

THE FINE PRINT

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Pfizer's Future of Development



DX

 Pfizer



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Developer Enablement Lead, Pfizer



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CTO, DX



\$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](https://www(pfizer.com)

Global Headquarters:

66 Hudson Yards
New York, NY 10001 (USA)

Stock Exchange Listing:

New York Stock Exchange
(PFE)

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

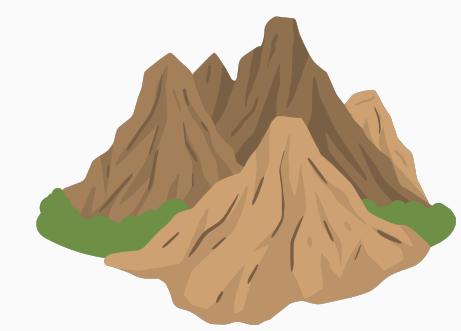
- 1 Why now?
- 2 What are we doing?
- 3 What are the challenges?
- 4 How can we measure it?



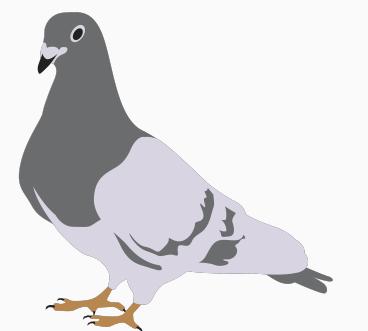
**WHY
NOW?**



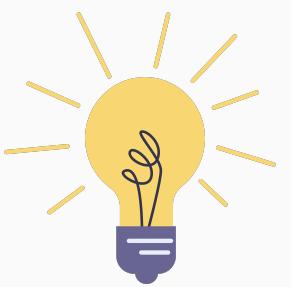
FAST
GROWTH



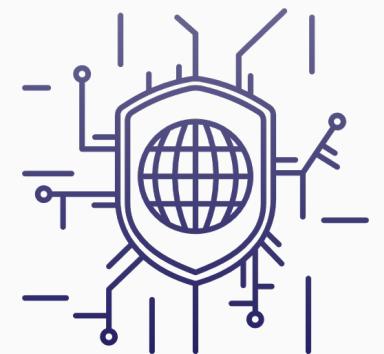
INCREASED
DEMAND AND
SCOPE



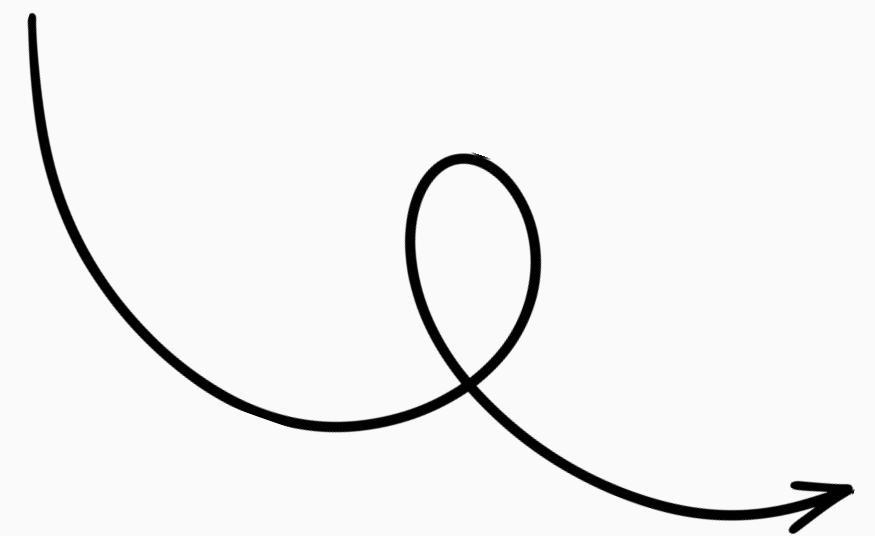
AGING
DELIVERY
MODEL



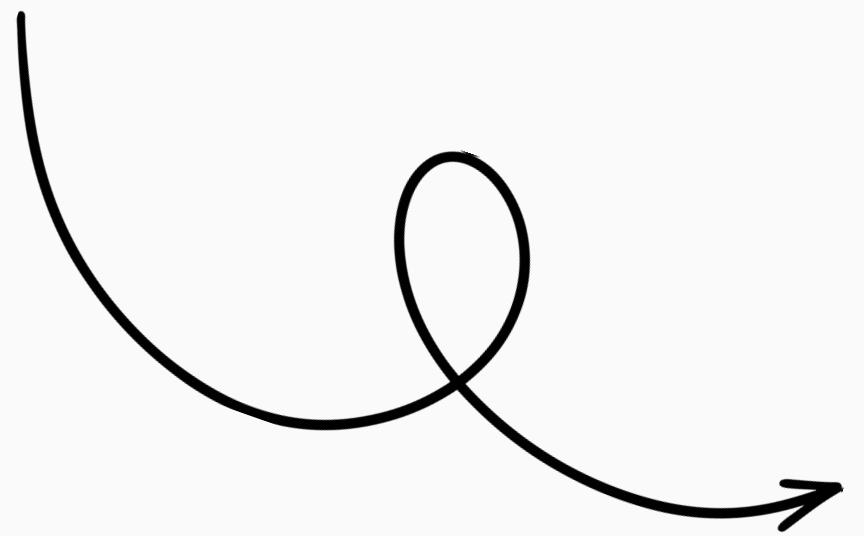
DESIRE TO
RETAIN TOP
TALENT



EVOLVING
SECURITY
RISKS



The organisation 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.

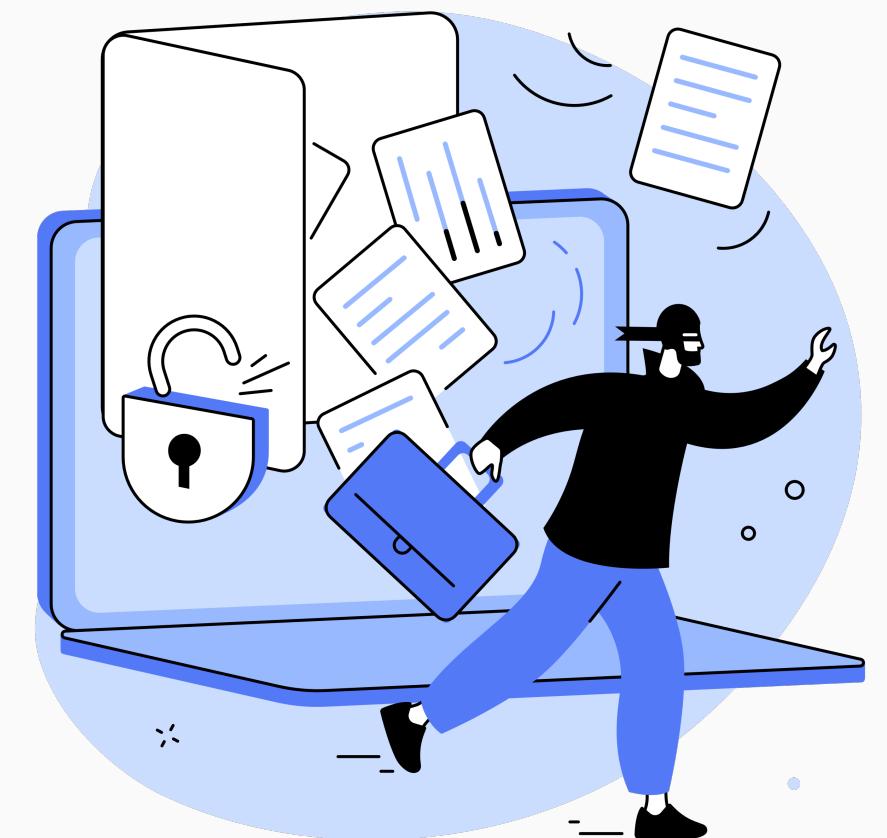


As this rapid growth created some inefficiencies, the demand for innovation also increased, creating more pressure to create capacity and to execute efficiently.



