



DRUG DEVELOPMENT WORKFORCE PRIMER

May 2022



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INTRODUCTION

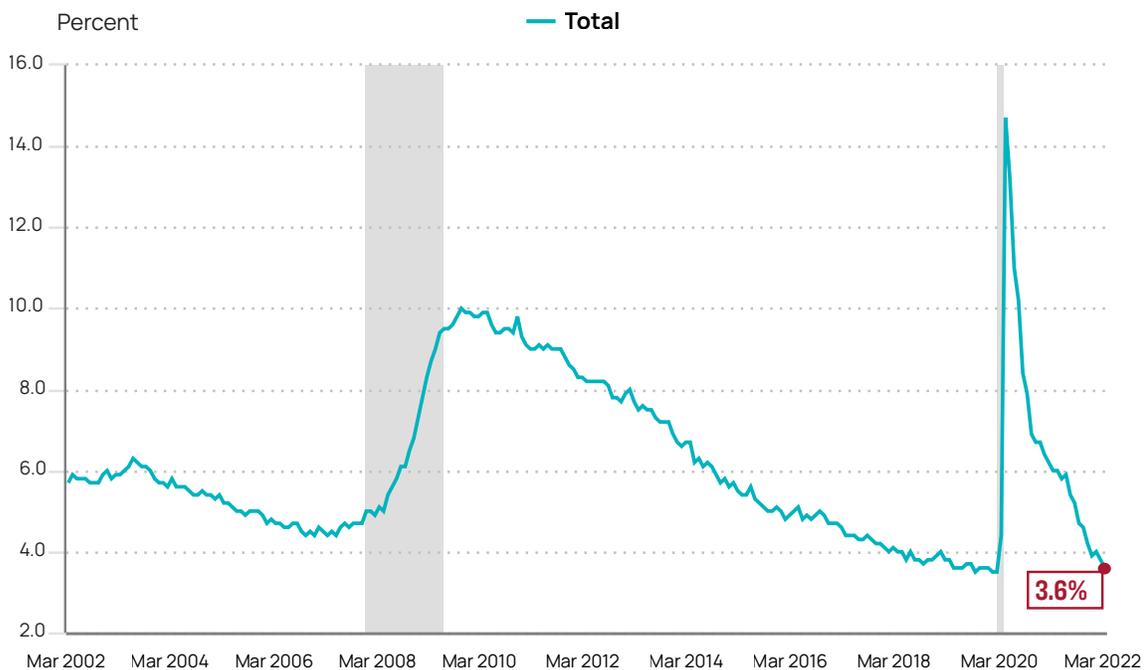


Labor shortages are nothing new. Historically, there have been labor shortages going back to at least the time of the [Black Death](#) in the 14th century.¹ The United States has had periodic labor shortages going back to the [colonial period](#).² And there was also a labor shortage that occurred in the wake of the [1918 flu pandemic](#).³

McKinsey & Company labeled a consequence of the tight labor market in the late 1990s as the “[War for Talent](#).”⁴ More recently, there have been numerous labels applied to the current tight labor market resulting in a war for talent among employers, including but not limited to “[turnover tsunami](#),”⁵ “[collective burnout](#),”⁶ and the “greats”: the “[great attrition](#),”⁷ “[great resignation](#),”⁸ and “[great reshuffle](#).”⁹

At the time of this writing, we’re in the midst of a red-hot job market in the United States. The American economy added [6.4 million jobs](#) in 2021.¹⁰ This job growth has continued into 2022, with [467,000 jobs](#) added in January,¹¹ [678,000 jobs](#) added in February,¹² and [431,000 jobs](#) added in March.¹³ The [unemployment rate](#) at the end of March fell to 3.6% — about where it was pre-pandemic,¹⁴ [quite low historically](#),¹⁵ and below what some economists consider as “[natural unemployment](#).”¹⁶

