

THE FINE PRINT

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Pfizer's Future of Development



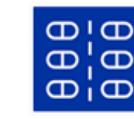
DX

Pfizer



\$58.5 Billion

Revenues in 2023 (as
of January 30, 2024)



37

Manufacturing sites
worldwide



~200

Countries where we
sell our products



112

Projects in our
pipeline (as of January
30, 2024)



~88,000

Employees globally



9

Products with sales
greater than \$1B in
2023 (as of January 30,
2024)

CEO:

Albert Bourla

Web Site Address:

<https://www.pfizer.com>

Global Headquarters:

66 Hudson Yards
New York, NY 10001 (USA)

Stock Exchange Listing:

New York Stock Exchange
(PFE)



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CTO, DX

THE PROBLEM

Pfizer's current development practices must evolve to keep up with the vision of **changing 1 billion lives a year**



QUESTIONS TO ANSWER

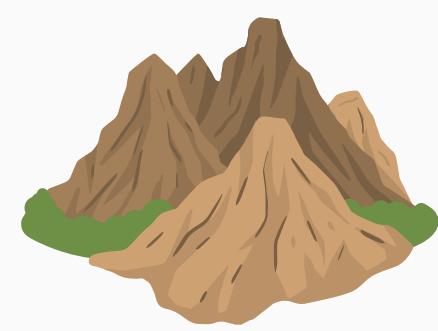
- 1** Why now?
- 2** What are we doing?
- 3** What are the challenges?
- 4** How can we measure it?



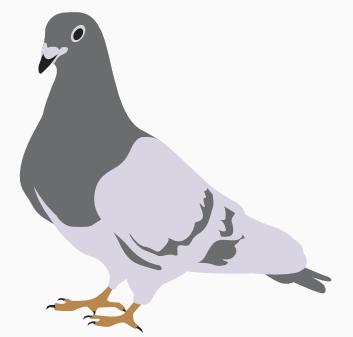
WHY NOW?



