



# COLLEAGUES & COMMUNITY

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## HIGHLIGHTS

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Created a Global Women's Council, which is composed of both senior-level women and men from around the world who share the goal of speeding progress toward Pfizer being an employer of choice for women.

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Contributed more than \$107 million to nonprofit organizations across the United States and Puerto Rico through the Pfizer Foundation's Employee Giving Programs in 2007 and 2008.

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Honored by China Red Cross for our humanitarian response to the earthquake that struck Sichuan province on May 12, 2008. Pfizer donated more than 1,800 volunteer hours and contributed \$1.5 million in medicines and financial support to earthquake relief efforts.

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We work toward this vision every day through a variety of programs. We have undertaken a number of initiatives to improve employee engagement, recognizing that engaged employees are not only better for our business but also derive more satisfaction from their work. Pfizer also recognizes the fundamental value of diversity and inclusion to our ability to innovate, and we have made a commitment to be a leader in this space. We also believe in the importance of supporting the communities in which we operate and have developed numerous initiatives at our sites around the world to respond to disasters, promote education and health, and increase employee volunteerism.

## Colleague Engagement

Over the past few years, in the face of a rapidly changing business environment, Pfizer has strengthened its focus on employee engagement as a lever for business success. We understand that in order to instill a culture of innovation and continuous improvement, we must enable and empower our colleagues

At Pfizer, we recognize that our employees are the key to our success. Without the scientists, engineers, sales and marketing team, and many, many other Pfizer colleagues, our medicines could never be developed and distributed to our customers. We recognize that we can only succeed in implementing our ambitious business strategies if we make Pfizer a great place to work for our colleagues by creating a culture of opportunity, accountability and inclusion.

to continuously seek opportunities for progress. We believe that employee engagement launches a virtuous cycle of better performance (including productivity, profitability, retention and safety) leading to even higher levels of engagement.

Enabling and empowering colleagues begins by ensuring that they are informed on how the business is developing and how problems are being met and overcome. We have also created many avenues to increase communications throughout the organization. For example, company-wide Town Halls, which follow each quarterly report on our financial performance, provide an opportunity to explain how business strategies are being implemented and to detail how investors are responding to Pfizer's financial reporting. Conducted by webcast, these meetings also provide a forum for answering questions directly from colleagues around the world.

Through the Colleague Advisory Committee, a group of 15 colleagues from various global geographies and business disciplines, meet every few months with our CEO Jeff Kindler and other members of the Executive Leadership Team to discuss aspects of Pfizer's business. While the challenges and opportunities discussed vary from meeting to meeting, the key continuing link is the desire to mold our company's culture into one where leadership can be exhibited by every colleague, at every level. This is an important vehicle for the executive leadership team to get direct input from colleagues who are deep in the business or field. There is great dialogue with instant feedback and reaction from the CEO, where colleagues' voices are heard and respected.

Pfizer has also moved to put metrics behind its drive for greater employee engagement and inclusiveness. Two global employee surveys, managed through The Gallup Organization and designed to

measure both engagement and inclusion, have revealed significant strides at Pfizer between 2007 and 2008. In addition to the critical work our managers and colleagues are doing to improve the team climate—an aspect of pivotal importance to enabling and empowering our organization—the responses to these surveys have led to the implementation of innovative initiatives as integrated competencies for senior leaders, managers and colleagues, an innovation platform for idea generation and development and a new colleague-driven forum for networking.

## Diversity & Inclusion

Studies have demonstrated that when diverse viewpoints are considered, better business decisions are made. Pfizer prizes diversity, not only in visible characteristics such as gender, age and ethnicity, but also in underlying characteristics such as thinking styles, life experiences and sexual orientation. However, having a diverse colleague population is not enough to ensure better business decisions. It also takes a commitment to inclusion, where all people feel valued, involved, supported and respected, and where ideas from all sources are given a fair hearing through the decision making processes of the enterprise.

Since our last report, Pfizer has developed an integrated diversity and inclusion (D&I) strategy that encompasses colleagues, customers, suppliers and the communities where Pfizer people work and live. The overarching D&I strategy—which is driven through each of Pfizer's business units and is the responsibility of each senior business leader—includes a global women's strategy, a multicultural strategy, and a strategy to build upon colleague resource groups, such as the Latino Network in the United States.

