



Governing workforce strategies

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David Mallon: Welcome to the Capital H podcast, where we explore making work better for humans and humans better at work. I'm your host, David Mallon, chief analyst with Deloitte's Research and Sensing team. In this season, we've used our 2021 Global Human Capital Trends study as our lens focusing on how some organizations are shifting from not just surviving in the new work context brought on by the pandemic, but to thriving, architects of their own futures no matter what improbable path they find themselves on.

COVID-19 was a rude awakening. For organizations that tried to understand, to strategize for, to govern their workforces using common, traditional metrics and measures that are familiar to most, often used because they are just easy to collect and capture in various HR systems. They're transactional. They're backwards looking. They're disconnected from desired outcomes or means of value creation. These organizations found their ability to survive, let alone thrive, made that much more difficult because of the limited questions

they asked themselves, the limited perspectives such metrics can provide. Our Human Capital Trends study showed that 47% of executives plan to change how they prepare for disruption, expanding to prepare for multiple and probable futures in 2021 and beyond. That's double the pre-pandemic number. But it's easier said than done. What new questions should they be asking? What new data gathered? What new measures taken? All in service of workforce strategies that are resilient and future ready.

In this episode, we're going to ask ourselves some different questions on this topic with three leaders at Alexion: Bec Lillie, Alexion's chief human experience officer; Rana Strellis, SVP of Global Culture & Corporate Social Responsibility; and Uzair Qadeer, chief diversity officer. My colleague Jenny Ahn, a managing director at Deloitte Consulting, will discuss with Bec, Rana, and Uzair how they're developing a successful workforce strategy that includes culture and diversity initiatives, some new listening channels, and more—all in service of enabling the workforce to thrive, even in times of uncertainty.

Here's Jenny.

Jenny Ahn: Hello everyone. Thank you for joining us today. This is Jenny Ahn, joining from Deloitte Human Capital. I'm so honored to have this wonderful panel from Alexion joining me today. As a human capital leader, I have had the joy and the privilege of serving Alexion for many years and particularly Bec Lillie, Rana Strellis, and Uzair Qadeer, but honestly, they want to hear from you, not from me. So Bec, Rana, and Uzair, welcome. Thank you so much for joining. If you can actually tell our listeners a little bit about yourself, that would be great. And a little bit about the work that you do at Alexion.

Bec Lillie: Sure. I'm happy to go first. So as Jenny mentioned, I'm Bec Lillie. I'm the chief human experience officer here at Alexion. In this role, I oversee information technology, human resources, and the patient experience. I've been with Alexion for almost eight years now. So quite a while. And I've had several roles during this time, including the head of R&D operations, chief of staff to a CEO, and then several HR roles of increasing responsibility. Prior to coming to Alexion, I worked in big pharma at AstraZeneca and Pfizer, but I'm really excited to be here today and to be in such terrific company with you, Jenny, Rana, and Uzair.

Jenny: Rana, if you would introduce yourself and then Uzair, that'd be great.

Rana Strellis: Absolutely. Thanks so much, Jenny. And thanks for having us. So I'm Rana Strellis. I oversee both culture and corporate social responsibility for Alexion. I report to the CEO and part of the executive committee, as our Bec and Uzair, given the criticality of our roles to driving business performance.

And I've been with Alexion now four years, literally just four years, as of end of April. I joined when Ludwig Hantson joined the organization as CEO. And prior to Alexion, I was with Baxalta, which was a spinoff of Baxter, and with Baxter a number of years.

Jenny: And Uzair?

Uzair Qadeer: Thanks, Jenny, really excited to be here as well. Uzair Qadeer, I serve today as Alexion's first chief diversity officer, have been at Alexion for about two and a half years and have had multiple roles here in the organization.

I started at Alexion as our HR enterprise partner for all of our corporate functions, as well as operations, and then quickly took on expanded responsibilities to really drive a lot of our HR business partnership globally across all our functions, commercial, R&D, corporate functions and operations, as well as our work strategies and capabilities work as well.

Prior to Alexion, I spent many years working at Deloitte Consulting with many of you. And before that, at Bristol-Myers Squibb company, working in both United States as well as in Italy.

Jenny: Thank you. Thank you, Bec, Rana, and Uzair so much for joining us. I want to underline the point that Rana made. This group is so humble. But I do want to underline this point that the roles that they

have and the value they bring to Alexion, it's important that I think our listeners really understand that Bec, Rana, and Uzair are all members of the executive committee, that they're bringing their insights to the most senior leaders at Alexion.