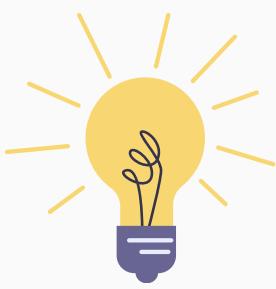
FAST
GROWTH



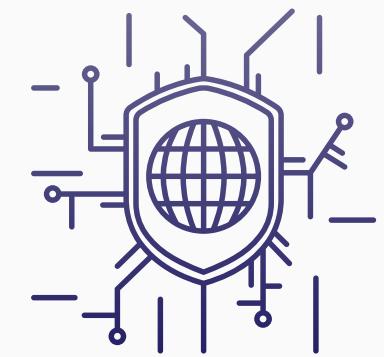
INCREASED
DEMAND AND
SCOPE



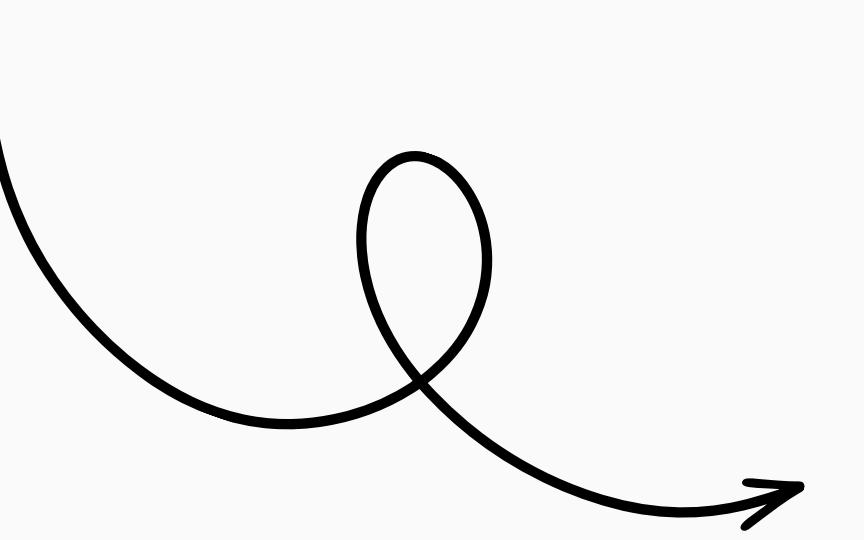
AGING
DELIVERY
MODEL



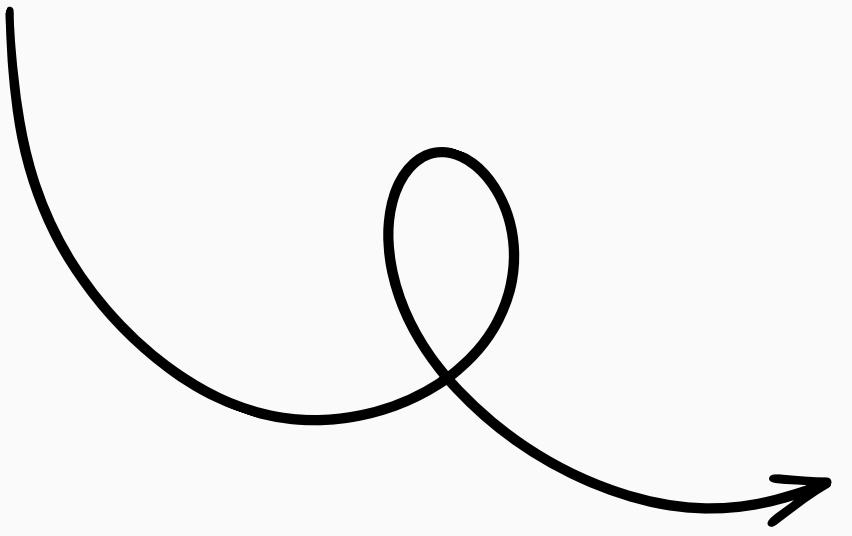
DESIRE TO
RETAIN TOP
TALENT



EVOLVING
SECURITY
RISKS



The number of resources grew from
100 to over **3000**.



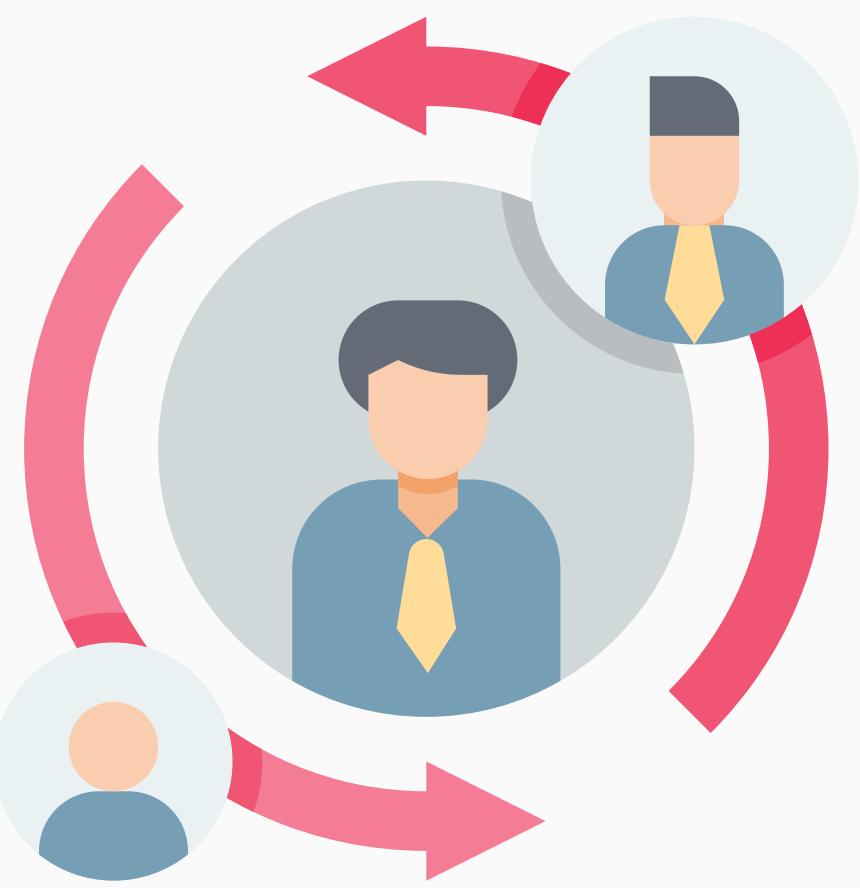
The original team culture was strong, but couldn't sustain the rapid growth.