**GOVERNANCE**

To ensure that the enterprise D&I strategy is executed, Pfizer has also taken these steps:

- Named a Chief Diversity Officer, and placed her on Pfizer’s Senior Management Team, and expanded investment into the operation under her direct span of control as well as into the “community of practice” encompassing all those responsible for diversity and inclusion in Pfizer’s divisions.
- Created the D&I Worldwide Leadership Committee, headed by Pfizer’s president of Worldwide Pharmaceutical Operations. This committee is composed of 25 senior leaders, including six members of the Executive Leadership Team, and provides high-level strategy guidance and accountability for Pfizer’s D&I strategy. This committee meets regularly to identify barriers to achieving Pfizer’s D&I goals and to take action to overcome those barriers. This committee also reports to the CEO and the remainder of the ELT on Pfizer’s D&I progress and areas of opportunity.
- Launched a comprehensive program with the Emerging Markets Business Unit to make colleagues aware of unconscious bias and to embed all elements of the global women’s strategy into the mainstream of business for Pfizer’s operations in the developing world.

**MEASURING PROGRESS**

For a major global company such as Pfizer, tracking D&I statistics is complex as local laws (including data privacy laws) often limit what information can or should be collected and what “categories” or defined groups may be included in such tracking or statistical data. Gender is the only defining characteristic that can be assessed and reported on globally. We are making progress advancing women in our worldwide workforce and people of color in the U.S. into senior management positions.

- Pfizer’s Executive Leadership Team, the 10-person decision making body at Pfizer’s summit, includes four women, one of whom is African-American. Three of these leaders have been named to the ELT since the beginning of 2008.
- Pfizer’s Senior Leadership Team, the company’s penultimate decision making body, is composed of 118 senior leaders from around the world. Some 30 percent of these leaders are women.

- Women now comprise 42.6 percent of Pfizer’s global workforce. In the U.S., 45.3 percent of the workforce is composed of women.
- In Pfizer’s U.S. workforce, 7.2 percent of colleagues are African-American, 4.3 percent are Latino and 9.9 percent are Asian.

**RECENT AWARDS**

- For the fifth consecutive year, in 2009, Pfizer achieved the top “100 percent Rating” from the Human Rights Council for the company’s policies and practices concerning lesbian, gay, bisexual and trans-gendered employees.
- In 2009, Pfizer was selected by the National Association of Female Executives to be on its annual list of “Top Companies for Executive Women.”

Employee Wellness

The health of our colleagues is critical to the productivity and success of Pfizer and in many ways is our frontline opportunity to meet our mission of “working together for a healthier world.” We provide employees with access to Healthy Pfizer, an innovative program that includes health risk assessment tools, personalized health improvement management, and coaching programs, as well as a customized health resource Web site and a 24-7 nurse line. Nutrition and fitness are also part of Healthy Pfizer.

On November 20, 2008, in honor of the Great American Smokeout, Healthy Pfizer announced our new, company-wide Global Tobacco-Free Policy. To help colleagues transition to this new policy, we added a new online and telephonic support system to supplement our already robust smoking cessation program and we distributed a comprehensive list of smoking cessation resources to all colleagues.

**WORK-LIFE PROGRAMS**

Work-life programs are an important element of employee wellness. In fall of 2008, marking 10 years on the *Working Mother* 100 Best Companies list, Pfizer initiated a communications campaign to promote the programs and policies that make Pfizer a leading place to work and profile colleagues who have benefited from work-life programs. For example, Pfizer’s parental leave policy has been increased to provide an additional six weeks of paid leave for colleagues in the United States and Puerto Rico.

**HIV/AIDS WORKPLACE POLICY**

As a global health care company, Pfizer is committed to the development of policies and the implementation of programs at its global workplace sites on HIV/AIDS nondiscrimination, awareness, prevention and health support.

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**DOWNSIZING**

During 2008, Pfizer continued the streamlining process known as Adapting to Scale which was launched in response to the unprecedented growth in staff that we experienced following two major acquisitions in the early 2000s. At a time when the health care industry was undergoing tremendous changes, and many of Pfizer’s most profitable medicines were going off-patent, this streamlining has provided Pfizer with the agility to compete during uncertain times. One measure of the success of this approach is that, despite the economic turmoil experienced by so many companies this past year, Pfizer’s financial situation has remained strong.