So, I'm so, so, so pleased that they could join us here today. And maybe, Bec, I'll ask you maybe the first question here. When our listeners are thinking about workforce strategy and you think about what Alexion has done in that space and how that has evolved over time, could you give our listeners a bit of an overview of what Alexion's journey has been around your workforce strategy?

Bec: Sure, happy to, Jenny. But let me first just give a little bit historical context. So, Alexion is a company that's really been around since the early 90s and has done an amazing job in the rare disease space since its inception.

You heard Rana mention about joining in 2017. At that time, we brought in a new leadership team, and this team was really charged with turning the company around, addressing cultural issues pertaining to tone at the top, reducing our operating margin, and building a strategy for the company for the future. The team quickly aligned on the need to address culture first and foremost.

Given where we were and the external concerns in this space, Ludwig, our CEO, made the decision to have a function that was dedicated 100% to culture, reporting to him to truly demonstrate that commitment to address the issues we were experiencing. Rana joined us, which we were really fortunate at that time, as the head of culture and got busy working on our company values and our core purpose to become that leader in rare diseases.

So, at this stage, we had our strategic ambition, we had our cultural values and our purpose; the only thing that was missing was what is our growth strategy to really achieve that strategic ambition.

As an organization, we really aligned on growing through our customers. And although you can argue in the healthcare ecosystem there are many customers, we decided to focus on the end user as our customer, which is the patient.

We quickly realized that in order to do this, we needed to redesign our operating model and our workforce strategy to be able to deliver for the patients. And we did this in multiple ways, but the three things that really stand out to me on the workforce strategy side was first, we looked at where could we provide that competitive advantage? And as a company, we aligned on building leadership and innovation capabilities. So, we made investments in those areas and continue to do so today on many fronts, through our extensive rare leader development platform. We now have an in-house innovation accelerator, and we're working externally to position Alexion as that leader in rare diseases.

The second thing we did as part of our strategy, and, Jenny, you'll remember this. We put a laser focus on the overall employee experience. We worked hand in hand with Rana's culture team and Uzair's diversity inclusion and belonging group to really ensure that our employees' experience promoted a culture of empowerment, inclusion, experiences to grow and develop, and to innovate for the patient.

Then the third and final component was really focusing on our workforce planning to ensure that we're bringing in talent with adaptable skill sets for the future. So, taking it beyond hiring for today and really looking at what type of skills, what type of talent do we need for five to 10 years out.

We've put a great deal of emphasis on our talent, ensuring that we're bringing in the right skill sets and we continue to grow and develop them in-house to ensure that they're having that overall positive employee experience so that they're motivated and inspired for the patients. The organizational commitment to this has been huge. And, Jenny, you mentioned this in your opening, but by having Rana, Uzair, and I all on the executive team, reporting directly to the CEO, it really reinforces the value that we've put on our culture and the employee and patient experience.

Rana, you built a lot of this as well. Do you want to jump in here and add anything?

Rana: Yeah, sure, Bec, and thanks so much for the background and context setting.

What I would add is, at its core at Alexion, we view culture as an enabler for sustainable business performance, achieving our strategy, and transforming the lives of people living with rare disease and devastating conditions, as well as becoming the most rewarding company to work for. So, when we think about our culture at Alexion, it's fully integrated into everything we do. So, it not only defines who we want to be, but it's seen in how we see team members behaving, how we interact. It really defines how we make decisions and get work done and how we best serve our patients. And as Bec mentioned, as we looked at our workforce strategy and employee experience, it's a fundamental part of it.

And it's also embedded in all of our critical business processes, systems, governance, decision-making, and really reinforced through our rewards and incentives. So, when we think about the critical ingredients and what differentiates us at Alexion and how we thought about culture and culture transformation, one of the critical ingredients actually started, Jenny, with the work we did together.

When I joined Alexion, it was end of April of 2017. And if you remember, we quickly got a session together in what I would say record time, where we involved employees at all levels of the organization that were really engaged to shape the culture that they helped define.

So, through the Deloitte greenhouse experience, we had engaged about 30 leaders in multiple geographies and functions. We immersed them in a session to really understand both the internal and external business challenges, where we wanted to take our growth strategy and really defined aspirationally the culture that would be needed to enable success in our purpose.

