Social responsibility is increasingly significant to both survey respon-
dents and excellent employers. It’s the #3 driver, up from #5 in 2010. “That’s a big part of who we are,” says Novo Nordisk’s Chinn. “We know we have a fi-
nancial responsibility to share-
holders, and we also have a social and environmental responsibility.”

Chan praises Genentech for its “significant infrastructure and philanthropic funds to help patients copay for medica-
tions.” Since 1985, when their first product was approved, the company has dispensed US$2.3 billion of free medica-
tions. “Not only do we hire scientists who will make medicine that works, but also as a society, we need to nurture and inspire future scientists because they recognize that, as Genzyme’s Alan Smith attests, “Your most precious resource is your people.”

CORPORATE CULTURE
Three of this year’s top five drivers reflect workplace values and environment. To survey respondents, outstanding employers are socially responsible and have loyal employees whom they treat with respect.

“What we do to shape our culture comes from listening to employ-
ees,” notes Kelly-Croswell, Vertex senior vice president for human resources. “We hold numerous focus groups, often in-the-moment. We take what we hear, and translate it into action. Employees rou-
tinely tell us, ‘Hey, thanks for asking.’”

Leading companies often codify their corporate values, as exemplified by “The Regeneron 5.” “Not only do we hire scientists who will treat patients with respect, we also expect them to respect each other,” asserts Chinn. The recently revised “Novo Nordisk Way” stresses accountability and responsibility. “Our employees have a right and a responsibility to say something if they see people not treating someone else well. Being an organization focused on just a few therapeutic areas, rather than many, makes us different, and gives us a shared sense of commitment.”

Bayer, too, recently updated its global corporate values statement, choosing an acronym easily remembered in many languages: LIFE. It stands for Leadership, Integrity, Flexibility, and Efficiency. The company seeks to keep its culture consistent throughout all locations. “LIFE encourages individual employees to make decisions, to take the lead whenever they see things they think could be changed or adapted. The culture empowers our research scientists to think inde-
dependently, see ideas and solutions, and propose or just implement whatever helps the company move towards our larger vision,” Lam summarizes.

“This is the only place I’ve ever worked,” declares Vertex’s Kelly-
Croswell, “where everyone can recite our core values, because we all live them: fearless pursuit of excellence; innovation is our life-
blood; and ‘we’ wins.”

SOCIAL RESPONSIBILITY
Social responsibility is increasingly significant to both survey respon-

The top bio/pharma companies are also particularly proud of their science education programs, both local and distant. Since the late 1990s, over 2 million students in Asia have participated in Bayer’s youth environmental programs, which educate schoolchildren about the science and technology that is available to help address current envi-
nmental problems.

Regeneron cosponsors the Westchester County National Intel Science and Engineering program, and sends its BioBus to local schools. The rolling science lab is designed to introduce kids to what makes science so exciting. “We also have 75 high-school and col-
lege interns,” says Grossman, “and we’ve come full-circle. One of our high school interns now is a patient who suffers from the condi-
tion that our first drug treats.”

In Vertex’s STEM initiative (Science, Technology, Engineering and Mathematics), staff scientists volunteer in local schools in nearby communities, and engage kids to become enthusiastic about sci-
ence. The company works with United Way to bring eight-to-ten-
year-olds to Vertex’s headquarters for hands-on science exploration.

Apart from their academic and motivational benefits to students (and strong appeal to staff scientists), science education efforts are valuable for high-achieving bio/pharma companies. “These types of programs are mission-critical,” Vertex’s Mueller declares. “Unfortunately, in our society the science and technology track is no longer the most wanted. We have to engage kids when they’re young, so that science becomes understandable to them, and fun. As a com-
pany, but also as a society, we need to nurture and inspire future scientists.”

Top employers invest in developing a stream of eager, curious future scientists because they recognize that, as Genzyme’s Alan Smith attests, “Your most precious resource is your people.”

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