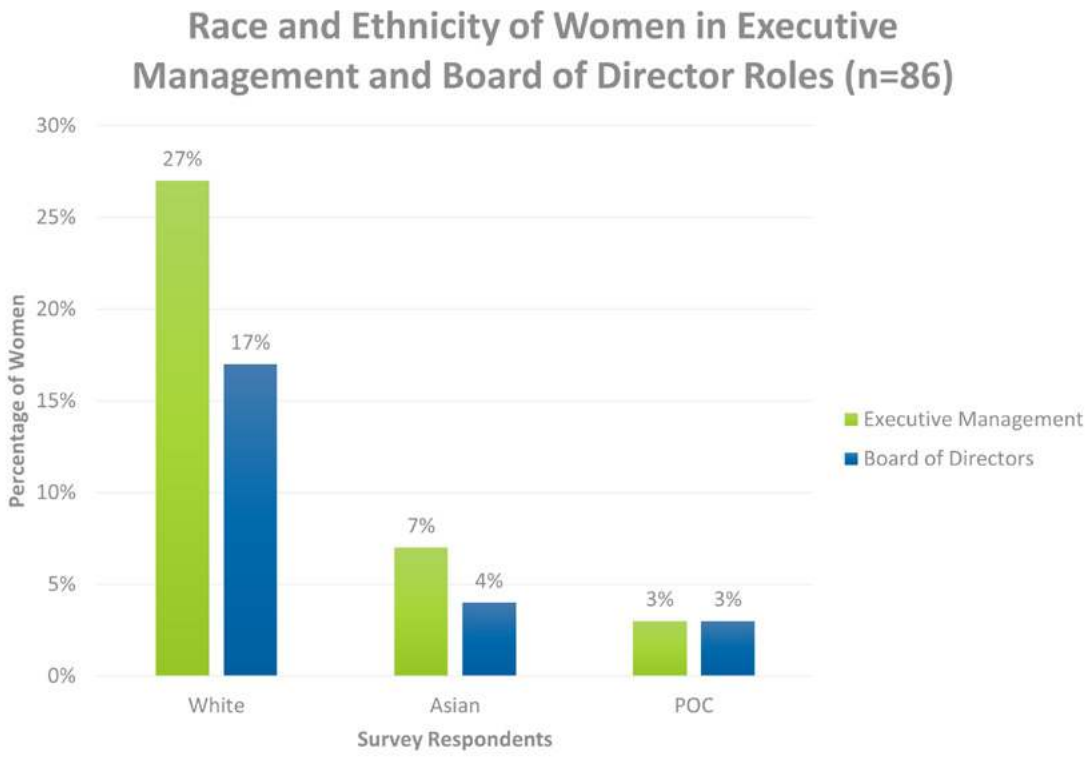
[1] A. Krikovitch et.al, Women in the Workplace 2017, McKinsey & Company.

[2] Flynn, P. et.al. Breaking Barriers: The 2021 Census of Women Directors and Executive Officers of Massachusetts Public Companies. The Boston Club & Bentley University. 2021.

Figure 2.0

What percentage of your executive management team and Board of Directors self-identify as POC, Asian and White by percentage of women

(Note: for the purpose of this survey, POC is meant to cover Black, Brown (Hispanic/Latinx), and Indigenous (Native Americans) People of Color.)



Race & Ethnicity

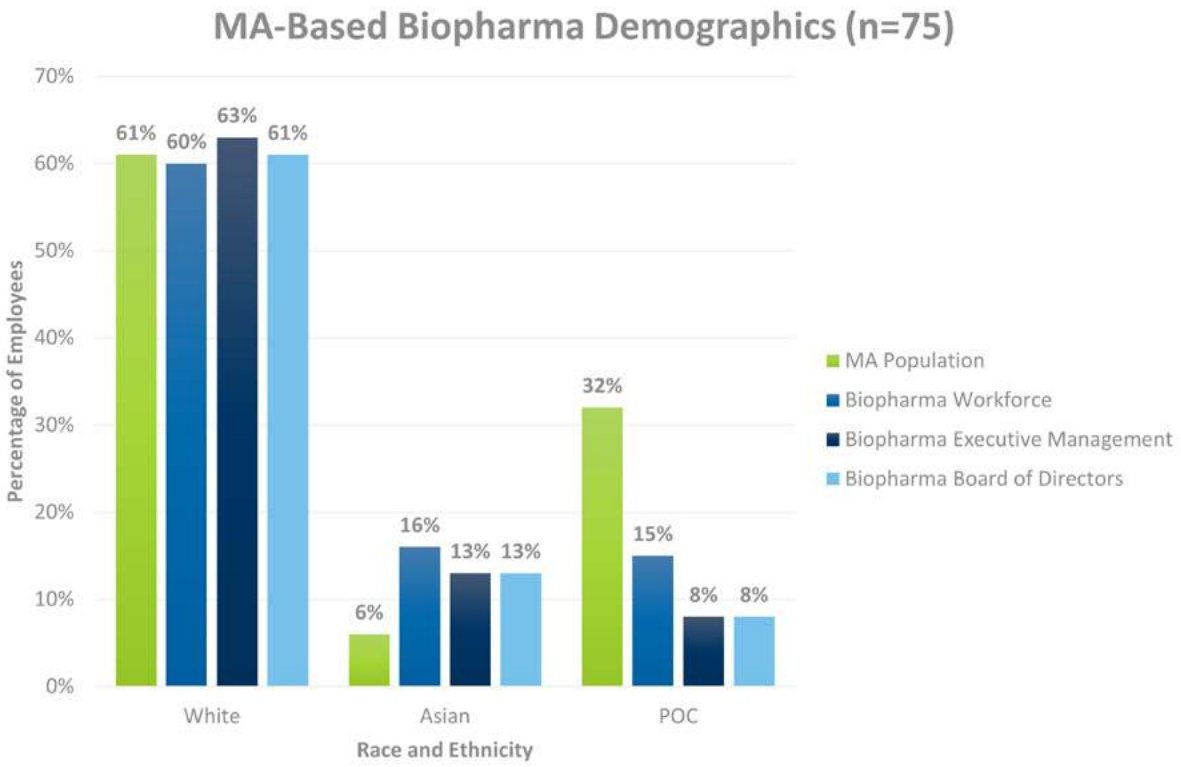
The summer of 2020 spurred a dramatic shift in America's conversation about race. A year later, we don't yet know the impact of the wide range of public commitments made by companies across industries to improve their DEI practices, especially as it relates to race. However, this survey data, collected between October 2020 and June 2021 does present a clear picture of where the Massachusetts biopharma industry is in comparison to the state's demographics.