And then we engaged roughly 300 to 400 team members through focus groups to really enroll them and engage them in defining our aspirational culture and put their fingerprints. And now we have about 300 culture champions across the organization that really play a key role and are equipped and empowered to transform our culture. So, they are actively involved in shaping our culture.

And then in addition, Bec had mentioned leadership capabilities and how that is so critical to our success. And for us, we have leaders that are committed, equipped, and accountable to create the environment for team members to live our values. In addition, some of the other critical ingredients, and I mentioned this earlier, that we really did embed our values into our DNA, into everything we do: our symbols, behaviors, business processes, systems, policies, ways of working. But I think what's important to note here is we had a very conscious and deliberate multi-year plan to get us to our aspirational culture.

We also, as other critical ingredients, we have reward and recognition that really aligns to our values. So it really not only reinforces the behaviors, but it showcases what does good

look like? What do we really mean by living our values? And I think importantly, we also have in place communication and storytelling, bringing to life for team members how to live our values each and every day and how team members are driving that through the work they do, impacting our business results, and making a difference for the patients that are our purpose.

And lastly, and very importantly, we do monitor progress and we make adjustments based on both culture survey results and the listening systems we've put in place so that we're truly listening to the voice of team members and what needs to change. And we're also transparently sharing back the actions we're taking as a result, the feedback that team members are providing.

Jenny: I mean, Bec and Rana, there's so much to say about the journey y'all have been on because, just like you said, Rana, it's been a multi-year journey. And there's so many pieces that, Bec, you walked the listeners through around the layering that Alexion did.

It wasn't that it was one-point strategy. It wasn't like it had to get done in a week. There was certainly a lot of appreciation for the layering of the strategy, the time it would take, the evolution that you both described certainly wasn't something that was done overnight. And when you talk about years of a story, it makes sense here because it is a journey and you have to have a leadership team that supports that. You know, sustainable change does take time.

And I love what you both just described. And I also, I'm hearing a lot of the cross-functional effort, right? So like Uzair, when I think about the work that you're doing around diversity, inclusion, and belonging, I can imagine that you're layering in a lot of those perspectives, continuing to bring in that cross-functional effort. Can you share a little bit more about your lens of this work?

Uzair: Sure, Jenny, and when I hear Bec and Rana talk about a journey, my eyes light up. I have to tell you that from an outsider's perspective, it feels like a journey that was curated, very thoughtfully, of course, over a long period of time.

But I have to tell you that from the insider's perspective, this journey took place at an astounding pace, because when you step back and think about what has transpired at Alexion in the last like two to three years, it is just fascinating.

We've had a company that has turbocharged its journey to use the collective power of its culture to really, really double in size, double in revenue over a very short period of time. Now, that didn't happen by accident. It happened by design, and the design was that cross-functional piece.

We realized that if you wanted to turbocharge this journey in service of our patients, and to really create this sensational culture of collaboration, innovation, and patient centricity for our employees, then we needed to position human experience, culture, and diversity at the C-suite level.

And we had to do that by design to make sure that those functions are independent, they're across enterprise; yet, they're so closely connected to actually realize those outcomes that we wanted at a rapid pace.

And by putting those three functions there, we really were able to create a culture in which our employees feel autonomous and empowered and liberated. Now HEX and culture team under leadership of both Bec and Rana had planted the seeds for this environment to exist.

So last year in the summer of 2020, we took our third and final step on the journey to really put diversity on the C-suite and make it an enterprise function for our organization. Because we knew that if we truly wanted to

serve our patients worldwide, then we need to harness diverse insights of our employees to create the most remarkable solutions for our patients, that we cannot get there without really weaponizing inclusion as a unique, competitive advantage for our business. And that's exactly what we have done.

We understand at Alexion that diversity and inclusion and belonging are moral imperatives, that we need to create and continue to work for establishing an organization where all people can feel included because of their uniqueness, not despite of it. But then we have to carry the red thread through.

We also have to leverage insights of our colleagues and democratize their innovative voices to spur innovation for our patients. Our diversity journey has been all about that, so our diversity program has been very uniquely set up. For example, 10% of our global workforce is directly involved in our diversity efforts to rapidly poll and pulse and test and pilot ideas to rapidly bring them to life for our colleagues globally on diversity front.