Civilian unemployment rate, seasonally adjusted

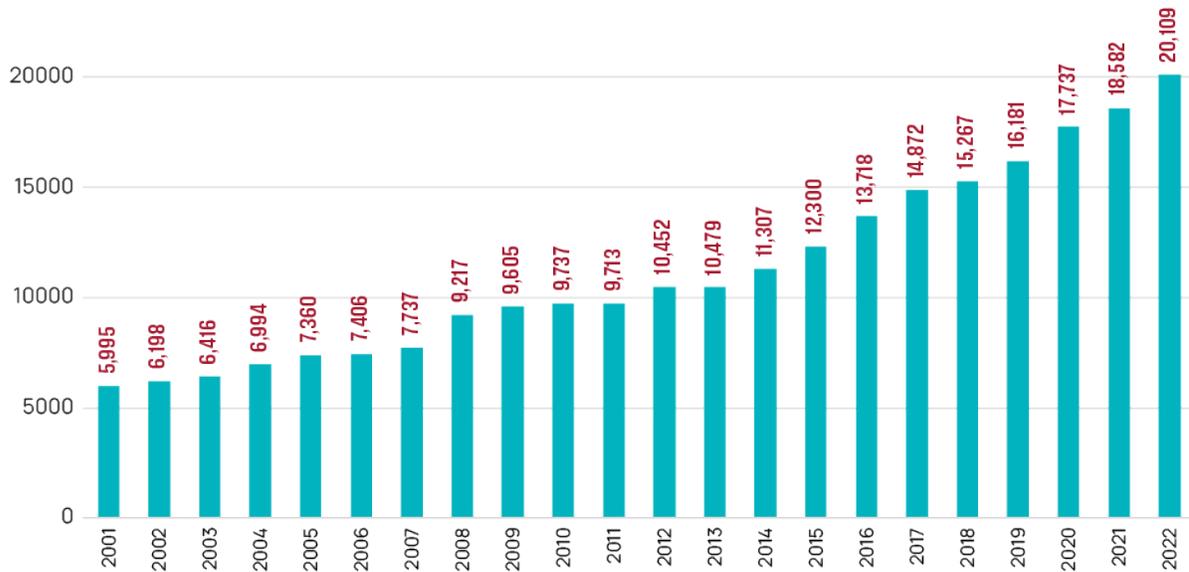


Source: Bureau of Labor Statistics “Employment Situation,” March 2022



GROWTH IN DRUG DEVELOPMENT

Total R&D pipeline size, by year, 2001-22



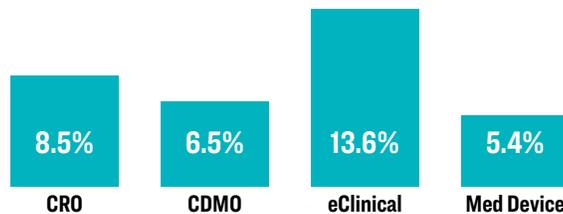
Source: Citeline – Informa Pharma Intelligence: "Pharma R&D Annual Review: 2022," (March 2022)

Coinciding with periodic tight labor markets has been the continual growth of the drug development industry. According to Pharmaprojects®, the number of pharmaceutical projects in the research and development (R&D) pipeline has increased from fewer than 6,000 in 2001 to more than 20,000 in 2022.¹⁷

The number of pipeline projects should continue to grow as long as the pharmaceutical industry continues to grow. Evaluate Pharma® projects the compound annual growth rate (CAGR) of global drug sales to grow by 6.4% through 2026.¹⁸

Continued growth in the pharmaceutical and drug development industries is expected to continue because the underlying factors that drive the growth are expected to continue: an aging population¹⁹ combined with unhealthy diets²⁰ and lifestyles²¹ leading to an increase in disease incidences.

A result is growth in some drug development industry segments: contract research,²² contract development manufacturing,²³ eClinical technology,²⁴ and medical technology.²⁵ Each of these segments is projected to grow between 5% and 14% over the next few years.



Projected Growth by Drug Development Segment



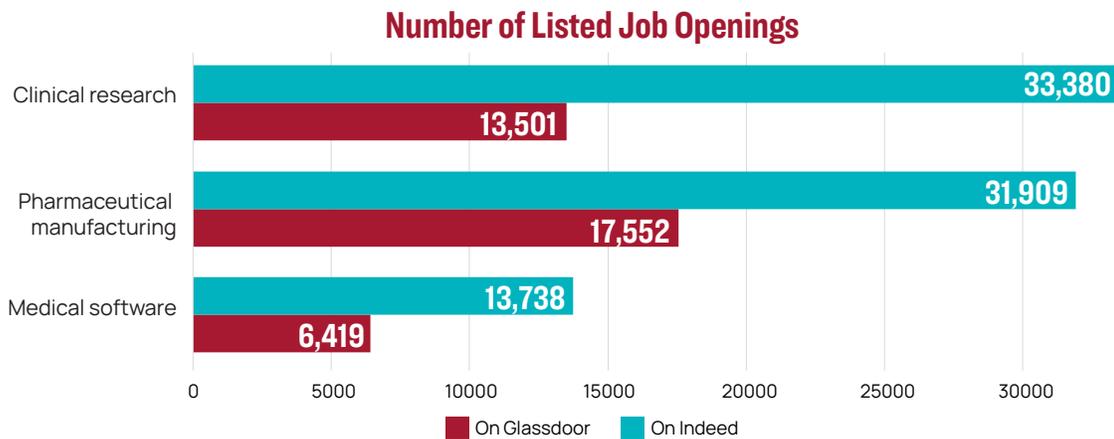
DRUG DEVELOPMENT TALENT SCARCITY



There is ample evidence of an increasing demand for talent within the drug development industry. As reported by the Bureau of Labor Statistics (BLS), the number of job openings in “health and social assistance” [positions increased](#) from 1.187 million in December 2020 to 2.022 million in February 2022.²⁶ This is an increase of 70% over a 14-month period! While many of these job openings pertain to non-drug development industry positions such as [nursing](#)²⁷ or [residential facility care](#),²⁸ these are the most precise figures provided by the BLS and, as such, are indicative of the talent gap that exists within the drug development industry.

