

Why
Good
Enough
Is the
Enemy of
Great

In 2013, the biopharmaceutical company AbbVie was created from a division of Abbott Laboratories and was separated as its own publicly traded company. Since then, AbbVie has pushed itself to not just create a great company culture, but to constantly improve — helping it become one of the best workplaces in the world.

HQ:

North Chicago, Ill.

2019 Revenue:

\$33.3 billion

Employees:

Approximately 30,000 employees in more than 70 countries

No. 87

on the 2020 list of *Fortune's* 100 Best Companies to Work For

No. 16

on the 2019 list of the World's Best Workplaces



Why “Good Enough” is the Enemy of Great

Amy Bankston raves about AbbVie’s culture—partly because of its flexible scheduling and job-sharing opportunities, but also for its generous benefits for working parents. The senior immunology sales specialist has been with the company for 20 years and says that for a company in an industry where change doesn’t happen overnight, she is surprised at how the company was willing to listen to her and learn more about her specific needs during a major life change.

AbbVie prides itself on that ability to adapt quickly—especially when it comes to the ever-evolving needs of its biggest asset: its employees. The benefits and culture at AbbVie have grown each year that Great Place to Work has surveyed its employees. The company’s success is owed largely to its efforts to invest in its people—and foster an environment of equality and innovation.

One of the strongest examples of how AbbVie continues to adapt to the needs of its workers are the benefits it offers to working parents. For example, employees who are new mothers or fathers can take 90 business days of parental leave upon the birth of a child. In addition, mothers can take up to an additional 30 days of short term medical leave. And if an employee chooses to adopt a child, not only are they eligible for parental leave, they can also apply for an adoption assistance benefit, which includes 10 additional days of adoption leave. Additionally, 63 percent of AbbVie’s employees have access to onsite child-care or subsidized care. Taken together, these policies provide a world-class parental program.

Bankston is one of the many employees that have taken advantage of these benefits. AbbVie has supported her and her job-share partner’s work-life flexibility arrangement.

“AbbVie trusted us and we outperformed many of our colleagues because when we were working we were 100 percent in the game.”

Four years ago, Bankston and her husband decided to adopt a child from Ethiopia. The process was long and grueling and lasted three and a half years.

“Somebody mentioned that they help employees financially if you are adopting, so I looked into it and sure enough AbbVie is very generous. I filled out some paperwork and turned in some receipts for the cost of the adoption and they sent me a check for \$10,000, which is just mind blowing and helped ease the financial burden of this adoption,” Bankston shares.

The newly-evolved parental leave policies helped. After bringing her child home from across the globe, he became ill. With AbbVie’s parental leave policy, she was able to stay home with her newly-adopted son to take him to doctor’s appointments and get him physically well.

“It was priceless to be able to have extra time,” Bankston says. “I’m tearing up because it makes me again so thankful—a company doesn’t have to do that.”

Last year, Amy and her job-share partner decided to go back to a full-time schedule. “I am again forever indebted to AbbVie for allowing us the opportunity to be able to raise our kids and be moms that are devoted to our families and to our company on the days that we were working.”

AbbVie operates in more than 70 countries and employs approximately 30,000 people, who say that AbbVie is, arguably, the best workplace in the pharmaceutical industry, according to Great Place to Work’s Trust Index Survey, which is used to compile rankings of the best workplaces in partnership with *Fortune*.

AbbVie appears at No. 87 on *Fortune*’s 2020 list of the 100 Best Companies to Work For, and at No. 16 on Great Place to Work’s ranking of the World’s Best Workplaces. It ranked No. 1 on the Best Workplaces in Healthcare & Biopharma in 2019, as well as appears on Great Place to Work’s lists of the Best Workplaces for Diversity, Best Workplaces for Women, and the Best Workplaces for Millennials. In 2019, it appeared at No. 25 on *People*’s Companies That Care.

All of that recognition is the result of years of hard work at making the culture great, and not resting on its laurels—AbbVie’s leaders continue to challenge themselves, as evidenced by the conversations around culture that began from a discussion on company strategy.

It’s not every day that a company knowingly has the chance to re-invent its culture. In 2013, AbbVie was created after it was separated from Abbott to form a stand-alone biopharmaceutical company.

AbbVie’s leaders knew the initial separation would be influential on organizational culture for years to come. They had to get it right—“it” being the formation of a completely new publicly traded company virtually overnight. The leaders at AbbVie decided to make culture a strategic priority.