Attacks are becoming more sophisticated.

Our teams need constant learning, but also to embed vigilance and awareness into our culture.



There's too much at stake to move slowly



**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

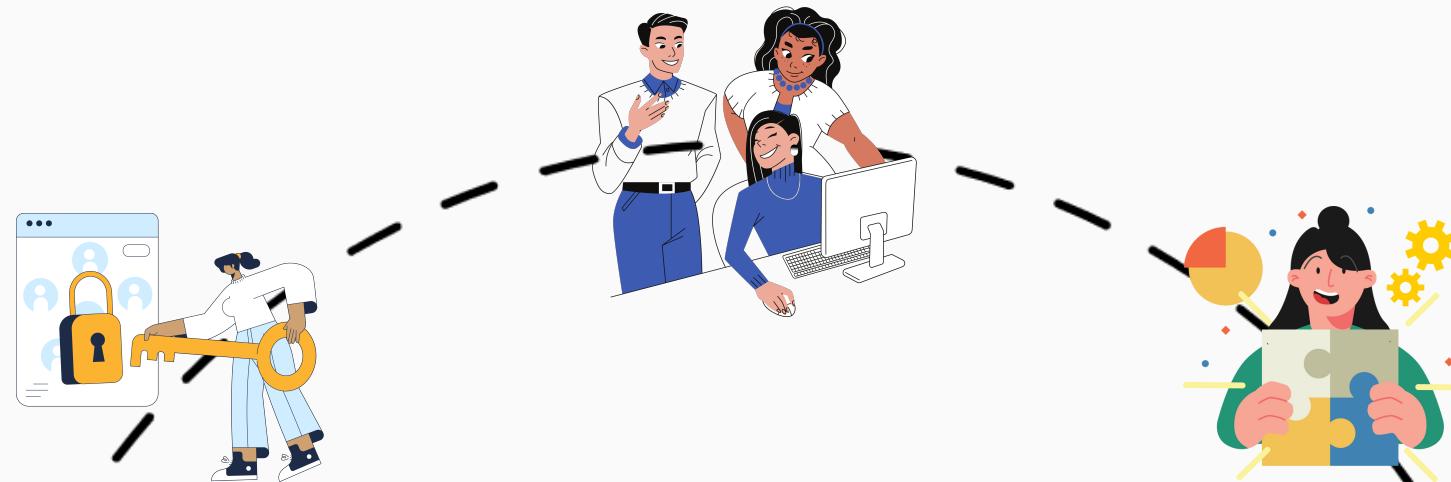
Which looks like

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

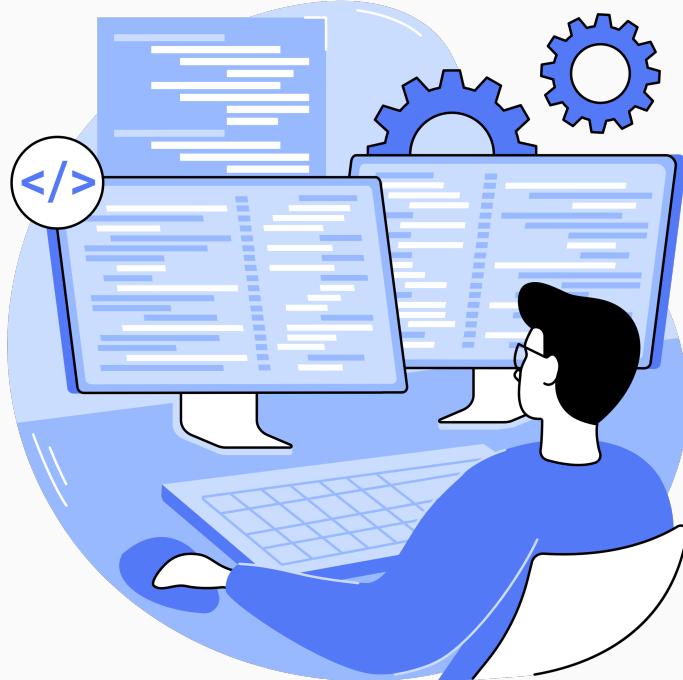
- Principal Engineers drive tech direction, not vendors
- Experiment scientifically & learn from our mistakes