Our survey (60%) and the Massachusetts 2020 Census data (61%) align for those identifying as White. For those identifying as Asian, the biopharma industry reports 16% while Massachusetts census data reports 6%. For POC (in our survey this is meant to include Black, Brown (Hispanic/Latinx), and Indigenous (Native Americans) People of Color), our survey reports 15% representation industry-wide compared to 32% in the Census (counting Black alone 12.4%; Hispanic 18.7%; American Indian and Alaskan Native alone 1.1%; Native Hawaiian and Other Pacific Islander alone 0.2%).

The MassBio/Liftstream 2017 report on gender diversity showed that women often remained stuck in middle management roles, unable to advance to the C-Suite or Board. These survey data seem to show a similar trend for POC where representation at Executive Management and Board levels is significantly lower than the percentage of POC in the full biopharma workforce. This stands in contrast to Whites where levels are constant and Asians where executive management and Board representation is nearing total workforce levels. It's clear from these data that organizations must do more to close the equity gap for POC and pro-actively advance strategies to help that workforce advance through the ranks.

Figure 3.0

Workforce Race and Ethnicity of Respondent Biopharma Organizations in Massachusetts



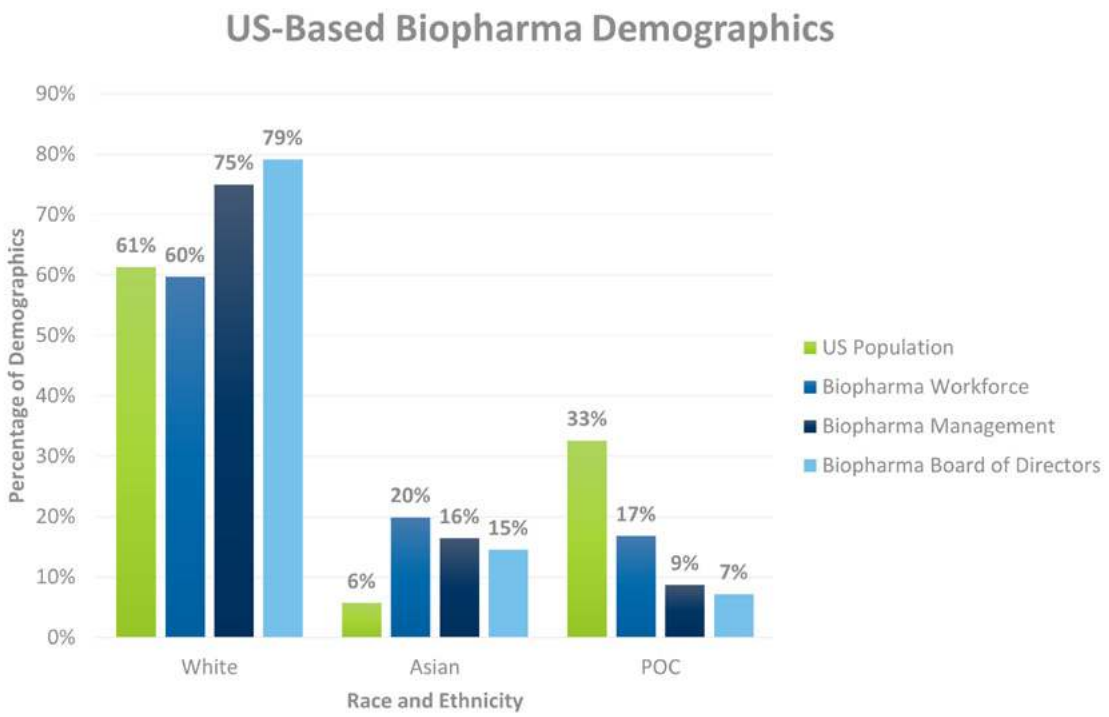
When compared to a 2018 Massachusetts data set from another industry[3]—the high-tech sector—the biopharma industry is doing slightly better in POC representation (15% of biopharma workforce vs. 13% of tech workforce) with a lower percentage of Asian workforce in biopharma (16%) versus the tech sector in Massachusetts (20%).

One point of intra-industry comparison comes from a 2018 survey conducted by BIO, in collaboration with Nature Biotechnology, of 54 U.S. based biopharma companies. This survey established the first comprehensive, national data set about racial diversity in the biotech industry. These data are highlighted in Figure 3.1 below as a point of reference to the demographic data in the Massachusetts biotech industry as established in MassBio's 2021 survey.

[3] MassTLC The State of the Massachusetts Tech Economy: A Robust Outlook for the Next Decade 2019, page 16

Figure 3.1

Workforce Race and Ethnicity of Biopharma Organizations in the US (2018, BIO survey[4])



Although these data do not compare directly (with differences in companies surveyed, such as geographic location, size, etc.) we can see trends. Broadly, Massachusetts biopharma companies in 2021 have slightly lower levels of POC representation across the entire workforce and Board levels and slightly higher at the executive management level. Similarly, BIO's 2018 data show higher levels of Asian workforce across all categories than the Massachusetts 2021 data. What is clear is White representation at executive management and Board levels is much lower in the MassBio data.