Through the *Adapting to Scale* initiative, a number of colleagues have been separated from employment with the company. Pfizer takes great care to develop selection criteria and processes for identifying colleagues for displacement. The selection criteria typically include business needs, skills and capabilities, and performance. To ensure the appropriate outcome is reached, multiple stakeholders, both internal and external to Pfizer, are asked to carefully review the processes. Those employees who have lost jobs as part of Adapting to Scale receive severance packages that include paid continuation of medical benefits and assistance in searching for jobs or returning to school.

As we look ahead to the proposed Wyeth acquisition, we will continue to explore methods for increasing the ease of transition for our colleagues. While some of our specific programs may change as we come to better understand the scope of redundancies and the need for reductions in our joint workforce, we are committed to providing continued support that sustains our colleagues’ ability to meet their basic needs and provides access to resources that will help them find new opportunities. We have set a goal that each departing employee will take advantage of at least one of the transition opportunities we provide and we will undertake the communications and staffing needs necessary to meet that goal.

## Pandemic Preparedness Program

The Pfizer Worldwide Pandemic Preparedness Program is designed to ensure that we have an overarching strategy in place across the global enterprise to ensure continued delivery of our critical products and processes. Our business continuity professionals have developed policies, and awareness programs, and have implemented contingency plans that will allow Pfizer to continue operating in the event of a local or global pandemic disease outbreak.

## Community Initiatives

Pfizer currently operates in over 100 countries worldwide. These communities are our foundation: they are where our employees and their families live and work and they are where the patients who take our medicines live. We believe that it is vital to support these communities through partnerships and by enabling our colleagues to engage through volunteer efforts.

### EARTHQUAKE RELIEF EFFORTS IN CHINA

Following the devastating earthquake that struck the province of Sichuan on May 12, 2008, claiming 70,000 lives and leaving millions of people homeless, Pfizer's locally based colleagues facilitated the establishment of the Colleague Response Team and created and assumed leadership of a 24-hour hotline to communicate with employees to check on their condition. Pfizer also provided \$1.5 million in medicines and financial assistance and encouraged colleagues to volunteer their time to assist in relief efforts. By late July 2008, 175 colleagues had donated more than 1,800 volunteer hours.

### PFIZER U.K. PARTNERSHIP

Pfizer U.K. has donated tens of thousands of packs of medicine to people living in extreme poverty or suffering from the effects of natural disasters, as part of a partnership with International Health Partners (IHP), a U.K.-based charitable organization that aims to provide free medical aid to the world's neediest people. The partnership has provided more than \$12 million worth of medicines at wholesale prices, which is the equivalent of 500,000 treatments, to countries that include Ethiopia, Liberia, Myanmar, Nepal, North Korea and Uganda.

### FIGHT AGAINST CHOLERA IN ZIMBABWE

Pfizer recently made a grant of \$50,000 to support relief efforts under way by the United Nations Children's Fund (UNICEF) to support efforts to combat cholera in Zimbabwe. Cholera, a potentially fatal intestinal infection that spreads through untreated sewage and contaminated drinking water, is quickly spreading in Zimbabwe. Pfizer's grant to the U.S. Fund for UNICEF provides aid to UNICEF's

120-day emergency response plan that delivers 95,000 gallons of safe water each day. The program has also set up 70 therapeutic feeding centers to treat 9,000 malnourished children, and supported garbage collection efforts in affected areas.

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### STAKEHOLDER COMMENTARY

“Every few months, the Colleague Advisory Committee (CAC) meets with our CEO, Jeff Kindler.

The fact that Jeff, in establishing the CAC, has taken such an open approach to communicating with colleagues, is evidence of the dramatic transformations taking place within Pfizer. The open and candid nature of our discussions has given me a great sense of optimism about the future direction of Pfizer, and a strong platform from which to share that optimism with my colleagues throughout our company.”

**GREGORY JONES**

SENIOR THERAPEUTIC SPECIALTY CONSULTANT  
DSR-HOUSTON WEST DISTRICT PFIZER INC

## LOOKING FORWARD

When looking ahead, we continue to envision an organization that is supported by and supports colleagues who are highly engaged and enabled to seek opportunities, create progress, and contribute to our company's mission of “working together for a healthier world.” Pfizer will continue our efforts to manage colleagues' transitions responsibly, and we remain committed to creating a culture that supports our colleagues' best efforts at work and to providing resources that support their health and wellness.