- 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

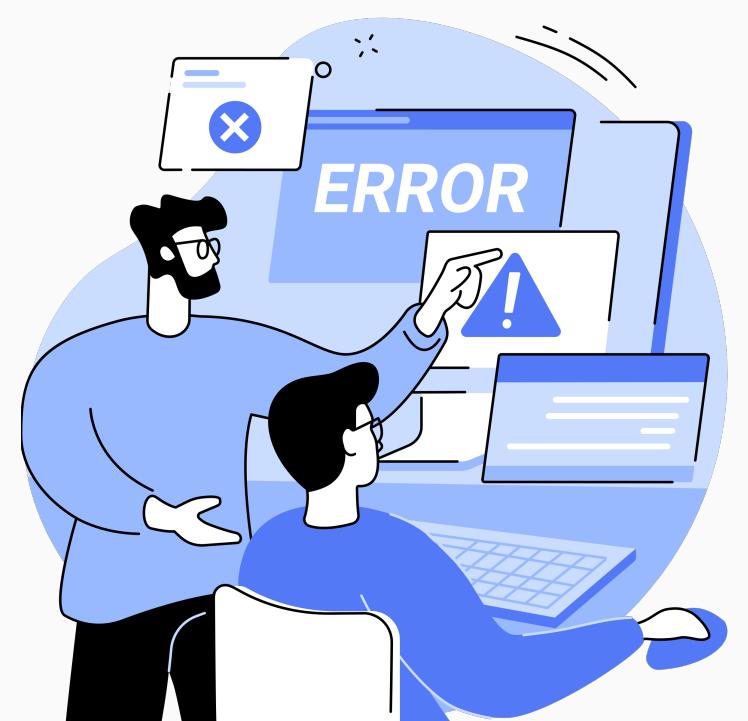
MAKE THE RIGHT THING EASY

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



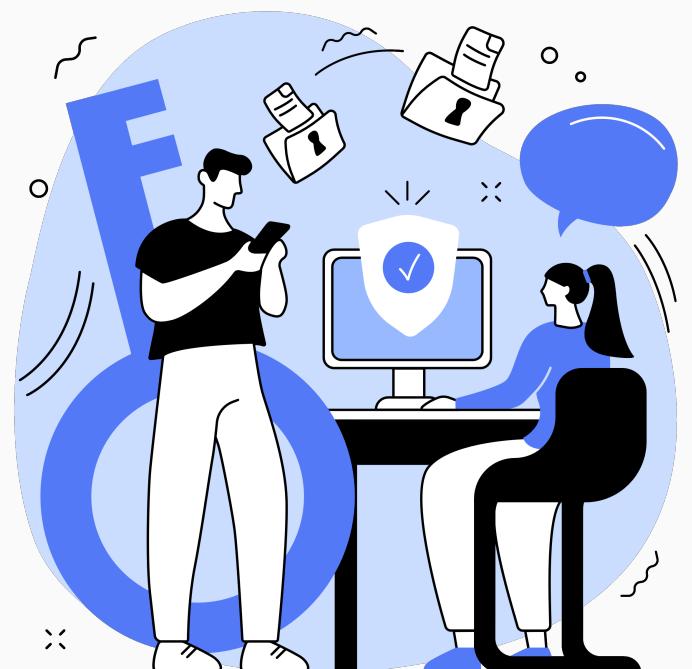
MAKE THE WRONG THING HARD

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



ENGINEERING-LED

INNOVATION

- 4 key roles on all major programs; Principal Engineer is front and centre
- Principal Engineer leads technical ideation
- Progress demonstrated by live demos, not slides!
- Innovation events planned to offer sneak previews of working prototypes that address real-world business challenges