The huge number of job openings is related to a longer-term trend of people staying at their jobs for a shorter time. The BLS has also reported that for people in “health and social assistance positions,” the [average tenure decreased](#) from 4.1 years in January 2010 to 3.8 years in January 2020.²⁹

This is reflected in the large number of listed job openings on job sites such as [Glassdoor](#) or [Indeed](#). The number of job openings for categories such as “clinical research,” “pharmaceutical manufacturing,” and “medical software” are each in the tens of thousands on Indeed.



Note: The above figures were gathered by visiting Glassdoor’s and Indeed’s platforms and typing the job category into the search bar on March 30, 2022.

The war for talent has played out in various segments, including [clinical research](#),³⁰ [biomanufacturing](#),³¹ and [life sciences](#).³²

“The attrition issue, the retaining and recruitment, is one of the top two or three priorities we are hearing in the industry. And it is not necessarily the office talent, but also talent in the labs, talent doing the clinical studies.”

– Arda Ural, Ph.D., Americas industry markets leader at EY, Fierce Biotech –12/22/21



DRUG DEVELOPMENT JOB LISTINGS

CROs

The tables below show a snapshot of how many job listings there were for a sample group of CROs by job type. For example, Premier Research had 31 job listings under “(Bio)Statistics.”

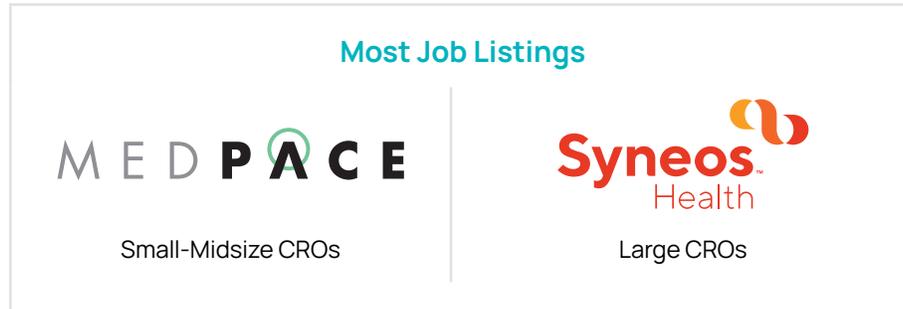
Small-Midsize CROs (501-10,000 employees)	(Bio)Statistics	Clinical Operations	(Clinical) Data Management	Healthcare/Medical Communications	(Clinical) Project Management	Laboratory	Quality Assurance (QA)	Clinical Research Associate (CRA)	Technical/Medical Writing	Company Total
CLINIPACE RESEARCH	4	2	4	0	12	0	1	2	0	25
MEDPACE	28	347	83	0	121	36	18	3	6	642
PREMIER RESEARCH	31	15	13	0	51	0	3	25	1	139
WORLDWIDE CLINICAL TRIALS	9	34	17	0	20	47	7	104	3	241
SMid Total	72	398	117	0	204	83	29	134	10	1,047

Large CROs (10,001+ employees)	(Bio)Statistics	Clinical Operations	(Clinical) Data Management	Healthcare/Medical Communications	(Clinical) Project Management	Laboratory	Quality Assurance (QA)	Clinical Research Associate (CRA)	Technical/Medical Writing	Company Total
ICON	14	297	17	5	27	72	8	26	3	469
IQVIA	206	365	87	1	115	155	22	99	26	1,076
labcorp Drug Development	49	48	39	0	28	950	12	103	8	1,237
PAREXEL	36	269	46	14	49	24	24	130	10	602
PPD	53	145	77	37	34	0	58	106	62	572
SYNEOS HEALTH	273	770	1,664	283	2,121	70	646	410	393	6,630
Large Total	631	1,894	1,930	340	2,374	1,271	770	874	502	10,586

Note: The above figures were gathered by visiting each company’s website Career/job listings page (if available) from March 7, 2022, through March 14, 2022, and then either manually counting by job title or by using the search functions (if available). The job listing categories presented above are not exhaustive. Instead, they are a sample of the job listing categories presented on various website Career/job listings pages.