In recent years we have had to work
faster and on a scale we have not
seen before.

This changed the status quo.



Retaining key talent is key!



Attacks are becoming more sophisticated so there needs to be constant learning and levelling up of skills and counter measures.



**WHAT ARE WE
DOING?**

OUR VISION

We are the **industry-leading digital organization**, working at the **cutting-edge of technology** and operating with the **speed, sustainability** and **agility** to **change 1 billion lives a year**



Our future is

Thriving and joyful tech teams

Possibilities continuously explored

Consistently applied high standards

Value delivered at speed and the highest quality

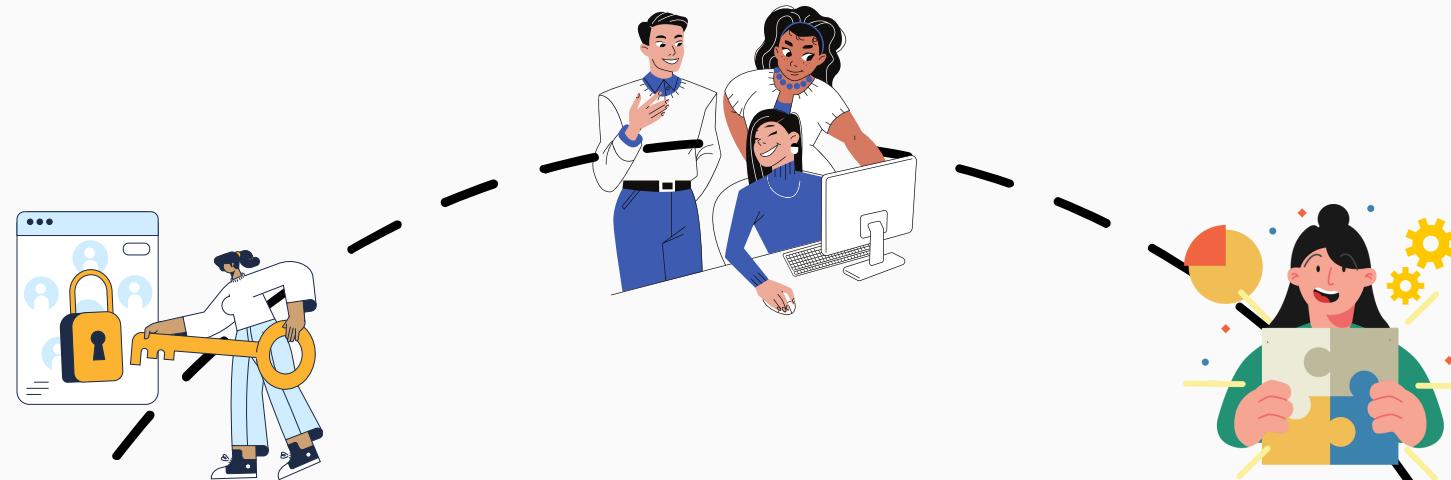
Which looks like

- Passionate and productive tech debates
- People are empowered to make decisions & say no