These significantly lower levels of Whites in the executive management and Board ranks, without a clear reactive increase in either Asian or POC levels, indicates to us that there are gaps in the reporting of data about race/ethnicity across the industry in our survey, specifically with companies collecting these data in the first place or employees' willingness to self-identify. In the section below about diversity dashboards, we expand more upon the need for companies to request this data, and to build a culture of trust where employees feel safe in self-identifying. We know this effort is as important, and even more difficult, with other areas of "invisible" diversity such as LGBTQ+[5] status or disability status.

[4] Huggett, B. Biotech's Pale Shadow. Nature Biotechnology. Vol. 36, Number 1. 2018

[5] Cherry, K. What Does LGBTQ+ Mean? VeryWellMind. 2020

Progress at the Company Level

Against Open Letter 2.0 Commitments

Implementation of DEI Initiatives

While DEI efforts are the right thing to do from a moral and ethical perspective, there is also a compelling business case for launching DEI initiatives in the workplace. DEI initiatives tap into the workforce potential, as it fosters the creation of diverse, inclusive teams.[4] Diverse teams are more innovative and make better decisions, and diverse companies have better shareholder returns. Diverse organizations also have better success recruiting diverse employees and retaining them as well.[6]

Signing the Open Letter 2.0 commits a company and its CEO to a list of DEI actions to accomplish over-time. These fall within six categories:

- Leadership & Executive Culture
- Inclusive Company Culture
- Recruitment
- Retention & Development
- Accountability & Sustainability
- Supplier Diversity

The intent of establishing a defined set of DEI priorities within the Open Letter 2.0 was threefold:

- Provide a clear set of actions companies could take over time
- Display a full range of DEI initiatives, including opportunities for growth
- Educate companies about what metrics and Key Performance Indicators (KPIs) (quantitative and qualitative) to capture and measure

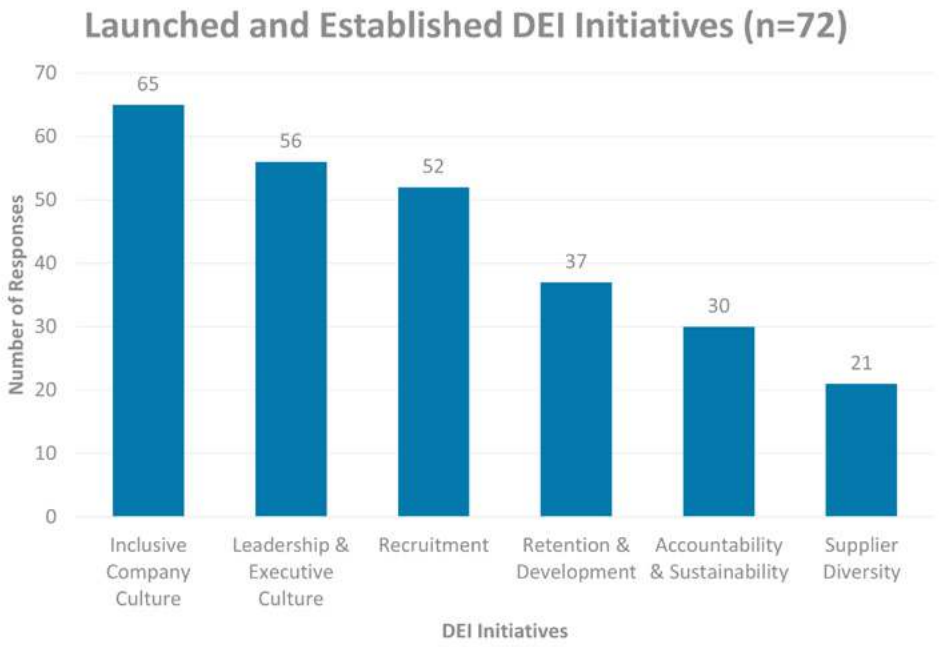
This survey sought to better understand where the signing companies were on their DEI journey toward accomplishing the Open Letter 2.0 commitments, where they needed the most help, and where opportunities for growth existed. To that end, our survey establishes that a majority of the signers have already launched DEI initiatives focused on the Open Letter 2.0 categories. The following figures illustrate companies' progress toward achieving the established DEI initiatives.

[6] Dixon-Fyle, S., et. Al. Diversity Wins: How Inclusion Matters. McKinsey and Co. 2020

[7] Levine, S., et.al. Diversity Confirmed to Boost Innovation and Financial Results. Forbes. 2020.

Figure 4.0

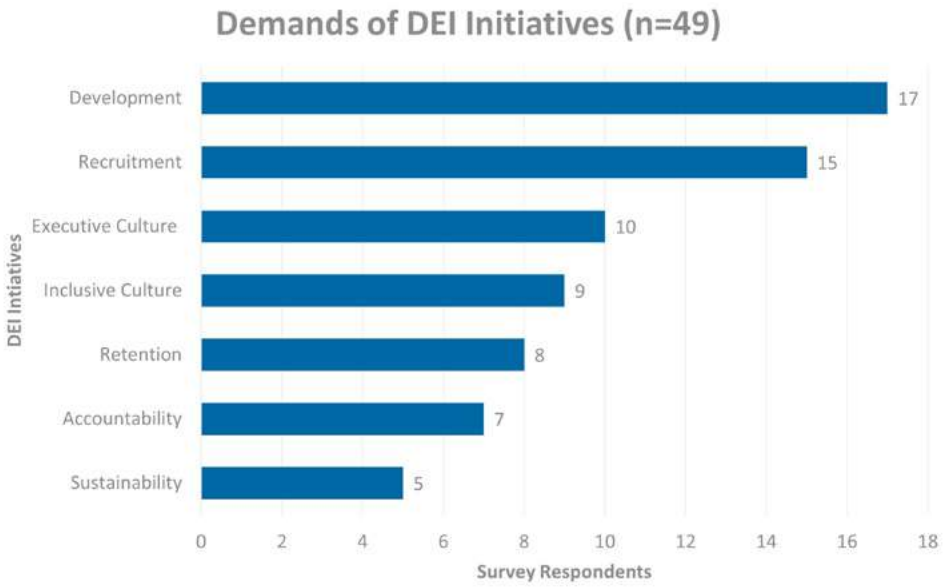
Has your company previously launched initiatives to address any of the six pillars of the Pledge?