At the time of the separation, AbbVie’s Chairman of the Board and Chief Executive Officer Richard Gonzalez gave Tim Richmond, Executive Vice President and Chief Human Resources Officer at AbbVie, a responsibility: Create the culture and deliver the talent.

“Culture is a reflection of everything that we do,” says Richmond. “But you need to have a vision and a strategy.”

It’s been that commitment that has driven AbbVie to hold itself to high standards performance-wise while valuing employee satisfaction. Richmond says that when management is faced with a big decision, they often ask themselves “What would a great company do?” and then the answer becomes obvious.

“It was decided that if we want to be a top company, we will need to invest in R&D and our people to build the company culture organically,” says Henry Gosebruch, Executive Vice President and Chief Strategy Officer. That meant asking hard questions like “What can we do differently? What can we do better to become a clear leader?”

“We’re open to changing things and implementing new ideas and taking some risks,” he adds.

AbbVie ensures that employees are bought into the company culture from day one; the company utilizes a full day’s worth of orientation within a new employee’s first week. Although AbbVie is a few years shy of a decade of operations, the strategy to invest in people is paying off. Full-time AbbVie employees enjoy generous vacation days and flexibility while being offered next generation benefits such as daycare, concierge services, and financial advisement services. The results? AbbVie has been able to achieve an astounding annual retention rate of 96 percent.

“From the moment we created AbbVie, our leadership team was committed to building a strong culture,” says CEO Rick Gonzalez. “That’s why we made culture one of our four strategic priorities. We’ve enjoyed unprecedented success as a young company because we focused on nurturing a strong culture to help us deliver both innovative medicines and strong financial results.”

88%

of employees say that taking everything into account, AbbVie is a great place to work.

Credibility

90%

of employees say that people are given a lot of responsibility here

88%

of employees say that management is honest and ethical in its business practices

83%

of employees believe that AbbVie’s executives fully embody the best characteristics of the company



For All Leadership

Great Place to Work describes “For All Leaders” as those who can inspire everyone in the workplace to contribute, outperform, and realize their maximum human potential, no matter their title, identity, or experience. The executives and top managers at AbbVie strive to meet the characteristics of For All Leaders, as outlined below.

ONE

Foster genuine human connections within and across diverse teams and people, enabling every employee to bring their best to work, no matter who they are or what they do.

TWO

Transcend traditional leadership approaches which aren’t keeping up with today’s business challenges nor the growing diversity of today’s workforce.

THREE

Provide their members with an environment where they can do their best work, develop and grow their own talents, and feel a sense of belonging and pride.

FOUR

Embody emerging mindsets and skills like humility, empathy, creating meaningful connections and learning agility.

FIVE

Create a great place to work for all that fosters the organization’s innovation and agility



Setting Employees Up for Success

What do great companies do?

They listen. They collaborate, measure, and adapt.

That willingness to be open to changes is a critical growth strategy at AbbVie. But you must start from a foundation of understanding. Setting out to create standards, Tim Richmond knew that AbbVie's guiding principles and philosophy needed to be measurable while providing a "north star" for how to act and work. But they also needed to be flexible.

"Our aspiration as a new company was to be known and recognized as a great company," says Richmond. "It's one of the reasons why we're so committed to feedback and learning."

One of the many characteristics that sets apart AbbVie's leaders from those at other organizations is their approachability. According to the Trust Index survey, 82 percent of AbbVie employees say they are treated as full members of the team regardless of their position, and 83 percent say that executives fully embody the characteristics of the organization, which has become an R&D powerhouse for workplace culture.

The "Ways We Work" set the tone and drive the culture at AbbVie. Employees are assessed, given talent feedback, and rewarded for their behaviors against these guidelines as equally as the performance of their jobs they deliver.

"No matter who you speak with at AbbVie, there's one thing in common: we're all passionate about delivering for our patients," says Azita Saleki-Gerhardt, Ph.D., Executive Vice President, Operations.

With the standards in place, the company deploys a full-stack engagement process to measure its progress. An employee survey is conducted every two years to measure across 13 dimensions, including its culture, trust, work-life balance, and more. Angela Lane, Vice President, Talent, says that the engagement for the last survey was more than 80%, well above the average for their industry.

During off years, in addition to 360 reviews, AbbVie identifies underperforming groups that are below their standard. If multiple consecutive years point to underperformance, leaders are required to go through training in the off years.

All of these points of feedback to both individuals and the company at large are "reinforcers of culture," says Richmond, adding that it turns what could be a negative situation into a positive one. "We could rationalize it and move on to the next thing. That's not how we roll. That's not how we work."