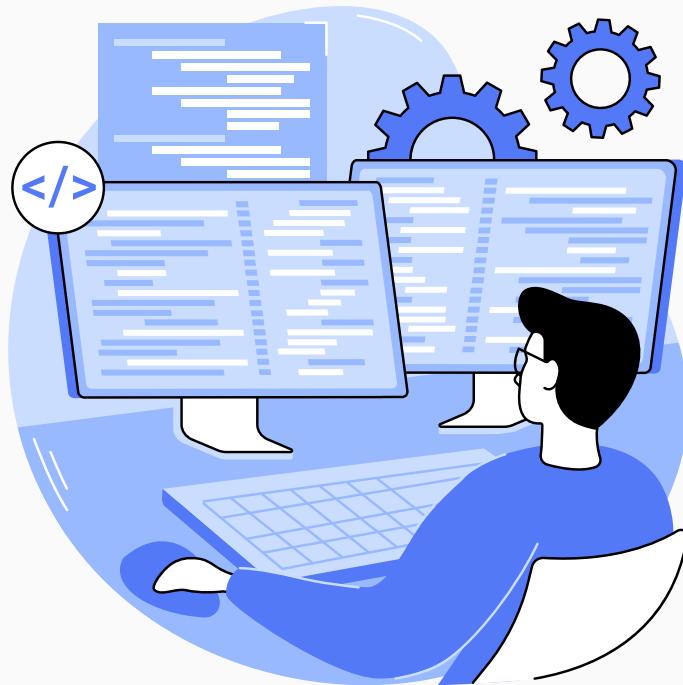
- Principal Engineers drive tech direction, not vendors
- Experiment fearlessly & learn from our mistakes

- Red team exercises take much longer
- Highly engaged LT ready to help resolve disputes

- Demonstrable progress over status slides
- Fast investment decisions.



PRINCIPAL ENGINEERING FUNCTION



- Community of most tenured technologists
- Lead technical decision making
- Collectively drive technical strategy
- Make expertise engrained in daily decisions

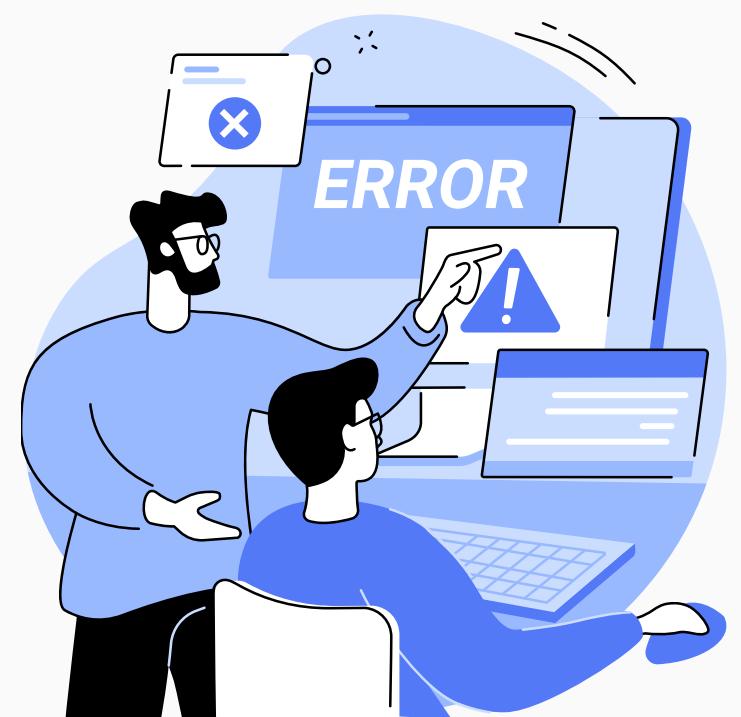
MAKE THE RIGHT THING EASY

- Additional training for all technical resources
- Grant certain permissions only after specialised training
- Leverage talent from previous projects instead of onboarding new developers
- Improved CI/CD tooling