The survey results also show that companies understand the areas where they need to apply more resources and attention.

Figure 5.0

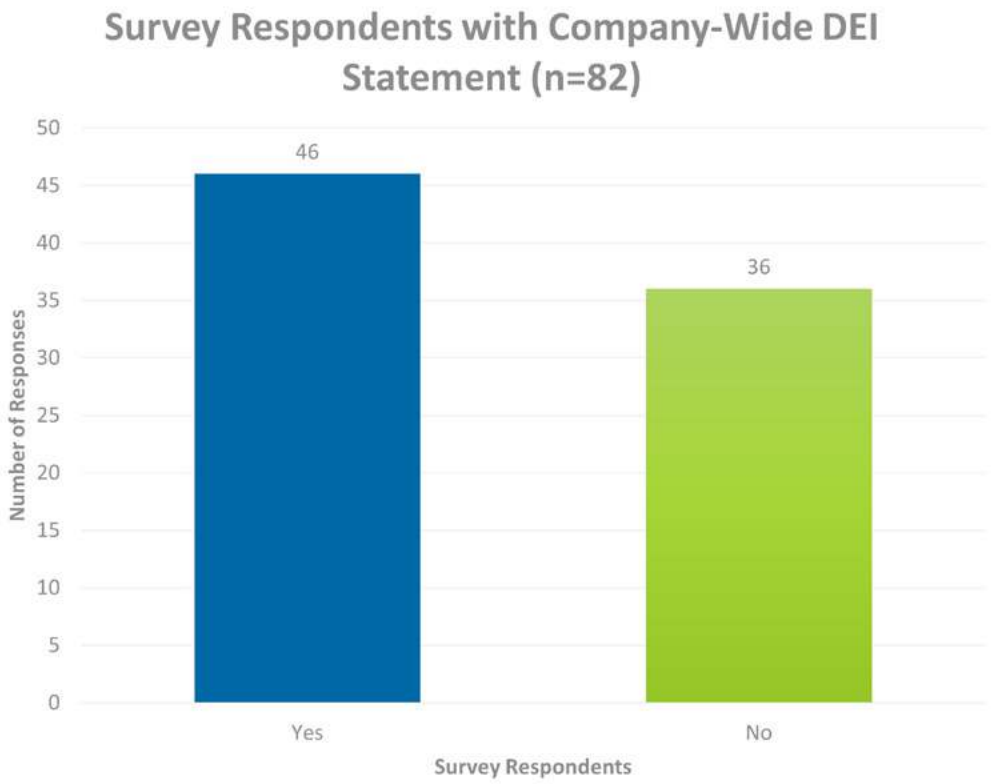
What area(s) did the survey identify as needing more attention right now in your company compared to the others?



As we look closer at specific DEI actions at the company level, we find that many actions we believe should be core to any successful DEI initiative have not yet been implemented broadly across the industry. For example, only 56% of survey respondents report having a company-wide DEI statement.

Figure 6.0

Do you have a company-wide diversity, equity, and inclusion statement?



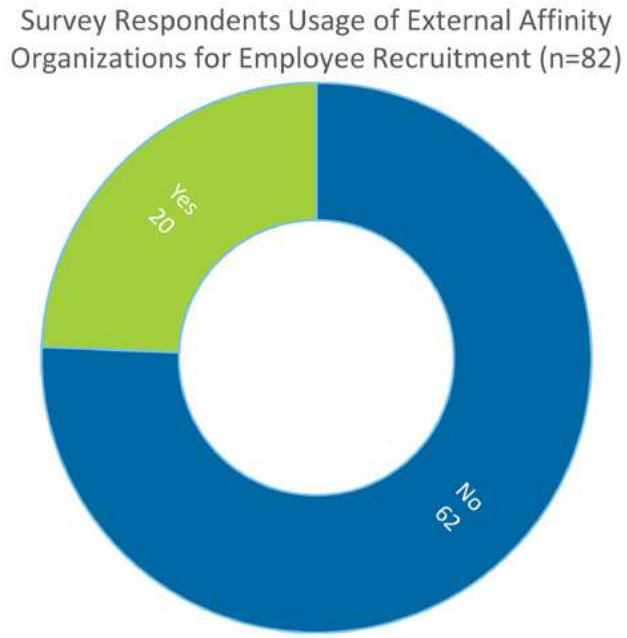
A company-wide DEI statement translates an organization's values and publicly addresses its commitment to creating and supporting an inclusive and equitable workplace. Without a clear value-based DEI statement, companies may find it challenging to move forward on their DEI journey.

External Recruitment

In our conversations with MassBio members about their top priorities around DEI, recruitment of diverse talent is a top issue. Survey data in Figure 5.0 shows this to be true across surveyed companies. Often, the issue at hand is identifying where and how companies can best reach diverse talent. Based on the survey results, there is a great opportunity for companies to develop new professional networks and focus their recruiting from non-traditional colleges and universities—both inside of Massachusetts and nationally.

Figure 7.0

Have you recruited from or worked directly with External Affinity Organizations such as the Color of Biotech, Latinos in Biotech, Women of Color in Pharma?