Respect

98%
of employees say that AbbVie is a physically safe place to work

91%
of employees say they are able to take time off work when they feel it's necessary

86%
of employees say the company offers special and unique benefits



The “Ways We Work”

What began as a standard culture exercise among senior team leaders became a benchmark set of behaviors unique to AbbVie that guides performance and culture: the “Ways We Work.”

All For

One AbbVie

The company weighs all decisions against the common good. The company inspires, shares, and creates as a team. The company solves problems for all rather than serving an immediate team.

Decide

Smart & Sure

AbbVie makes intelligent decisions to create the best outcomes. Employees act quickly, embrace experimentation, and learn what doesn't work and get on to what does.

Agile &

Accountable

AbbVie streamlines and eliminates unnecessary obstacles. It plans but adapts as it goes. AbbVie delegates and makes tough decisions to ensure focus on results, staying keenly aware of the urgency in all it does.

Clear &

Courageous

Open, honest, and candid dialogue is the core to the company's work and how it acts internally. AbbVie shares information freely and continuously to find solutions. It admits mistakes and grows stronger by putting the courage of its convictions to the test.

Make

Possibilities Real

AbbVie questions with endless curiosity. It's never satisfied with “good enough.” The company challenges itself to find creative, constructive solutions to turn possibilities into reality.

“It’s really about trying to bring everyone together for the best possible outcome at the end of the day for the patient and the product that we’re able to deliver to them.”

Matthew Luccas,

Oncology Study Management Associate

AbbVie's Talent Philosophy

Along with the Ways We Work, the company established its Talent Philosophy, a set of principles by which people, processes, and rewards are aligned. The five elements are woven through the company's policies, programs, and practices.

Performance

Performance matters. AbbVie pushes itself to high levels of performance to better serve patients.

Behaviors

Behaviors matter. AbbVie ensures everyone demonstrates the most important behaviors to drive the company's future performance and support the culture.

Differentiation

AbbVie measures itself against higher standards and ensures that those employees who make the greatest contributions receive the greatest rewards.

Accountability

AbbVie holds its leaders accountable for developing its people in ways that drive performance and support the culture. Each employee is accountable for his/her decisions, performance, and contributions.

Transparency

AbbVie is open and candid about people's future within the organization – and what it takes to succeed.



Fairness

95%
of employees agree that people are treated fairly regardless of their sexual orientation

82%
of employees say they are treated as full members of the team regardless of their position

84%
of employees believe that people are paid fairly for the work they do.

My Best Day



Shubha Kirani
Solution Architect
Member of AbbVie's Asian Leadership Network

“There are many aha moments at my work, but the best one I felt beyond my imagination was being an emcee at AbbVie’s Diwali event where there were more than 600 people in the room, and I had to address them as an emcee with high energy. Before going on stage, I was nervous and after getting done I had the chills. But you know, the fact that I went on stage and spoke was my biggest accomplishment here. I didn’t know that I would be able to do that.”



Nelson Caudillo
Manager,
Clinical Operations

“I was at one of our international locations and had facilitated a workshop where they found some of the culture things we were doing at headquarters to be very striking. The workshop was called Fail Fest, where the idea was to Fail Fast. Failure is not a bad F-word. “Let’s talk about how we can learn from our failures and apply them to other successes.”

“I talked about how failure is something that transcends culture. We all experience it. No matter what your definition of failure is, there’s that same feeling. There’s those same emotions that happen when you don’t do something right. I said, ‘Hey, it’s more of a human thing and not so much about groups or functions and how we look at them.’”

“It was amazing to see how they opened up. I received notes from some people who shared how well they received the session. That’s one of those moments where it was like, ‘Wow!’ It felt amazing to be at a company that allowed me to take something that I was very passionate about and be able to be in a different venue, in a completely different part of the world. Not only be able to share that but make a connection with a group of people that were maybe a little bit unsure of how it would be received. By the end of it, it was great to see that it was really about making connections. Of course, when you get to be the facilitator of something like that, it makes you feel very proud and very happy.”



Curiosity and the “Culture Casual”

As a dual means to introduce and get buy-in for the organizational culture, AbbVie conducts a new hire orientation program that aims to make employees feel at home from their first day of employment.

It’s not just filling out paperwork – AbbVie immerses new employees into the culture, starting the day with a welcome breakfast. New employees are then connected to a broader orientation class where they’re introduced to the Ways We Work, products, global footprint, and partnerships, using games and presentations.