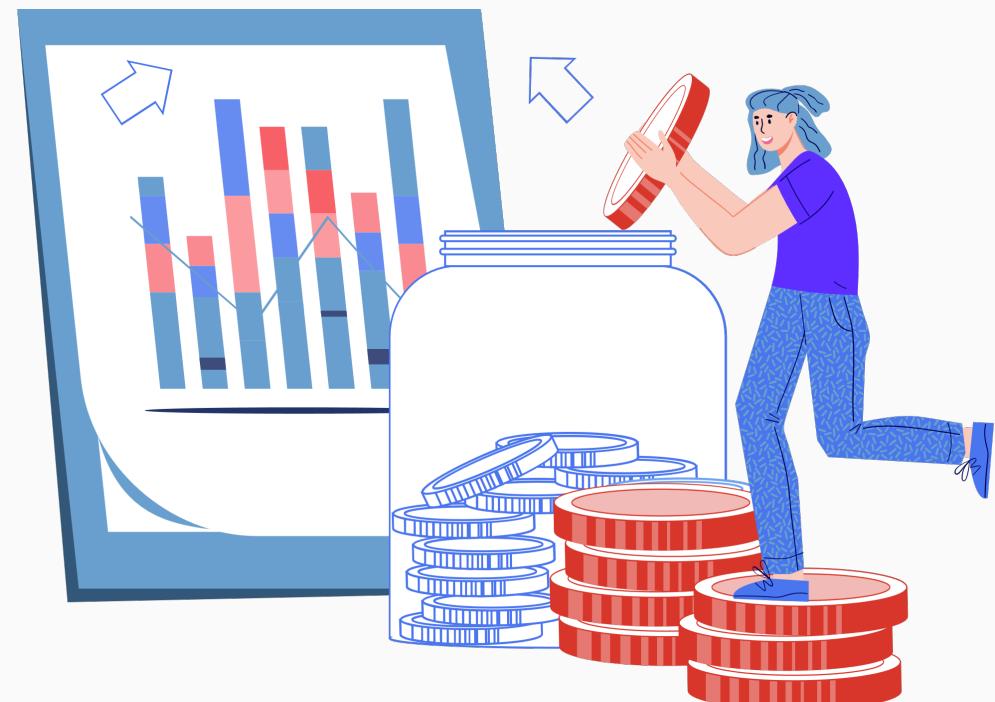
PILOT PROJECTS

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

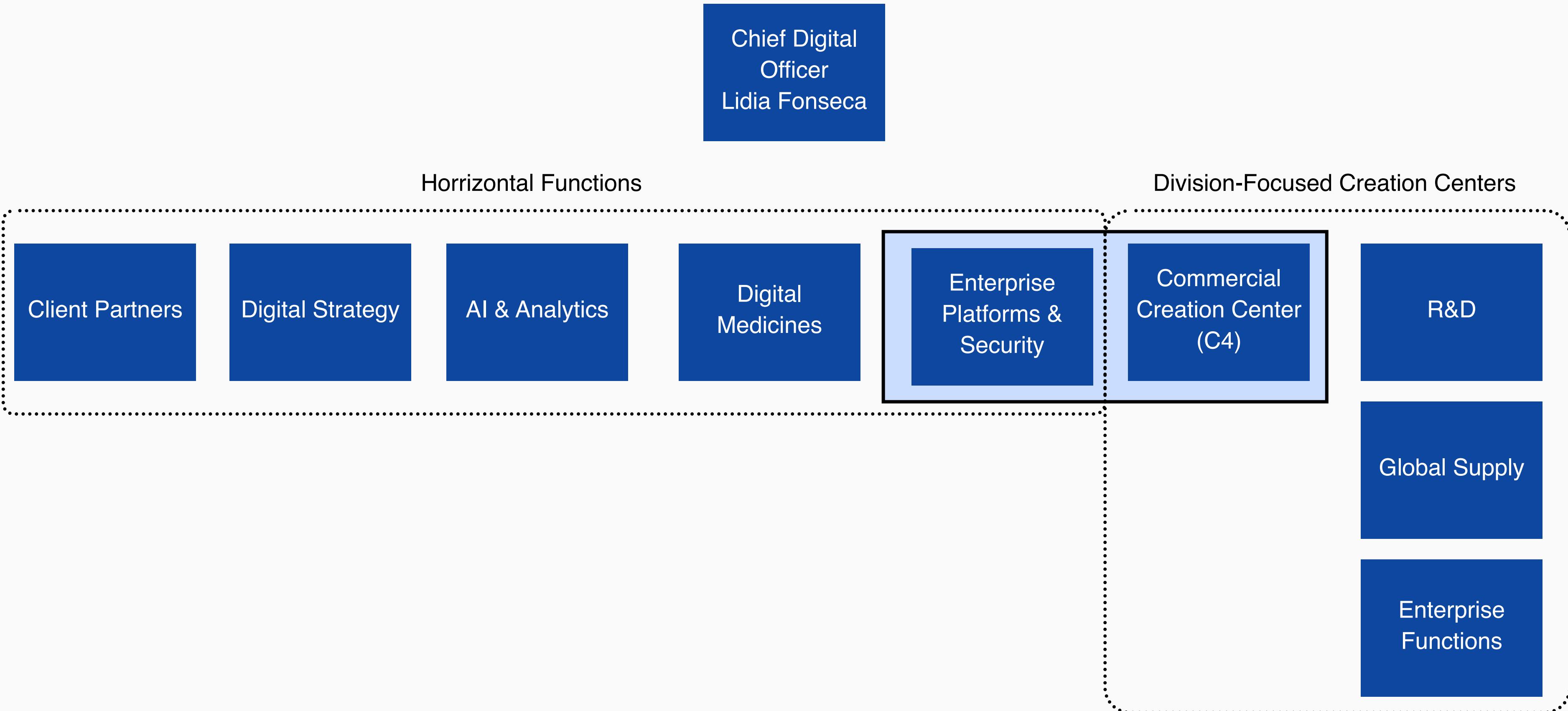
INVESTMENT

- 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



PFIZER DIGITAL STRUCTURE



FUTURE OF DEVELOPMENT PROGRAM STRUCTURE

Executive Sponsor

Mike Lamb VP, Platforms & Engineering



Foundations

Learning, Training &
Tooling



Accelerators

Pilot Projects &
Communications



Enablers

Financial model & change
management

Joint partnership between Commercial Creation Center & Global Information Security

**WHAT ARE THE
CHALLENGES?**

BRINGING CHANGE TO

LIFE Change Fatigue

- Future of Development occurring alongside significant organizational change
- Leaders create the circumstances that empower their teams to play an active role in change
- Ensuring that people feel that they are a part of the change and not that it's something that's being done to them

BRINGING CHANGE TO

LIFE

Bridging the gap between theory and practice

- Meeting each team where they are (recognizing the diversity in our portfolio and working styles)
- Scale of development team and high rate of turnover makes engagement difficult

STAKEHOLDER ENGAGEMENT

- Executive sponsorship is essential
- Find the right champions
- Must have a charter and budget
- Advocacy alone is not enough to create change



VENDOR PARTNERSHIPS

- Vendor partnerships and communication are critical to success
- Engineers need to understand what changes are implemented, and need reinforcement and support from vendors
- Must create buy-in to new ways of working, paired with strong expectation setting



CHANGE CURVE ISN'T THE SAME FOR EVERYONE

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.



