

# ADVANCING FAIRNESS IN A LEADING BIOTECH COMPANY

## Through Objective Promotion Criteria

01

### OVERVIEW

The biotechnology sector is highly competitive, with companies vying for top talent to drive innovation and growth. In such an environment, maintaining fair and transparent promotion practices is crucial to retaining skilled professionals and fostering a positive workplace culture.

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### CHALLENGE

A prominent company in the biotechnology industry was experiencing rapid growth, leading to frequent promotions. However, this high rate of promotions sparked concerns among employees about the fairness and transparency of the process. Employees felt the promotion criteria were ambiguous, which led to dissatisfaction and a decline in morale. This situation threatened to undermine internal equity and disrupt the company's collaborative culture.

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### OUR APPROACH

- **Assessment of Current Practices:** We evaluated employee perceptions and existing promotion policies to ensure alignment with industry standards and best practices.
- **Facilitation of Leadership Workshops:** We conducted workshops with senior management and HR leaders to develop clear, merit-based promotion criteria aligned with strategic goals and cultural values.

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- **Development of Objective Promotion Criteria:** We collaborated with HR to define and benchmark SMART promotion criteria against industry standards for competitiveness and fairness.
- **Implementation of a Transparent Promotion Framework:** We developed and implemented comprehensive promotion guidelines, detailing processes, criteria, and timelines, and communicated these clearly across the organization.
- **Training and Support:** We trained managers on new promotion criteria and established a feedback loop to address employee concerns and ensure consistency.

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### RESULTS

The introduction of a clear and objective promotion framework transformed the company's approach to career advancement:

- **Reduced Internal Conflicts:** Clear criteria and transparent processes minimized misunderstandings and disputes over promotions, fostering a more harmonious work environment.
- **Increased Transparency:** With detailed guidelines and open communication, employees better understood what was required to achieve promotion, aligning expectations with reality.
- **Enhanced Employee Satisfaction:** The fair and transparent promotion process led to increased trust in leadership and higher overall job satisfaction, which contributed to improved employee retention rates.

# THE ANTI-CONSULTING FIRM



Nua Group is the only independent broad-based human resource consulting firm specializing in total rewards and HR effectiveness, focused on providing companies with unbiased and holistic expert advice. We bring objectivity, value, and unparalleled expertise to clients. [www.nuahr.com](http://www.nuahr.com)

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## OUR AREAS OF EXPERTISE



### TOTAL REWARDS

We design tailored compensation and benefits programs that attract top talent and align with your goals.

### JOB ARCHITECTURE

We build structures that ensure fairness, clarity, and growth—aligning roles, career paths, and market standards for lasting success.

### HR STRATEGY & OPERATIONS

We help you build a scalable HR team by streamlining processes, optimizing tech, and managing change with ease.

### EMBEDDED SUPPORT

Need extra hands or expert help? We plug into your team for short-term or ongoing support—whatever it takes to keep you moving forward.



### GERRY MURPHY

Partner

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Gerry brings over 25 years of distinguished HR expertise, having held significant roles at Mercer and Watson Wyatt in Europe. His extensive background includes spearheading complex HR initiatives and strategies that enhance organizational performance and employee engagement.

A native of Ireland, Gerry is a recognized leader in the actuarial field, holding fellowships and memberships in prestigious actuarial societies such as the Institute of Actuaries, the Society of Actuaries, and the American Academy of Actuaries.

Dedicated to unlocking human potential, Gerry advises the Women's Founders and Funders Network and actively volunteers with the San Francisco Little League, applying his leadership to foster youth development.

★★★★★

*"Tremendous"*

"Our Nua team has been tremendous. They have brought a strategic orientation, yet are also not afraid to roll up their sleeves and get into the detail."

**Head of Global Rewards,  
Mozilla**

★★★★★

*"Exceptional"*

"Nua is a true partner that has been instrumental in facilitating Sovos Brands' HR stand-up in a hyper-growth environment. The team is exceptional: their expertise, commitment and partnership make it feel like they are part of the Sovos team!"

**Chief People Officer,  
Sovos Brands**

★★★★★

*"Fantastic"*

In Nua, we found a fantastic strategic partner who understands our business challenges and offers creative solutions to problem-solving in order to make a positive impact on our business.

**Chief People Officer,  
BioMarin Pharmaceutical Inc.**