Not only does this introduce new employees to its culture, benefits, and perks but it sets a tone for their employment at AbbVie. This includes an introduction to AbbVie’s philanthropic efforts where employees are given a “Cause Card” to identify a charity of their choice, which AbbVie makes a donation to on their behalf.

The tone is clear from the first day: we’re different. We’re making a difference.

The orientation can have a profound impact on employees. Just ask Matthew Luccas, an oncology study management associate, who has been with AbbVie for more than three years. He says he tried to integrate himself with the culture from day one.

“Coming out of college, that was one thing I really wanted,” says Luccas. And so, he and a new colleague began learning about the culture by talking with other AbbVie associates and having multiple one-on-one meetings. Over time, they started recording their conversations and eventually realized they had enough material to create an internal podcast, which is called “Culture Casual.”

Now in its second year of production, the podcast works as a forum to connect AbbVie employees with leaders and managers, and dives into the AbbVie culture head first. Luccas hopes to show that conversations about workplace culture can be casual and happen anywhere and at any time.



“It wasn’t really something that was supposed to be sustaining,” says Luccas. “It was more of a way to empower employees. For us, it was a way to understand what was going on and how we can best embody the culture we want to develop.”

While AbbVie encourages a self-starter mentality, collaboration is extremely important. “We’re working globally for that ‘All for One’ mentality,” says Luccas. “There’s information in everyone’s mind that is valuable so it’s important to harvest that information, whether it be making someone comfortable enough to say something via collaboration, email, etc.”

In fact, one of the driving forces at AbbVie is making a safe space to speak up. It’s created a curiosity-based, debate-driven culture where the best idea wins.

“That’s not just encouraged, it’s expected,” Gosebruch says. “You’re supposed to state your opinion and if you don’t that’s actually more negative.” People aren’t dismissive; there are always realistic conversations. But the purpose is clear: to find the best solution to the problem at hand.

Teamwork in the Face of Disaster

When the tough gets going, AbbVie employees roll up their sleeves.

AbbVie runs multiple manufacturing sites in Puerto Rico. In 2017, Hurricane Maria, a category 5 storm, hit Puerto Rico, leaving behind it a wake of devastation that shut down the whole island. Azita Saleki-Gerhardt,

Ph.D., Executive Vice President, Operations, remembers how amazing it was to see the camaraderie and the level of people’s commitment not only to minimize the hurricane’s impact on AbbVie’s manufacturing, but also to make sure their colleagues were safe. AbbVie provided over \$4 million to support relief efforts following the unprecedented disasters of 2017, including those that struck Puerto Rico. They were committed to playing a role in rebuilding the island, particularly for those who live in underserved communities.

According to Dr. Saleki-Gerhardt, AbbVie was the first pharmaceutical company in the region to resume normal business operations. She visited the island shortly after the hurricane and talked to the team about how they got creative and worked through

different shifts to make sure patients did not have to go without their medications. It was a collective team effort.

“This is culture. This is team,” says Dr. Saleki-Gerhardt. “This is how people care about each other and want to do well for each other and for the company. We saw other companies take months to resume operations. We saw others that reached out to us and we worked with them to help each other.”

Dr. Saleki-Gerhardt points out that AbbVie received Mejores Patronos, which is equivalent to a best workplaces list in Puerto Rico. “That’s our employees talking. And that’s one of the points of pride for us; we are a great place to work in every country where we have a manufacturing presence.”



Creating the Next Generation of Employees

AbbVie doesn't stop at trying to provide a collaborative, exciting environment just for new and experienced employees. The welcoming nature is extended to interns so that they have a favorable outlook on the company when deciding where they want to land in that crucial "first job" decision post-graduation.

Caroline Kolada, Oncology Study Management Associate, has been at AbbVie for close to three years. She still remembers and appreciates her intern experience at AbbVie where she got her initial taste for the culture when she was considering her first career stop post-graduation.

Kolada had applied to a fair number of internships; after working and studying in many laboratory settings in Boston her ultimate goal was to get a feel for the industry. The AbbVie internship program piqued her interest. Its main appeal spoke to her interest to learn more about the business of pharmaceuticals. So she packed her bags and headed from one snowy city to another to join AbbVie just outside Chicago.

Once she got there, she was pleasantly surprised to find a supportive team that gave her tasks with a mission and purpose. “I felt my team went above and beyond to make me feel welcome and know that if there was anything I needed, they would be there,” says Kolada. “I didn’t feel any different because I was an intern. And the work I was given was meaningful, so that was something I really valued.”

