Bristol-Myers Squibb
Our Mission

To
discover, develop and deliver innovative medicines...

that help patients prevail over serious diseases.

BUSINESS
WEB ADDRESS
NYSE LISTING
NET SALES
R&D INVESTMENT
NO. OF EMPLOYEES

Biopharmaceuticals
www.bms.com
BMY
$15.9 billion in 2014
$4.5 billion in 2014
24,500
BMS Programs to Develop Culturally Competent Leaders

- Targeted Cultural Training
- Inclusion Dialogues: Appreciating Differences
- Mandarin Speaking Talent
BMS Targeted Cultural Training

• **Business Context:** Germany re-positioned as a large market, significant increase in direct interaction between US/ German colleagues (esp. at more junior levels who have less international experience)

• **Purpose:** Support new structure and strategy by improving relationships and communications, and reducing misunderstanding and friction

• **Results:** Improved understanding means more successful team work, faster decision making, increased collaboration and engagement
  — *Enrich* colleagues by enhancing capabilities in an area extremely important for performing in current job and career growth in international roles
  — *Empower* people by equipping them to own and develop their relationships and circle of influence in a global context

• **Approach:** a) Intercultural 2-part targeted training initiative for all Directors+ across Germany who have US relations; similar for US staff; training supplemented w/ QRGs; b) Intercultural program for German/US / Swiss/ French/ UK leaders, broader cultural educational session of 50+ leaders, highlighting styles of decision making, communications, resource planning, transparency, and cultural lens/ impacts
BMS- Targeted Talent Pipeline Development - Mandarin Speaking Talent

Mandarin Native Speakers

Talent markets & supply

29% graduates from China by 2020 whilst developed markets face talent shortages

Engagement

Different expectations of generations

1 billion, 14.4%

Global China

Intent to stay Discretionary Effort

Global 33.3% 19.8%
China 20.5% 9%

PLEASE RESPECT MY GENERATION!

Generations in the Workplace

These Global Trends Will Impact Our Workforce and Talent and our ability to bring medicines to our patients

Mandarin Speaking Talent Program

**Goals**

- **An integrated, global talent solution:** attract, develop and retain high potential Mandarin Speaking Talent, for critical leadership roles in Mandarin Speaking Markets

- **Build diverse global future leaders:** export Mandarin speaking talent cross-level and cross-functionally, for long term sustainable growth

- **A global pilot:** replicate the learning and optimized program to other special talent segment

**Focused Activities 2015-2016...**

- MLDP recruits top Mandarin graduates from International Business Schools WW with structured development rotations & mentoring

- Succession planning and development, with clear career progression support for selected Top Talent