We have six different diversity innovation pods constantly democratizing employee voices and finding innovative solutions for our colleagues. On employee resource groups, for example, are not set up in a traditional manner. They aren't simply set up around shared identities. They're actually set up to work across with each other around shared challenges. So, we can tear down empathy silos, expand coalitions of action, and actually make a meaningful dent on behalf of our colleagues to really morph Alexion into an unbelievably inclusive place.

We also spend a significant amount of time in our diversity programs, fixated on patient diversity and programs related to that. Clinical trial diversity, for example. Those are the things that our diversity efforts drive.

Now, none of those things that I've mentioned can happen in a silo, and that's where this cross-functional collaboration comes into play. Bec and Rana and I, and our teams globally, work hand in hand to make sure that we put our collective powers together to look at the entire employee experience life cycle and embed diversity programs across all of them. How do we recruit people? How do we onboard them? How do we engage and empower them? How do we even exit them in a thoughtful way that requires HEX and culture and diversity at the table united in a common mission to create an unbelievable culture for our colleagues and to spur innovation using those diverse insights for our patients.

Jenny: Uzair, thanks so much for sharing that layering around the diversity work that you're doing at Alexion. I want to stay on this thread around specifics, right?

I think that a lot of our listeners hearing about the strategy, caring about the ambitions, I think that the specifics and details would also help some of our listeners around what are you doing? What could we try and get inspired by? So maybe we stay on this thread around examples of initiatives. So, Rana, given your role, perhaps you could share with us some of those specific initiatives that have really helped cultivate the culture that Alexion wanted.

Rana: Absolutely, would be happy to. So, one of the examples that I think I would share that really brings to life our culture and really cultivates the culture that we would like to create is a program called LEAP.

LEAP stands for learn, evolve, activate, and deliver for patients. And what LEAP is, is an experiential learning session that's designed to immerse participants in the patient journey through the lens of various stakeholders. And the LEAP experience engages cross-functional team members, patients, and other stakeholders to not only

challenge our assumptions, but deepen our understanding of the patient and stakeholder journeys and then identify and prioritize value-added action.

So what LEAP helps us do is get in the shoes of patients with stakeholders by truly highlighting the moments that matter and the unmet needs along the disease journey. And it enables participants to identify and empathize with the challenges they experience.

So, what LEAP has really helped us do as an organization is embed patient centricity and innovative thinking within the fabric of our organization. It's helped us enhance cross-functional and cross-geographical collaboration and really drive more meaningful engagement with external stakeholders that ultimately advances our mission of transforming the lives of people affected by rare diseases and devastating conditions.

Jenny: I mean, the LEAP program, Rana, that you're sharing is so specific and so impactful. I know you've been doing that for a while now. So when I think about that example and some of the ones that, Uzair, you were giving, you can really see how some of the main initiatives are repeatable, they're sustainable, and they help bring your culture to life. Uzair, I don't know if there were—if there's anything else you would want to add around specific initiatives around the diversity and belonging work that you're doing that you would want to highlight here.

Uzair: Sure. And it really links back, Jenny, to things that Rana was talking about. So, one of the ways in which I believe Alexion culture has been so irresistible is because of our obsession with seeking to understand. Our obsession with listening to unique voices of our colleagues and our patients to really make sure that we create a company of tomorrow that's anchored in those voices and really drives a meaningful, meaningful difference in the lives of our colleagues and the lives of our patients.

Now, we have created a whole portfolio of listening and learning programs, even through our diversity efforts, doing a couple of things: affording a powerful voice to our employees, creating a platform for those voices to be democratized and, of course, using those voices to spur innovation for our patients, as I shared with you previously.

Our portfolio of programs includes really interesting listening and learning programs. The first one is the mosaic series. Those are our expert to colleague listening and learning programs. We scatter those throughout the year—calendar year. We bring in experts from the outside who can actually directly talk to our colleagues about these sorts of topics and raise awareness of a variety and a myriad of diversity topics.

We also have crucial exchanges, which are colleague to colleague listening and learning programs. We give our colleagues an opportunity to share their unique journeys and experiences and voices with others to help elevate the collective organizational understanding of diversity, inclusion, and belonging, and really to foster a culture of comradery and solidarity on diversity front.

We also have belonging connections, and these are just fantastic. These are smaller intimate peer-to-peer conversations where people can really talk about their feelings and really help raise awareness of how certain topics that may be happening outside the four walls of our company are impacting our colleagues and what kind of actions do we need to take to respond to them at a rapid pace.