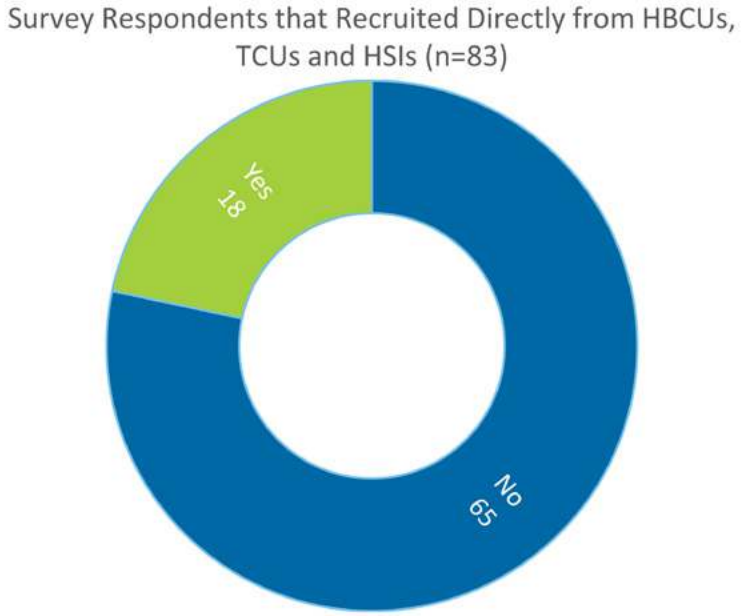


Spotlight on External Affinity Organizations

There are so many great programs and organizations that support diversity and inclusion initiatives already in existence in Massachusetts and around the country. In our MassBio DEI Resource Center, we highlight select groups we believe are doing great things to create community, advocate, provide professional development, and post and share jobs. Not only can these organizations help member companies, they can also be especially helpful to employees who are seeking community.

Figure 8.0

Have you ever directly recruited from or worked directly with Historically Black Colleges & Universities (HBCUs), Tribal Colleges & Universities (TCUs), or Hispanic Serving Institutions (HSIs)?



Recruiting from outside of traditional avenues can build diversity in the talent pipeline. Widening recruiting efforts to include HBCU and other networks of underrepresented minorities will create a more diverse candidate group. According to the U.S. Department of Education, there are over 220,000 students enrolled in the 107 HBCU's with around 20% of students earning degrees in science and engineering.[6] While we see some Massachusetts biopharma companies creating networks with these colleges and universities, we believe there is enormous untapped potential here that can help solve short-term workforce demand gaps.

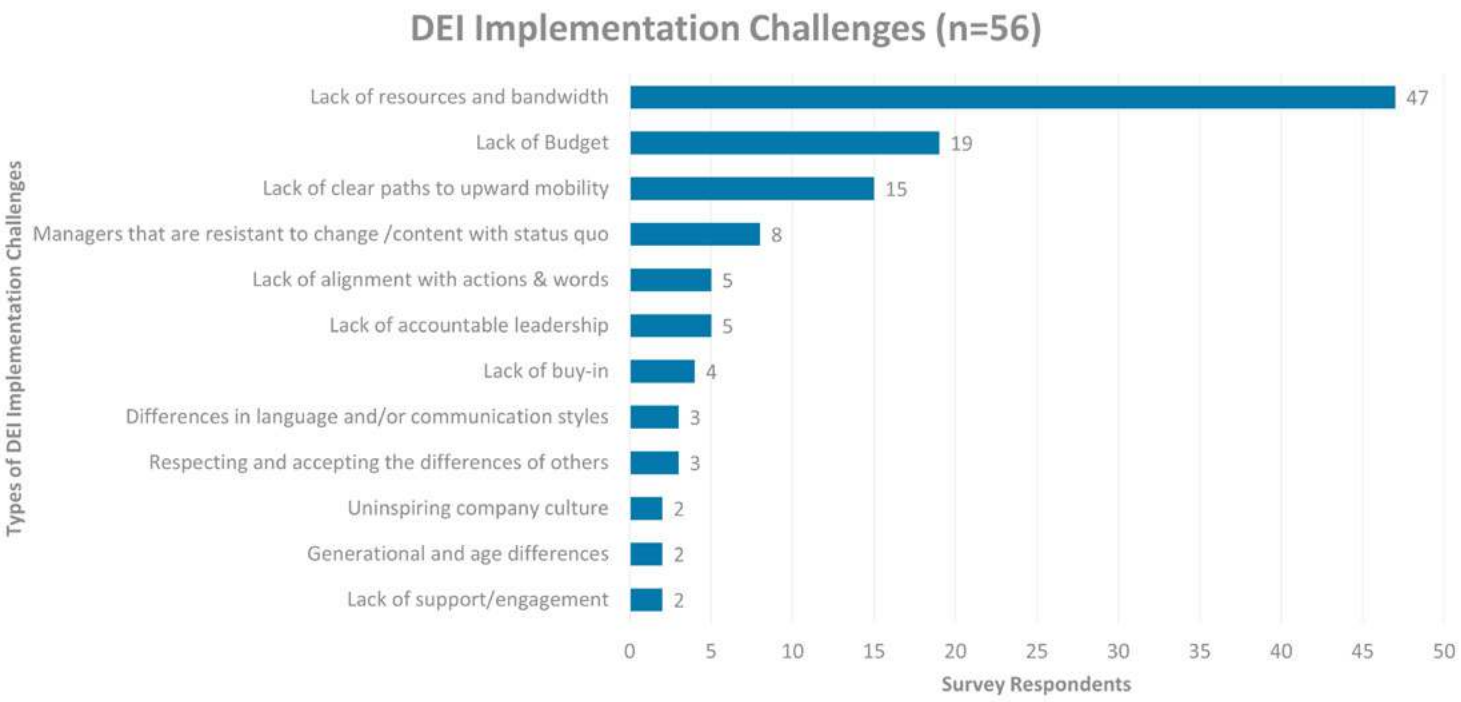
[8] National Science Foundation. Women, Minorities and Persons with Disabilities in Sciences and Engineering. 2019