MEASURING SUCCESS

FOD MEASUREMENT FRAMEWORK

Thriving and joyful tech teams

 DXI and DevEx Drivers

Possibilities continuously explored

 Experimentation Driver

Consistently applied high standards

 Harder to Hack

Value delivered at speed and the highest quality

 Program ROI

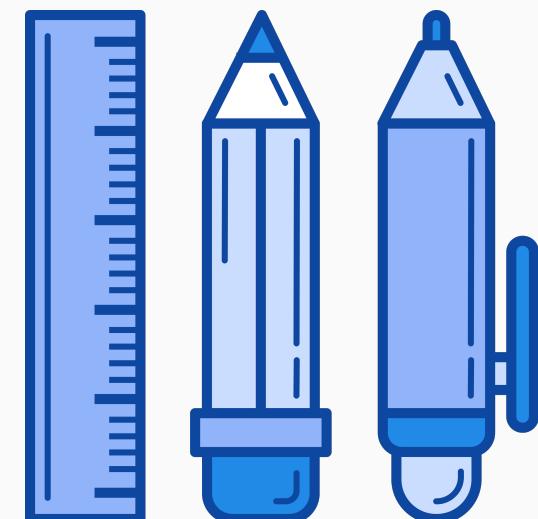
METRICS METHODOLOGY

- Collect baseline, then measure against it
- First baseline in 2022, now every quarter to track progress of developer experience
- Must include oppositional metrics to ensure we don't lose sight of big picture, ex. speed vs. value
- Partnership with DX



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%



91%

of developers are satisfied with their ability to deliver a secure application

33%

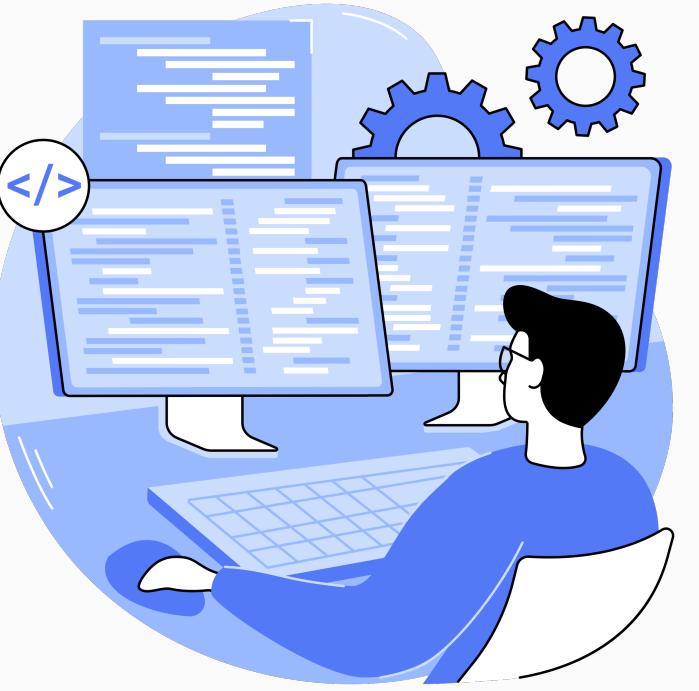
more developers can resolve an incident in <1 hour

22%

more developers can deploy in <1 hour



documentation no longer a top 2 priority after 6 months of focused effort



15%

more developers feel it is easier to deliver software

increased from 11.3% in Q1 24, highest value to date

IN 6 MONTHS

- 100% of platforms have a training plan and content
- >95% of developers satisfied with security practices
- Permissions model overhauled and implemented
- Tooling in place to proactively manage secrets/credentials
- Continued increase in developer satisfaction/developer joy
- All new Principal Engineers in role

WHERE WE NEED HELP



Community building for
Principal Engineers



Examples of excellence in
similar context



Sharon Taylor

linkedin.com/in/sharonjanetaylor



Laura Tacho

linkedin.com/in/lauratacho