



“I’m working on increased organizational focus on the O of OWNIT! — own the business — which engages colleagues in taking risks and being accountable for their actions. With an accountability mindset, where each colleague is committed to success and seizes opportunities to deliver value, we will see great business results and meet the needs of our patients and society.”

PAMELA PURYEAR, Ph.D.
SENIOR VICE PRESIDENT AND CHIEF TALENT OFFICER

COLLEAGUES

Our **OWNIT!** culture empowers all colleagues to try new things, invest in candid conversations, build collaborative relationships, reinforce positive behaviors and deliver on commitments. With **OWNIT!** we continue to build a culture that positions Pfizer for long-term success.



A WINNING COMBINATION OF CULTURES

We all know that the success of a merger or acquisition frequently hinges on the integration of the legacy cultures of the two organizations to create a winning culture for the combined company. When Illinois-based Hospira became part of Pfizer in September 2015, we knew from the start that significant similarities between the two cultures would create a strong foundation for success. How did we know? Because several aspects of Hospira's *Cultural Anchors* exhibited a close similarity to Pfizer's **OWNIT!** culture dimensions.

“Our new colleagues from Hospira are familiar with and consistently demonstrate key cultural traits like entrepreneurship, accountability and flexibility. Most importantly, colleagues from both companies believe in what Pfizer calls ‘straight talk’ and what Hospira called ‘direct and authentic communication.’ This ability and willingness to speak candidly to address challenges, issues and opportunities will enable us to create a unified and effective culture across GEP and Pfizer.”

— John Young
Group President, Global Established Pharma (GEP)

DRIVING INCLUSION THROUGH COLLEAGUE ENGAGEMENT

Pfizer supports seven Pfizer Colleague Councils (PCCs) aligned to Veterans, Asians, Blacks, Latinos, LGBT, women, and colleagues with disabilities and those who are caregivers. Each of these PCCs works, in partnership with our enterprise Diversity and Inclusion (D&I) team, to expand access to diverse talent pools; to engage, develop and retain diverse talent; and, to advance Pfizer's business. The following are examples of the initiatives undertaken by our D&I team and our PCCs.

Unconscious Bias Awareness

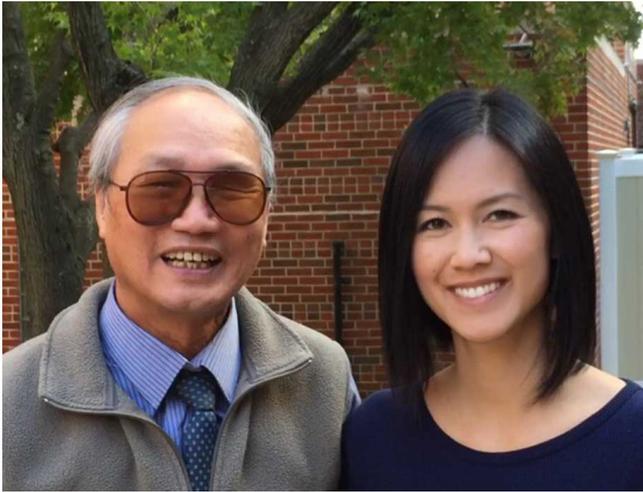
In a global effort across Pfizer, we are raising awareness of the unconscious biases we may have and how they can get in the way of making the best business and talent decisions. Our multi-year unconscious bias awareness strategy has produced tools and learning that help build a more inclusive culture. These resources include: a series of videos, discussion guides and tip sheets that address some of the most common types of unconscious biases; a behaviorally based interviewing module; and, forums and opportunities for our senior leaders to embed messages of inclusion in their communications. Focusing on inclusion allows all colleagues to bring their “whole selves” to work and is reinforced in our **OWNIT!** culture.

13 of 13

OF THE PFIZER-WIDE CATEGORIES MEASURED BY THE PFIZERVOICE ANNUAL SURVEY OF COLLEAGUES SHOWED IMPROVEMENT, WITH THE GREATEST INCREASES IN LEADERSHIP, STRATEGY AND CULTURE.