DEI Implementation Challenges

The survey sought to clearly identify what barriers companies felt toward successfully implementing and growing their DEI initiatives. Far and away, "lack of resources and bandwidth" was reported as the biggest hinderance. This is no surprise. We know that most employees leading DEI initiatives at their company are doing so voluntarily, in addition to their primary responsibilities. The survey did record primary point of contact at each company, in addition to the CEO signer, and while the majority have Human Resources (HR) related titles, only four have specific DEI related titles. Certainly, DEI will sit under HR at many companies, but DEI will be one of many responsibilities under HR.

Figure 9.0

Which of the following do you believe have hindered implementation or success of any best practices or new equity, diversity, & inclusion initiatives?



Spotlight on Best Practices to Tackle the Lack of Resources and Bandwidth

When setting out to make DEI progress, it's important to recognize scope. Start by asking yourself—and any collaborators—what do you wish to achieve. Consider your business objectives and what areas of DEI you want to or need to focus on to achieve those business objectives. Identify the people you have and the budget (if any) at your disposal. Start with what's attainable and grow your efforts from there, realizing that DEI is broad and change will happen over time.

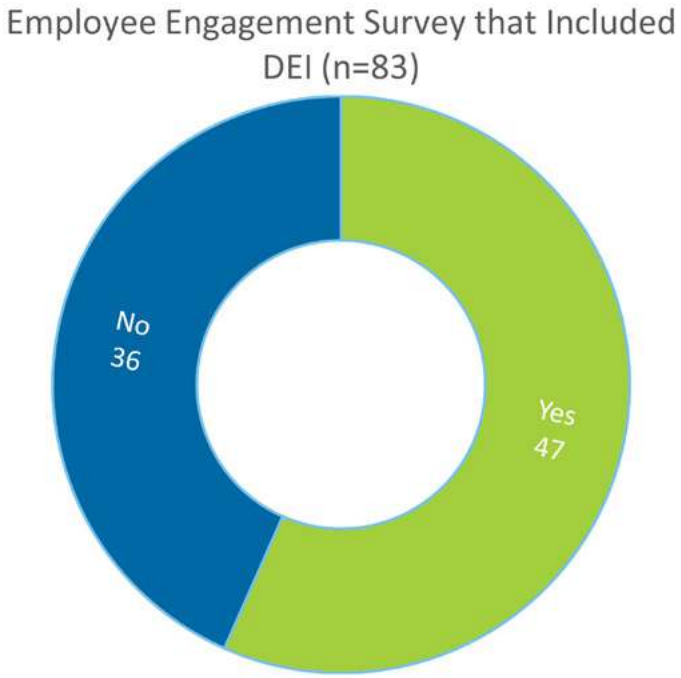
DEI Metrics and Data Collection

Identifying, collecting, and analyzing the appropriate metrics help organizations effectively set DEI program goals, measure the impact of initiatives, and identify where they may be failing. KPIs also serve to remove the emotion in DEI initiatives by presenting hard data that enable a rational, objective, and productive approach to diversity opportunities and challenges.

Some of these data must measure equity and inclusion. Often these data are qualitative, but it can be just as important to understanding a company's starting point and assessing progress. Employee engagement surveys that include specific questions about equity and inclusion fall into this category.

Figure 10.0

Have you conducted an employment engagement survey that includes an DEI section?



Spotlight on Diversity Dashboards

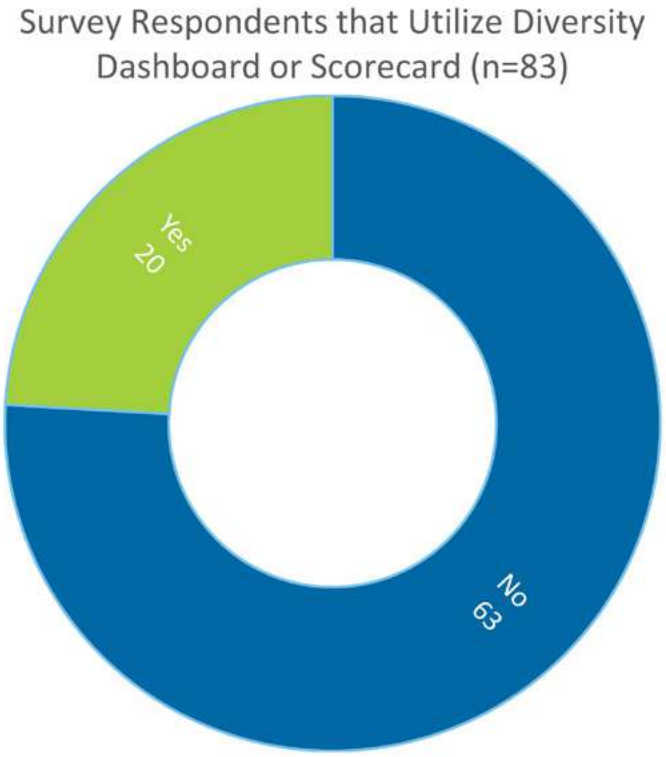
Diversity dashboards give organizational leaders a tool to establish benchmarks and track their activity on diversity programming. Critically, diversity dashboards can and should go beyond basic metrics, like race and gender, to collect data on often "invisible" diversity such as LGBTQ+ status, veterans' status, or disability status. Such dashboards can also measure how that broad representation manifests across the employee journey, including in hiring, evaluations, promotions, and compensation. Companies can use these data to establish concrete DEI goals, set KPI's, create benchmarks, and track progress over time.