The fourth one in that row is this program called inclusion roundtables. Now these are my favorite. These are roundtables where trained individuals go into different leadership teams—globally, by the way—to further home in on the construct of inclusion, as well as belonging, and drive conversations and listening programs within different teams to really create high-performing teams, leveraging constructs of inclusion.

We offer these in multiple languages. Recently, by the way, we launched our inclusion roundtables in Japan, customized to Japanese culture, delivered in Japanese language. Really further taking our flag of pride on front of diversity into different geographies in a really thoughtful manner.

And of course, there's the last piece of it. And, Jenny, this one really excites me, because think about how our personal lives are built. And I believe so many organizations haven't been able to evolve rapidly to keep up the trends that are happening in our personal lives.

So, Jenny, you and I can have a brilliant, brilliant idea in our personal lives. When we have that idea, we can put that idea up on Twitter or LinkedIn or Facebook. If our idea is actually innovative and exciting, it can go viral rapidly by millions of people seeing it, liking it, and as an innovative idea, it could bubble right to the top.

Now, companies pay, and larger companies globally pay thousands of employees to work at those organizations. Yet, they haven't created platforms to democratize employee voices, to let innovative ideas bubble to the top. Our innovation factory does exactly that. It's a listening tool that allows our colleagues to democratize their voices digitally and rapidly.

The user innovator factory that spans and/or includes 10% of our global workforce and we constantly give them ideas through innovation challenges, by pulsing and pulling and piloting new things with them to really give their voice an avenue to immediately bubble innovative ideas to the top. And that part, in addition to all the other components that are defined, not only gives our employees the tools to be heard, but to actually exercise their voice to spur innovation within our company or for our patients.

So our listening and learning programs on the diversity front are tied nicely with our culture and HEX programs, and really serve as a connective tissue of a sort to spur—to use employee voices to spur innovation, but to also drive what's important—an avenue for thoughtful listening and thoughtful learning. For everything we build should be anchored in voices of people that we are trying to build it for, and that's exactly what these are defined to do.

Jenny: I could imagine that any one of these ideas could have been accelerated or disrupted by the year that we just had. Talk about a global pandemic sort of coming out of nowhere and impacting everyone: personal life, work lives, just life in general.

I'd be curious, Bec, maybe you can address this. How did the pandemic change or disrupt what you all were doing around this workforce strategy across all these different fronts that we've talked about today?

Bec: Yeah. So, Jenny, I know we've connected on this already, but I really feel that Alexion was ahead of the curve too, in respect to COVID. I don't feel it has really disrupted any of our strategies. And some of it is just because of the stuff we already had in play. So, when you think about the concept behind the human experience function, the idea there is to really activate that employee and patient experience through technology. Therefore, when COVID happened and we all went remote, we were already working in some of these ways, right?

So, if you think about our internal Alexion engage and connect platform, this platform really provides our employees with news and ways to collaborate. Zoom. We were religious users of Zoom long before COVID and then just other technologies that has really enabled us to enhance remote working for employees, connecting with our patients, and across the healthcare ecosystem in general.

We also quickly, I guess, this would be one area of disruption is where we quickly organized a rapid response team that worked closely with our human experience function, the culture group, as well as diversity, inclusion, and belonging, to ensure that throughout this time, our employees and patients remained a top priority.

Both Rana and Uzair have mentioned the listening capabilities we put in place. And we have several listening channels that we use so that we can hear directly from our employees as they highlighted.

But we really tapped into our culture champions. We launched the reflectors group, which reached out to over 3,000 colleagues, asking them for feedback on what is important during these times.

And then we also did weekly pulse surveys that were like 60 seconds long, about three questions each, to continually keep the pulse on what's important to colleagues. We then took all this data that we're gathering from these listening groups and from our employees and used that to inform our strategy in real time. And I guess for me, the biggest success here is that we actually took action on what we were hearing.

So some of the things that resulted in these listening sessions from employees were enhanced benefits, technology stipends, gift of time days, extra support for our essential workers, a big focus on brain health and wellbeing, as well as an increase in support and training of our people managers around leading through change and engaging with your teams.

Even now, as we move forward, we continue to draw on the experience that we had in the past year to enhance our strategies. I think a good example of this is how we're approaching workplace of the future. We're tapping into what colleagues' information they gave us through all these different listening channels.