And she was given a view into the humble yet responsible nature of the culture from the top while interning, which continued into her role as a full-time employee. At an early all-staff meeting, a chief medical officer shared an organizational chart and instead of having himself at the top and all the rest of the employees underneath him, he had himself at the bottom. He said, it really should be an organizational tree with branches expanding upwards, Kolada recalls.

During her three-month internship, Kolada received the opportunity to attend classes and training about the fundamentals of project management, Agile methodology, and other topics. She hadn’t gotten that in school back in Boston.

“As a younger employee I was worried I might get siloed into some more menial tasks or not be exposed to high-profile projects or initiatives in the business. That was not the case at all,” she adds.

Even the emphasis on career development that’s normally reserved for full-time employees at other companies was a big part of Kolada’s internship. She found herself having discussions about people manager roles and responsibilities at AbbVie during the first week of her internship. She was given a development plan.

A few weeks into the internship, Kolada knew she had found her professional home. “I pretty much knew from a few weeks into my internship that if there was an opportunity for me to pursue full-time after graduation, I wanted to come back on,” Kolada said.

“I didn’t feel any different as an intern at AbbVie versus a full-time employee. A big part of this was because the work I was given was meaningful.”

Cameraderie

93%
of employees say that when they joined the company, they were made to feel welcome

88%
of employees say that people care about each other at AbbVie.

Caroline Kolada,
Oncology Study Management Associate



Learn. Develop. Perform.

Leaders at AbbVie aren't expected to run to their office in the morning and shut the door. Far from it. Senior leadership at AbbVie is expected to take accountability for their team and its members. Therefore, leaders need to get involved and engaged with their teams.

There's a lot of excitement and engagement surrounding talent development efforts, particularly AbbVie's "Learn. Develop. Perform" (LDP) program, says Angela Lane, Vice President, Talent. It offers all employees a year-round opportunity to participate in webinars on-demand, read articles on development, feedback, coaching and goals, practice skills through tutorials, and test knowledge through interactive exercises.

AbbVie also hosts a global, week-long Learn, Develop, Perform program each year as an opportunity for employees worldwide to reflect, explore, and act on their development. As part of this focus, LDP Radio – an internal radio show – features AbbVie leaders discussing their own career development and insights. Lane was particularly proud of the unique and engaging approach to these interviews as the radio show was hosted by members of the Chicago improv-comedy troupe Second City.

“We thought, what if leaders could tell their stories? What if they could own up to their development issues and where they’re not so good at stuff? It would help employees see that everyone can improve; you can still have really great careers even though you’re not good at everything,” Lane says.

The Second City troupe members respectfully but playfully interviewed leaders from around the globe on what they have to learn and what goals they’re setting for themselves as well as some of the mistakes they’ve learned from along the way.

While the radio show may be a more passive approach to leader engagement, there are many others ways that AbbVie’s leaders directly and indirectly communicate and engage with their teams, including roundtable discussions, podcasts, quarterly lunches, blogs, newsletters, unscheduled team/site visits, virtual open door times, and fireside chats.

These informal meetings, such as having breakfast or a half-hour coffee with senior leadership, go a long way, says Gosebruch. He knows that informal learning for junior employees, together with recognition from senior leadership, are important mentoring moments. People remember when their peers or bosses give part of their time.

Around the holidays, Gosebruch sends handwritten notes to all of the team. He tries to write a whole page on what he appreciated about them over the past year or what they did that impressed him. In 2019, he had more than 80 to write.

“It’s not a gigantic thing, but having a connection to people and making them feel they’re in an environment where people care about each other, are recognized and valued, I think that goes a very long way,” Gosebruch says.

There’s also a peer-to-peer recognition program to recognize people who embody AbbVie’s valued behaviors. Any employee can recognize a peer – from an administrative assistant to senior sales specialist to software engineer – with a monetary award for actively displaying AbbVie’s Ways We Work behaviors.

To find like-minded peers, AbbVie launched a voluntary internal social network called Talent Link. The platform enables employees to view the talent profiles of their peers to learn more about them and understand their skill sets. Employees can search by different attributes such as related work experiences, languages spoken, and schools attended. Employees are encouraged to network, strengthen their personal brand, participate in professional communities, and share career interests as well as connect on projects.

Angela Lane, Vice President, Talent, says more than 6,000 employees engage on the platform so far.