Diversity Dashboards

Only 24% of respondents reporting using a diversity dashboard or scorecard. The importance of data collection cannot be overstated. As we see from our survey's demographic data, many companies do not ask for or collect demographic data, especially on a self-identification basis to ensure accuracy. Asking for these data may feel uncomfortable or unnecessary for company leadership, but it is the only accurate way to establish a baseline and measure progress. To be successful, companies also need to layer in a strategy that establishes trust with their employees, so they feel comfortable self-identifying.

Figure 11.0

Do you currently utilize a diversity dashboard or diversity scorecard?



Supplier Diversity

Only 26% of survey respondents said they have launched initiatives focused on Supplier Diversity. From these survey data and from our one-on-one conversations with members, supplier diversity often seems only the purview of larger companies.

Spotlight on Supplier Diversity

Supplier diversity programming is scalable at all company sizes. Its value can often be overlooked as well even though it adds economic value because it encourages the growth of diverse businesses. Diverse businesses typically encounter barriers that challenge their startup and sustainability efforts, such as access to capital and networking opportunities. Effective supplier diversity strategies can alleviate these pain points.

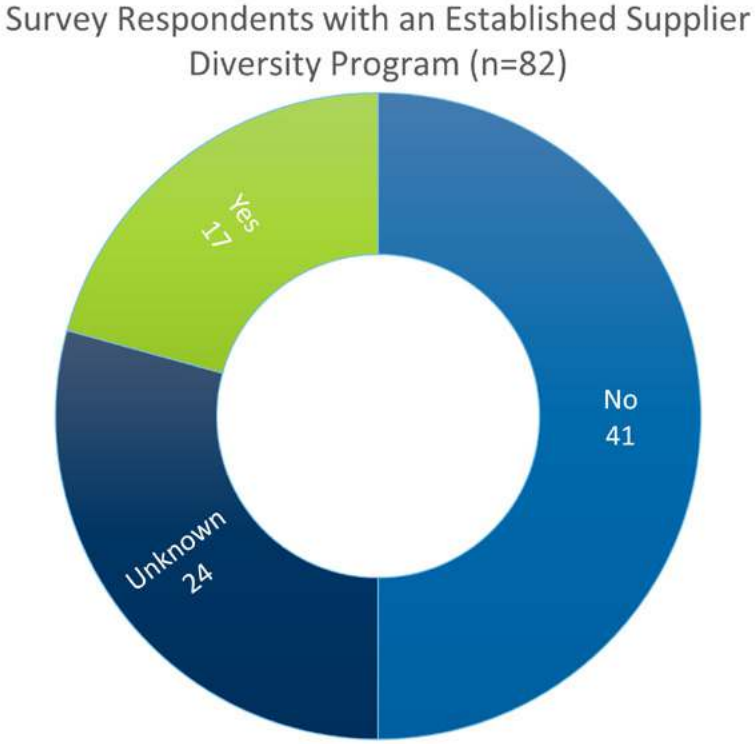
Not only does supplier diversity benefit underrepresented businesses, but it also uplifts the communities where those businesses are located through job creation, increased wages, and tax revenue.

A supplier diversity commitment benefits a company because it:

- Promotes innovation through the introduction of new products, services, and solutions
- Provides multiple channels to procure goods and services
- Drives competition (on price and service levels) between the company's existing and potential vendors
- Allows a company to take advantage of new opportunities for business expansion with the emergence of new consumer needs based upon shifting demographic realities

Figure 12.0

If applicable, do you have a supplier diversity program?



Supplemental Resources & Recommendations

Spotlight on Identity

The concept of social identity can help people understand similarities and differences and their impact on the workplace. Social identity comprises the parts of a person's identity that come from belonging to groups, including (but not limited to) age, ethnicity, race, religion, gender, sexual orientation, nationality, education, physical ability, and socioeconomic status. It fuels our distinct perspective and unique value, and often defines sources of power and privilege.

Much of inequity is driven by long-established structures, unconscious assumptions, and experiences tied to social identity.

Through communication and DEI training, people can learn to recognize how their own social identity subtly influences the way they interact with others or the biases they unconsciously hold. They can also learn and consider how the dynamics of social identity may be shaping others' experiences. By defining diversity through a lens of social identity, all employees have a way to put themselves into a discussion of diversity, equity, and inclusion.

Spotlight on Development and Recruitment

Recruitment and Retention Strategy

Even within the current biopharma talent wars, a focus on retention can be even more important than recruitment. And in fact, according to many academic studies, most employers find that it is generally easier to recruit people than it is to retain them. Unless organizations create a climate that welcomes and is hospitable to those who are in some way different from the existing group, costly turnovers will continue as new talent leaves.[9] [10] In many ways, inclusion can be considered the key pillar of DEI success.

Develop Internal Candidates for Promotion

To help foster inclusion and pathways to advance diverse employees through the ranks, companies should make sure any overt barriers to promotion of internal candidates are removed. For example, is information about position openings and developmental opportunities accessible to all employees through an organization-wide posting system?

[9] Breaugh, J. Talent Acquisition: A Guide to Understanding and Managing the Recruitment Process. SHRM Foundation.
[10] Yu, K. Y. T., & Cable, D. M. (Eds.). The Oxford handbook of recruitment. New York, NY: Oxford University Press. 2014.

- **Build a Reputation for Being Diversity Friendly**

The image that your organization conveys to the public will affect your recruitment results. While your advertisements, brochures, and annual reports help to form a certain perception, sometimes information passed informally by word-of-mouth has an even greater impact. If your company is seen as one that offers real opportunities to diverse employees, where all employees are treated with respect, and where line/senior management is composed of a mix of people, you will likely find diverse applicants coming to you. This reputation factor is invaluable in stimulating a natural source of job candidates.[11]

- **Build and Expand Your Formal and Informal Networks**

Building relationships is even more critical in the diversity recruiting and development strategies management realm. Your recruitment efforts will depend on the quality of the relationships you cultivate with diverse individuals, both inside the organization and outside in the community.