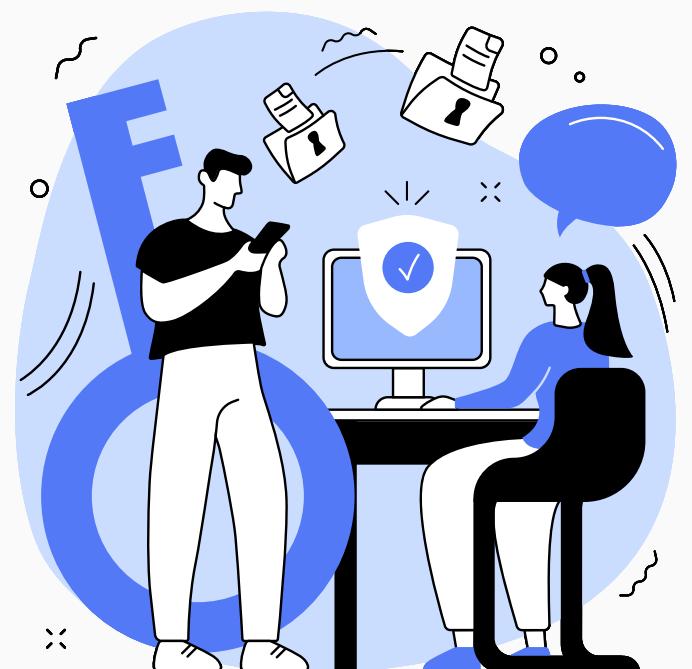
MAKE THE WRONG THING HARD

Reverse incentives are in place to add a barrier of entry for undesired behaviours, like bringing in new contractors for every engagement instead of fostering long lived teams.



MAKE KNOWLEDGE STICKY

- Improve documentation to surface existing knowledge
- Establishing principal engineering function
- Incentivise longer contractor relationships
- Discourage fungibility of contractors
- Rebalance ratio of colleagues vs. contractors



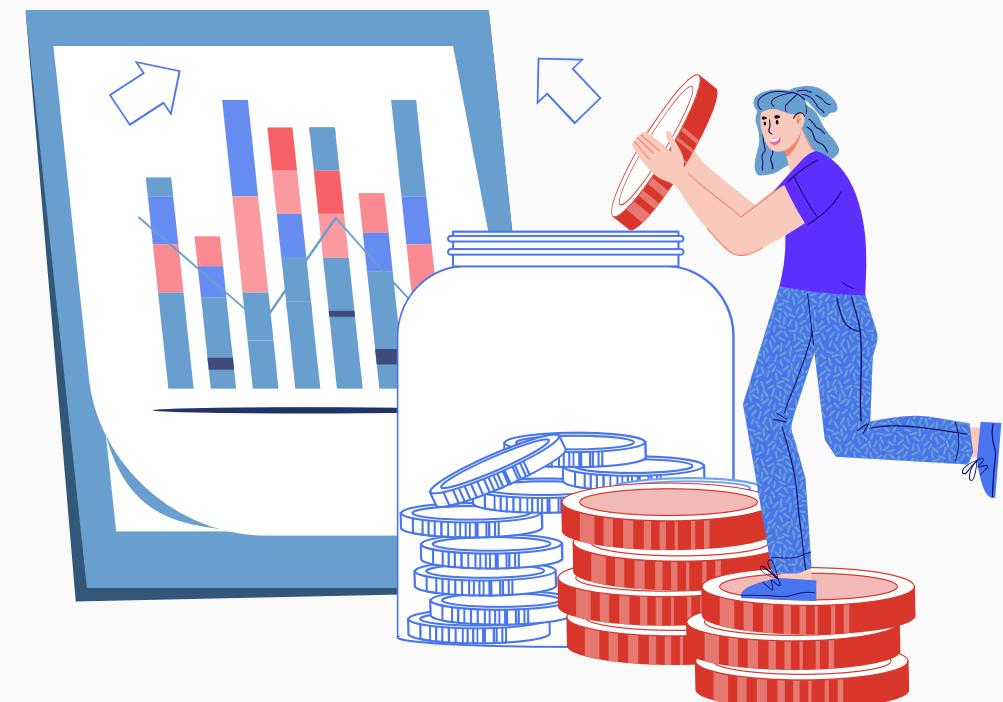
PILOT PROJECTS

- Establishing ways of working
- Selecting top impact projects
- Key lead positions in place

INVESTMENT

- Adding multiple new principal engineers
- New team created to manage devex and Principal Engineers
- New dedicated **project teams** on org-wide initiatives