Pride

92%
of employees
say they are
proud to
tell others
they work at
AbbVie

86%
of employees
say they feel
their work
has special
meaning

96%
of employees
say they feel
good about
the ways they
contribute
to the
community

“Pharmaceuticals is an industry where you have to take some big risks to make a real scientific breakthrough. You have to empower people to take risks, you have to empower people to do some new things, but also allow failure to be acceptable. Sometimes you’re going to fail spectacularly, but hopefully, succeed spectacularly too.”

Henry Gosebruch,
Executive Vice President and Chief Strategy Officer



How AbbVie Defines Equality, Diversity, and Inclusion

Equality is about appreciating differences and treating people with dignity and respect. It is the fair treatment of people regardless of their visible or less visible characteristics such as gender, race, physical or mental disability, religion, nationality, sexual orientation, or age.

Diversity is valuing and sharing an infinite range of ideas, viewpoints, and backgrounds to broaden perspectives. The company seeks to build diverse teams at every level of the organization.

Inclusion is actively accepting each person as an important part of the organization and encouraging collaboration between individuals and teams with different points of view. Inclusion enables a sense of belonging and it is how the company creates the most value from a diverse team.

Living the AbbVie Principles

In 2019, AbbVie introduced its Principles to unite as one company across the globe. To develop the Principles, AbbVie employees from all over the world provided insights on what made them proud to work for AbbVie, what they believe AbbVie stands for, and what Principles they'd like to see. They were then created and refined based on input and support from the executive leadership team and AbbVie employees around the globe.

One person who was part of the team that developed the Principles is Julie Osborne, Vice President, Equality, Diversity and Inclusion. "These are a set of values or beliefs we created to guide us and unite us as a company," says Osborne.

It was very intentional that the Principles include embracing diversity and inclusion as a key component. Osborne held global focus groups, speaking with HR, leaders, employees, and AbbVie Way Ambassadors, who assist with driving the company culture and the Ways We Work locally, about what diversity and inclusion meant to them. After that round of feedback, Osborne included equality and broadened the definition. "The definition of diversity that we're using globally is about valuing and actively looking for different ways of thinking. It's cognitive diversity of ideas," says Osborne. "These can include the diversity of approaches or how you do certain things. The goal: getting the best out of people while letting them be as authentic as they want to be."

With the Principles as the foundation, the team knew the next step was building out their global equality, diversity and inclusion strategy. AbbVie and its leadership team have been committed to equality, diversity, and inclusion since the beginning, but its recent attention to the topic shows that the company is at the vanguard of what Great Place to Work calls a great place to work For All. That is, where every person within an organization is treated equally, has a fair say in the business, and feels inspired to contribute and innovate.

With the company's focus on equality, diversity and inclusion, Osborne says they are taking an intentional approach to amplify culture and spark more innovative and diverse ideas. The equality, diversity and inclusion strategy is an evolution throughout the business as the company strives to continuously raise the bar. When we do this right, she says, our employees are highly engaged and the company drives business results via more diverse thinking and problem solving. Going forward, the work will be focused on recruiting, developing and retaining a diverse pool of talent. It's not a short order and by no means does Osborne think this work can be quickly accomplished. In fact, the equality, diversity and inclusion strategy to execute against is planned out through 2023.

"You're never finished working on your culture," says Osborne. "It's always going to change. It's a journey we're on and we have to continually look and find the right combination of people at that right time."

Adds CEO Rick Gonzalez:
“We are deeply committed to making sure all employees are treated with dignity and respect. Ultimately, we want everyone to feel like AbbVie is a place where they belong, do great work, and can grow their career.”

The AbbVie Principles

Transforming Lives

AbbVie inspires hope and transforms lives every day. The company makes decisions based on our deep caring and compassion for people, delivering a lasting impact to their patients, families, employees and the community.

Acting with Integrity

AbbVie strives to always do the right thing. With uncompromising integrity at the heart of everything the company does, the organization pursues the highest standards in quality, compliance, safety, and performance.