Spotlight on Diversity Statements

A company-wide DEI statement translates an organization's values and publicly addresses its commitment to creating and supporting an inclusive and equitable workplace. Once a company creates a statement, they will want to prominently display it internally throughout their organization and externally. Here are some suggestions:

- Your website should have a link to the full statement either in your "About Us" section or as a standalone link. You'll want the information to be easily accessible to readers: don't bury it. Place it with pride.

- Every job posting and job description you place should include your commitment at the end of the post. Candidates want to work for an organization that mirrors their values and beliefs.

- Don't just relegate your commitment to communications. Prominently display the statement in your physical space as well. The reminder to employees and guests illustrates that you walk the talk.

Strategies for Success with a Lack of Budget and Resources

- **Create an Education Space**

Education is one of the most powerful tools at your disposal. Your resources may be finite, but there's endless value in shared ideas, opinions, and experiences. And when you can empower others to embrace these different perspectives, your whole organization benefits.

A workplace tool like Slack can help you facilitate this learning. Within the app, create a dedicated channel for DEI. Let employees discuss the issues taking place in the world and provide a safe space to share thoughts and feelings.

This space isn't just for talking; it can also be a place to act. Take the opportunity to address important workplace topics, like equal pay, inclusive hiring, and being an ally. Share resources with one another, exchange best practices, and brainstorm ways to make an impact.

Whenever you're feeling overwhelmed or stymied, don't be afraid to reach out to this group for help. There's power in numbers. Odds are, if an employee contributes regularly to this Slack channel, they're an important advocate for change.

[11] Id.

- **Learn from Diverse Voices**

As you learn and grow, it's critical to embrace and amplify minority voices. If you're concerned about the level of diversity within your organization, look outward for perspective and experiences. World-class thought leadership is at your fingertips—provided you invest the time to read or listen.

If you don't already have a learning group like this within your organization, start one. Reach out to groups of employees who are passionate about workplace issues. Together, determine what you'll read, when you'll meet, and who'll facilitate the conversation.

- **Promote community outreach**

As you enable employees to upskill, challenge them to act. In addition to taking action internally, you can also focus your efforts outside the organization.

With that in mind, find opportunities to help your community. Support businesses owned and operated by marginalized groups. Encourage employees to contribute where they're most passionate and agree to match them where possible.

Spotlight on Metrics

Selecting meaningful DEI metrics depends on several factors, including your business strategy, the maturity of current DEI programs and the specific business goals companies seek to achieve through DEI initiatives. Understanding the interplay of these factors will be critical to selecting meaningful metrics for a company.

Although specific business goals will be different across organizations, the intent of DEI initiatives will be similar:

- Find growth opportunities and potential risks.
- Track and evaluate progress of initiatives e.g., sense of belonging, culture shift, etc.
- Measure returns on investment.

Effective DEI management requires selecting metrics to track your performance against business goals. An effective way to ensure the right metrics are selected is to work with leaders and employees to achieve a deep understanding of the challenges faced.

Conclusion

Certainly, there is no one-size-fits-all approach to DEI initiatives. However, for DEI to be impactful, strategy is critical to avoid the perception that DEI initiatives are independent of organizational goals. As companies seek to progress, there are different considerations based on where an organization currently sits on the DEI approach. Ultimately, commitment is a natural progression that starts with momentum-building, metrics, and capturing buy-in—foundational efforts that set the stage for scaling and embedding DEI. Once companies have made progress on stage-setting steps, they can consider an additional set of strategic aims.

Hence, DEI efficacy is built on long-term investment and action. DEI thrives under the same conditions as most business priorities: clear goals, realistic expectations, adequate resources, and effective executive sponsorship. Creating these conditions—along with practicing perspective-taking, increased access to stretch and growth opportunities, and transparent opportunities for career advancement—will help sustain your efforts.

MassBio DEI Resources

At MassBio, we seek to help our members develop more efficient modalities to achieve equity. We are driven to assist our member companies launch, grow, and strengthen their internal DEI initiatives as part of our commitment to improve DEI across the life sciences, develop a more diverse talent pipeline, make our members more successful, and better align with patient populations.

The MassBio Diversity, Equity, & Inclusion Resource Center is a centralized hub where you can access the best practices, tools, and resources needed to achieve diverse, equitable, and inclusive excellence in your workplace. Click here to visit the DEI Resource Center.

Moreover, as part of your membership, MassBio's dedicated DEI team provides several services, including one-on-one meetings, to help support you in all your DEI goals and strategies. Please reach out directly to our DEI Team at diversity@massbio.org to learn more about how we can help your organization launch and scale successful DEI initiatives.

Warner Santiago
Senior Director of DEI & Workforce Development

Ross Marshall
Senior Director of DEI Advisory

Special Thanks to Our Team of Experts

MassBio Board — DEI Subcommittee

Chip Clark, President & CEO, Genocea

Cheryl Blanchard, President & CEO, Anika Therapeutics

Sharon Cload, VP Discovery Biotherapeutics, East Coast, Bristol Myers Squibb

Barbara S. Fox, CEO, Rheos Medicines

Ed Kaye, CEO Stoke Therapeutics

MassBio Staff

Joe Boncore, CEO

Kendalle Burlin O'Connell, President & COO

Zach Stanley, Executive VP

Warner Santiago, Senior Director of DEI & Workforce Development

Ross K. Marshall, Senior Director of DEI Advisory

Madelline Weidanz, Marketing Analyst

MassBio®
Massachusetts Biotechnology Council