Inclusion for Individuals with Disabilities and Caregivers

The disAbility PCC drove several initiatives, including a disAbility Awareness Day event and a journal of colleagues' personal stories. The annual disAbility and Caregiver Awareness Day event and webcast engaged colleagues in a discussion of the rewards and challenges of caregiving for a loved one, and encouraged colleagues to become involved in efforts to increase employment opportunities for individuals with disabilities and to offer flexibility and support to caregivers. The group also collected and published a journal filled with colleague's stories about their experiences having a visible or invisible disability or caring for a loved one. Some stories are humorous, some sad, but all ultimately speak to acceptance, courage and contribution — qualities that connect us to our mission to help patients and advance global health care.



“Caring for my father has given me insight into the patient side of drug pricing — insight that helps me in my role at Pfizer.”

—Virginia Vu
Team Lead, Europe Oncology, Global Health & Value Payer Insights and a caregiver for her father as he battles a rare form of lymphoma



“We become advocates, therapists, specialists and educators, but most of all we are the parents of amazing children. Our son undertakes marvelous challenges every single day. We fully support his unique abilities and embrace the fact that we know he will do great things in this world.”

—Lori Barrett
Senior Manager, Process Optimisation — Canada and mother of twin 9-year-old sons, one of whom was diagnosed with Asperger's five years ago

PFIZER REACHES ONE MILLION FOLLOWERS ON LINKEDIN

Passing a rare milestone in the social media world, Pfizer, in July 2015, became one of only 16 companies at that time to reach one million followers on LinkedIn and the first biopharmaceutical company to do so. Our followers hail from nearly every country in the world. The top three countries represented are the U.S., Brazil and India.



COLLEAGUES “DARE TO TRY” TO SPUR GROWTH

Dare to Try is a company-wide program supporting a creative mindset among colleagues — one in which they feel empowered to think like entrepreneurs, challenge conventions and take thoughtful risks to unlock opportunities for growth. For our biannual Dare to Try awards, winners were selected via an internal crowdsourcing system. In 2015, more than 17,000 colleagues reviewed 540 nominations to select finalists.

Some of the award winners included a team of colleagues from the Global Established Pharma business in Venezuela, which won two awards, one for creating a digital channel connection with important pharmacy customers, and one for developing a virtual education system for hospitals. Another team from the Global Established Pharma business in Canada was recognized for developing a new approach to co-pay support that connects Pfizer directly with patients. The Dare to Try awards also recognized Worldwide Research and Development’s biopharma team for experiments with a new freeze-dry technology that is pioneering cost-effective manufacturing and transport of biotherapeutics, and its neuroscience team for collaboration with the U.S. Food and Drug Administration on dose exposure guidance to allow for more comprehensive testing in clinical trials.

“It is critical we constantly recognize and communicate the experiences of innovative colleagues and teams to inspire a culture that seeks to nurture ideas and share learnings. This will help drive more innovation at Pfizer.”

– Wendy Mayer
Vice President, Worldwide Innovation



COLLEAGUE HEALTH AND SAFETY

Pfizer’s ownership culture is based upon trust and integrity — qualities essential to the health and safety culture. We encourage colleagues to get involved in proactively assessing health and safety risks and creating effective solutions, so that our health and safety culture aligns with and supports growth of Pfizer’s ownership culture.

In 2015, teams of colleagues across all Pfizer business units collaborated to drive enhancements in higher hazard work activities including Working at Heights, Electrical Safety, Contractor Safety and Process Safety among other areas. Key Performance Indicators in these areas indicated that program performance was good but could be better. Refreshed guidance was issued, global training events were held and, consistent with our health and safety mission, colleagues across Pfizer were motivated to proactively apply health and safety risk management practices to their work.

Within Worldwide Research and Development, the dynamic nature of our business means that colleagues are working at the leading edge of scientific research, often involving the use of novel materials. We have established internal risk assessment processes and developed innovative risk control strategies to protect our scientists as they work with these novel and oftentimes potent materials. Furthermore, we actively share these learnings to build capability with third parties also working with such materials.



“I am proud to work with Pfizer researchers to integrate health and safety risk reduction principles into the scientific approaches being used to discover and develop new medicines. These efforts are critical as our researchers work with highly active compounds as they develop the potential next-generation antibody-drug conjugates for the treatment of cancer.”

—Sarah Jones
Senior Manager, Industrial Hygiene, Research and Development

0.47

INJURIES PER 100 COLLEAGUES
IN 2015

11% LOWER

TOTAL INJURY RATE* IN 2015 WAS
11% LOWER THAN IN 2014.

* Hospira injury data is not included. Combined company data will be provided in the 2016 Annual Review.