Driving Innovation

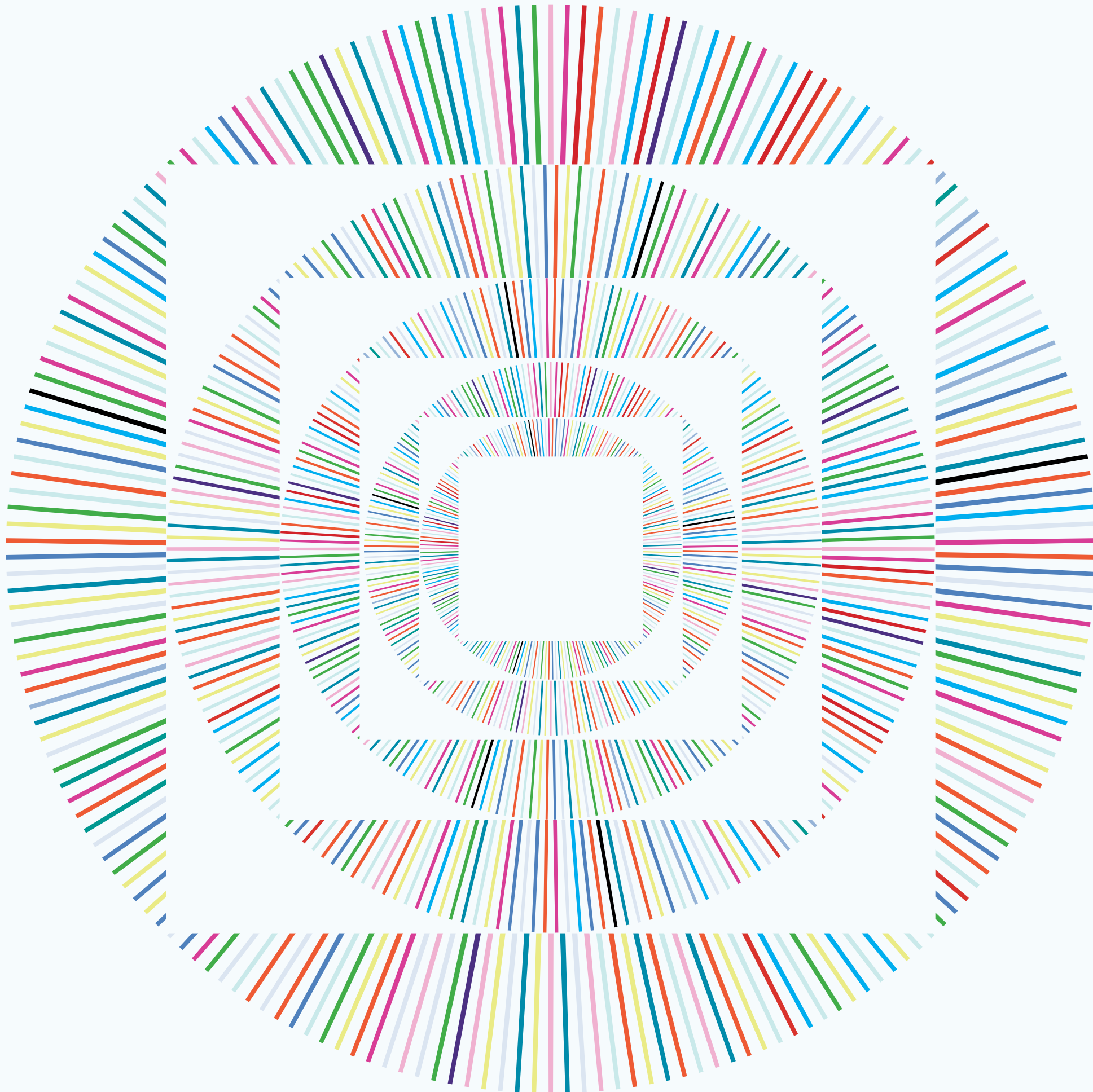
AbbVie innovates relentlessly in everything they do to tackle unmet needs. The company invests in the discovery and development of new medicines and healthcare approaches for a healthier world.

Embracing Diversity and Inclusion:

AbbVie treats everyone equally, with dignity and respect. Around the world, their employees embrace diverse backgrounds and perspectives which allows the company to achieve its best.

Serving the Community

AbbVie is proud to serve and support the community and do its part to protect the environment. They make a remarkable impact that's felt within healthcare and beyond.



The Intersection of Culture and Community

In addition to Talent Link, AbbVie provides safe spaces for groups interested in creating connections while modeling inclusion. These groups, known as Employee Resource Groups (ERGs), foster a diverse and inclusive culture where every voice is heard and valued.

Through the ERGs, there is a focus on driving business impact in areas such as recruiting, development and retention. This includes creating cross-cultural awareness, building a sense of community and belonging internally; contributing to the attraction, professional development, and advancement of talent; engaging with the external community including volunteerism; and ultimately contributing to the success of AbbVie and its employees.