Rana and Uzair have been great partners throughout on this. And, Uzair, I know you've done a lot in this space too to ensure that colleagues and patients felt included throughout this COVID era. Is there anything you want to add there?

Uzair: No, Bec, you really summarized it really, really beautifully. I think that it actually goes back even beyond the work of the diversity function. And again, Jenny, the collective power of the three functions that you're talking to today and what they can achieve when you structure them that way.

So, Bec talked about this unbelievable energy that's been created by our human experience function on that accord. So, when COVID happened, we realized that the world was changing pretty quickly from diversity front as well. We were seeing and understanding the ways in which—directions in which the winds were blowing.

So, we understood that there will be downstream impacts on certain communities disproportionately from this pandemic. And those things started to come true after a while. For example, women are disproportionately affected by the pandemic. As a matter of fact, some recent studies show that while women form 39% of global workforce, 54% of all jobs lost during this pandemic were those that were held by women.

So, we knew as an organization that we again needed to huddle and very quickly think through ways in which we can create a culture that's equitable and just. So, we did exactly that. We listened to our employees, and we were very rapidly working with our HEX team, redesigned and launched our new modern family benefits. Benefits that allow, for example, our female colleagues with a much-heightened degree of flexibility and autonomy to plan for their day-to-day lives in this COVID and hopefully post-COVID world.

Our new slew of benefits includes very generous support for adoption, for surrogacy, for providing care for a family member. That isn't really all of our work, that's just one of many examples. But we understand that this pandemic has changed the game a little bit and because culture and HEX and diversity were able to work together, we were able to very rapidly come up with these new forms to address some of the challenges that are coming down the pike, to really signal to our employees that we have heard them, we understand them, and we are relentless, relentless in our pursuit of creating an organization where they can be proud to be a part of, feel valued, and feel empowered to live their day-to-day lives on their own terms while succeeding at work, inspiring innovation for our patients.

Jenny: I understand that you actually have seen some measures around how all these things are really having an impact on the organization. And I know that this is not a group that is activity for activity sake. You're really tracking to see are the things that we're doing making a difference? So, I understand that you've got some measurements to that effect, is that right?

Rana: Absolutely, Jenny. So as a matter of fact to your point, I think through the collective power of the work across our three organizations, that Bec, Uzair, and I have mentioned, we have seen significant improvement towards our ambitions and aspirations in the past three years.

And very specifically, we conducted our first baseline culture survey in November of 2017. And we measure employee net promoter score, which is basically a measurement of employee loyalty. In a three-year period of time, we have seen an over 63-point increase on our employee net promoter score.

And I think even more importantly, what we are hearing and seeing is that, first of all, our purpose is central and such a motivator and inspiration for team members.

We're seeing that patients and caregivers have trust that we will do the right thing, deliver on our commitments, and make a meaningful difference in their lives.

We are seeing team members genuinely feeling a sense of belonging, feeling like they can share their diverse perspective, that their voice matters, and are motivated to work collaboratively to come up with innovative ideas to deliver for each other, for our patients and our communities.

And that we hear from external stakeholders that we are viewed as an organization that truly listens with empathy, puts patients at the core of what we do, and are a respected and trusted business partner.

And lastly, we have seen this translate to business results. We have overachieved in the last three years on our business results. We've delivered on our business strategy and objectives.

Jenny: Wow, that's amazing, Rana. Thank you so much for sharing that with us. I would end by just thanking you all very, very much for sharing your Alexion story and how human experience, how culture, corporate social responsibility, your diversity and belonging have all made such an impact on your people, your patients, and your organization. So, thank you all very, very much.

Rana: Thank you for having us, Jenny.

Bec: Thanks, Jenny.

Uzair: Thank you.

David: It's our view that the shift from survive to thrive depends on an organization becoming—and remaining—distinctly human at its core. This isn't just a different way of thinking and acting. It's a different way of being—one that approaches every question, every issue, and every decision from a human angle first. As we heard today, a human-first workforce strategy is essential for an organization's growth and resilience in times of uncertainty.

A big thank you to Jenny Ahn and our guests from Alexion—Bec Lillie, Rana Strellis, and Uzair Qadeer—for sharing their journey and insights with us today.

In addition to tuning in to our podcast series, we also invite you to read our 2021 Human Capital Trends report online at deloitte.com/HCTrends. Thanks for listening.



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