Future of Development covers 1000s
of application and code repositories



FUTURE OF DEVELOPMENT PROGRAM STRUCTURE

Executive Sponsors

Mike Lamb VP & Brian Cincera SVP CISO



Foundations

Tooling, Training &
Knowledge



Accelerators

Pilot Projects &
Communications



Enablers

Financial model & change
management

**WHAT ARE THE
CHALLENGES?**

ADVOCACY ALONE IS NOT ENOUGH

- DevEx strategy can't just live in a slide deck
- Have to go where the work gets done
- Plan it like any other project
- “If you build it they will come” doesn’t work



SPONSORSHIP, CHAMPION, CHARTER

- False starts without weight behind the program
- Executive sponsorship is essential
- Find the right champion
- Must have a charter and budget



NOT EVERYONE WILL BE ON BOARD

- Not all leaders will be bought in
- Work on influence skills and recognise situational authority
- This problem isn't happening on my team...
 - Previously, an easier path was to obscure the pain. Now need to bring everyone into the same reality.



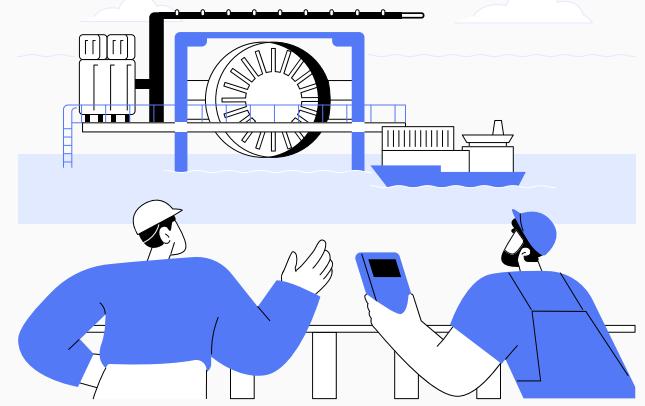
CULTURE MUST BE CULTIVATED

This group had a great sense of community a long time ago, with team offsites and low barrier to communicate. It was expected that the culture would permeate to new developers.

Now we know that it needs to be intentional.

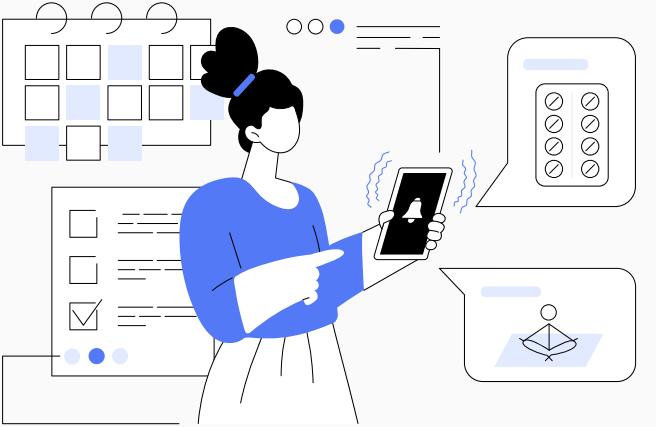


MEASURING SUCCESS



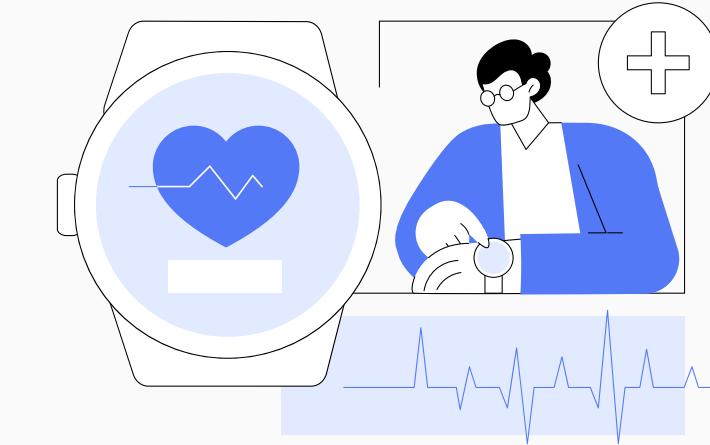
Program Measurements

- Attrition and turnover
- Escalated security incidents
- Red team duration until result increases
- Code quality/security metrics improve