Members of AbbVie Pride, the LGBTQ ERG, can be seen walking around the AbbVie campus in shirts with the words “LOVE IS LOVE.” Members of the AbbVie Veterans ERG schedule Veterans Day breakfasts and Memorial Day barbeques.

The groups are open to everyone; employees can join as someone who wants to support or better understand a culture. Currently, AbbVie has seven ERGs.

The Women Leaders in Action (WLA) is a global group with members in Puerto Rico, Ireland, South Africa, and Germany, in addition to the U.S. WLA hosts Executive Leadership Series events where leaders share candid insights about their career journeys. They also sponsor professional development workshops and community service activities.

Employees like Marcus White, a senior immunology specialist at AbbVie and co-chair of the Veterans ERG, find the ERGs to be very helpful, especially for new employees. White has worked at AbbVie for 17 years and says he appreciates being able to discuss shared experiences with fellow veterans.

“The fact that we’re able to take these talents and appreciate them and there’s a synergy is very exciting,” says White.

ERGs at AbbVie are for everyone. They offer a space where employees gain awareness and understanding as well as an opportunity to be an advocate for others.

AbbVie Employee Resource Groups

AbbVie Pride (LGBTQ & Allies)

AbbVie Veterans

**Ability at AbbVie
(Disabled individuals and caregivers;
new in 2019)**

AHORA (Hispanic/Latino)

Asian Leadership Network

Black Business Network

Women Leaders in Action





A Portfolio of Perks

In addition to an inclusive work culture, AbbVie provides a wide offering of benefits. Largely, the focus is on flexibility to allow employees to focus on what inspires them, personally and professionally.

Being flexible in how employees work day-to-day and throughout their careers is critical to creating an inclusive environment that recognizes the different needs of employees and supports high performance and engagement. Perks include flextime, part-time, telecommuting, remote work, shift trades, and job sharing. In 2018, 91 percent of employees responded favorably to “my manager grants me enough flexibility to meet my personal/family responsibilities.”

New employees receive 29 annual paid days off and unlimited sick days upon hire, for example. The company also has a “flexible scheduling” program that allows an employee to come to work anywhere in a two-hour period in the morning and leave during a similar two-hour time at the end of the day. AbbVie employees use the program and employees like Kolada appreciate the flexibility in their schedules.

Caroline Kolada lives in the city of Chicago and takes an hour-long train ride to the suburbs of North Chicago for work. The company operates a free shuttle bus to help employees get from the train station to the office. While her managers mostly live near the office in North Chicago, Kolada says they understand how she is wed to the train schedule and the intricacies that can come with commuting life. If she needs to leave the office early to make a train and log on later in the evening, that’s no problem at all. She’s also been offered work-from-home days for Mondays and Fridays.

Matt Luccas says the flexibility and trust between employees and managers is similar to building a friendship. “You have an understanding, a trust that you grow and if you can tell them the honest truth, and know that it’s going to be taken well, it’s like a safety net,” says Luccas. “It builds the relationship even further. Once you have that trust, it is very flexible in the way that you’re able to work.”

Recently, Luccas had a family issue to attend to suddenly. He needed to leave the office at that moment. Waiting until the next day was not an option. At 11:30 in the morning, Luccas ate his lunch and drove to the middle of Wisconsin to spend a couple of days with his family. “There were no questions asked from any of my co-workers,” he says. “I put an Out Of Office tag on my e-mail and said, ‘I will look at emails, but I need to address this personal matter for me and my family.’”

His boss said in an instant message, “Take your time, spend it with your family, let me know if there’s anything I can do for you. Work will be waiting when you get back. But this is more important right now.”

Luccas was able to take care of family matters — but the experience also created more trust between him and his manager. “I knew they had my back. So it made the quality of work that I would ever deliver that much better for them because I know they’re there for me. I’m not going to disappoint them,” Luccas says.

Another popular benefit is the concierge service. AbbVie helps employees live their lives by using personal consultants 24/7 who help employees with home services, special-event planning, personal tasks, and more. During the holidays, this service can be used to run errands and find last minute gifts.

For older employees looking toward retirement, AbbVie offers Encore, a formal phased-retirement program that enables employees age 55 and older with 10 or more years of service to scale back their careers while continuing to build retirement savings. Features include reducing work schedules or redefining job responsibilities while keeping the same work schedule and level of pay.

AbbVie knows having a personal life is important, so it encourages work-life effectiveness in a variety of ways to allow every individual the opportunity to make sure they’re balancing work and life.

In general, references to specific benefits apply to U.S. employees.

Data as of March 2020