Project Measurements

- Completion status
- Impacted resources
- Project-defined metrics (ex. create security exercise and run it X times by EOQ)

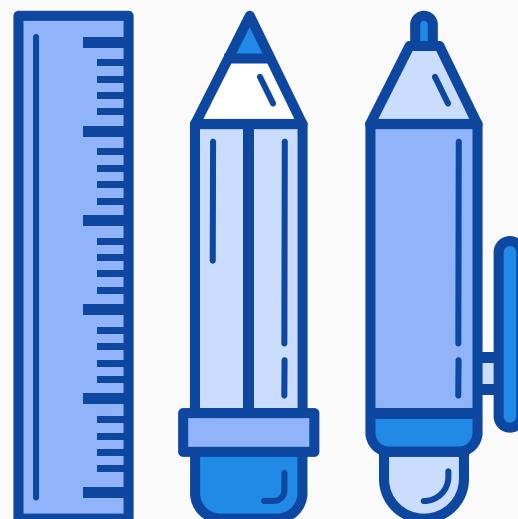


DevEx Drivers

- Speed
- Ease of delivery
- Quality
- Time Loss

PROGRAM AND PROJECT MEASUREMENTS

- Regularly conducting red team exercises
- All repos have security and code quality scanning
- All inactive accounts have been removed
- Attrition risk decreased by 33%



DEVEX BASELINE MEASUREMENTS

- Captured through DX
- Baseline in 2022, now it's every quarter to track progress of developer experience and effectiveness.



6.6%

more developers feel their
applications are **high quality**
and technically **stable**

6.3%

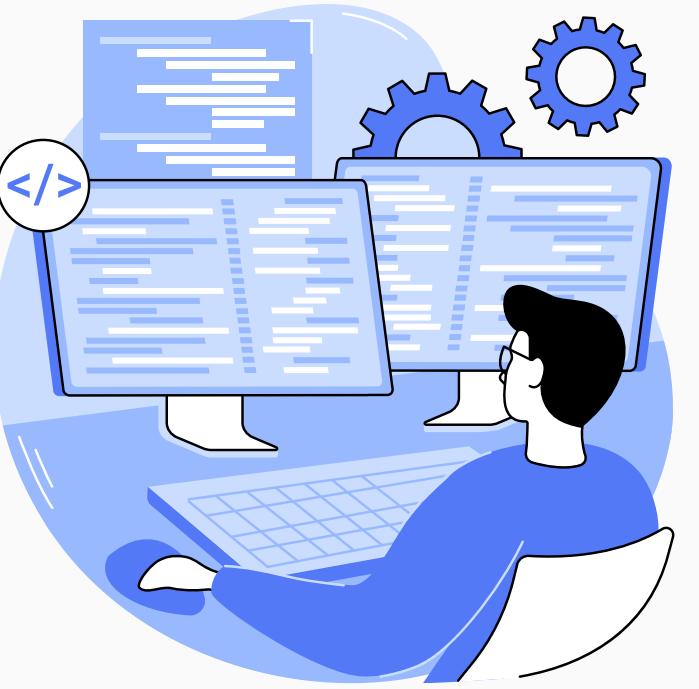
more developers are writing
more **documentation**

33%

more developers can **resolve**
an incident in <1 hour

22%

more developers can **deploy**
in <1 hour



11.3%

more developers feel it is **easier to deliver** software

IN 6 MONTHS...

- 100% of platforms have a training plan and content
- Permissions model overhauled and implemented
- Tooling in place to proactively manage secrets/credentials
- Continued increase in developer satisfaction
- New Principal Engineers in role

WHERE WE NEED HELP



Community building for
Principal Engineers



Examples of excellence
in similar context

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