The areas within these CROs with the most job openings are:



CMOs/CDMOs

The tables below show how many job listings there were for each CMO/CDMO by job type. For example, Curia Global had 145 job listings under “Information Technology (IT).”

Small-Midsize CMOs/CDMOs (501-10,000 employees)	Job Type									
	Information Technology (IT)	Scientific/Lab	Production, Manufacturing, & Operations	Procurement & Supply Chain	Quality/Regulatory	Engineering	Technical/Services	Research & Development (R&D)	Analytical (Development/Lab/ Services)	Company Total
	4	24	10	0	23	1	2	15	25	104
	145	128	39	77	38	11	292	28	22	780
	0	0	66	13	58	36	0	21	0	194
	3	0	47	6	31	0	2	0	0	89
	0	2	39	1	17	17	0	0	0	76
SMid Total	152	154	201	97	167	65	296	64	47	1,243



Large CMOs/ CDMOs (10,000+ employees)	Information Technology (IT)	Scientific/Lab	Production, Manufacturing, & Operations	Procurement & Supply Chain	Quality/Regulatory	Engineering	Technical Services	Research & Development	Analytical (Development/Lab/ Services)	Company Total
Catalent	18	165	533	56	329	0	0	0	0	1,101
eurofins	41	1,705	0	8	51	0	0	15	0	1,820
EVONIK <small>Leading Beyond Chemistry</small>	32	114	85	61	81	154	0	87	73	687
LONZA	20	51	185	72	224	124	0	101	0	777
patheon <small>by Thermo Fisher Scientific</small>	330	0	1,854	0	543	865	301	765	0	4,658
Large Total	441	2,035	2,657	197	1,228	1,143	301	968	73	9,043

Note: The above figures were gathered by visiting each company's website Career/job listings page (if available) from March 7, 2022, through March 14, 2022, and then either manually counting by job title or by using the search functions (if available). The job listing categories presented above are not exhaustive. Instead, they are a sample of the job listing categories presented on various website Career/job listings pages.

The areas within these CMOs/CDMOs with the most job openings are:



Most Job Listings



curia

Small-Midsize CMOs/CDMOs



patheon

by Thermo Fisher Scientific

Large CMOs/CDMOs



eClinical/Tech

The tables below show how many job listings there were for each eClinical/Tech company by job type. For example, Clinical Ink had 2 job listings under “(Clinical) Operations.”

Small-Midsize eClinical/Tech Companies (51-1,000 employees)	(Clinical) Operations	Data Analysis/ Management	Quality/Compliance	Technology	Scientific/Clinical	IT/Systems	Engineering	Product/Project Management	Sales/Marketing	Client/Customer Service	Company Total
Clinical Ink	2	4	0	1	0	2	0	2	2	0	13
ELLIGO HEALTH RESEARCH	0	0	0	0	0	13	2	11	10	0	33
Medable	1	2	2	0	0	0	36	6	16	17	78
medrio	0	1	0	0	0	0	0	1	10	3	14
Science 37	10	3	1	76	0	0	0	0	0	0	91
THREAD	1	2	3	9	2	2	0	7	6	1	38
wgc VeraSci	0	0	0	6	3	0	0	1	0	1	11
SMid Total	17	12	6	93	5	16	38	30	39	22	278



Large eClinical/ Tech Companies (1,001+ employees)	(Clinical) Operations	Data Analysis/ Management	Quality/Compliance	Technology	Scientific/Clinical	IT/Systems	Engineering	Product/Project Management	Sales/Marketing	Client/Customer Service	Company Total
CLARIO.	4	16	4	32	3	8	0	34	1	3	105
MEDIDATA	0	7	0	2	0	0	0	0	51	36	96
SIGNANT HEALTH	2	1	0	16	2	5	0	3	2	1	47
Veeva	154	36	13	0	0	28	198	121	255	51	856
Large Total	160	60	17	50	5	44	206	162	309	91	1,104

Note: The above figures were gathered by visiting each company’s website Career/job listings page (if available) from March 7, 2022, through March 14, 2022, and then either manually counting by job title or by using the search functions (if available). The job listing categories presented above are not exhaustive. Instead, they are a sample of the job listing categories presented on various website Career/job listings pages.

The areas within these eClinical/Tech companies with the most job openings are:



Sales/Marketing



Engineering



Product/Project Management



Clinical Operations

Most Job Listings



Small-Midsize eClinical/Tech
Companies



Large eClinical/Tech
Companies



Medtech

The table below shows how many job listings there were for each medtech company by job type. For example, Baxter had 45 job listings under “Client/Customer Service.”

Medtech	Client/Customer Service	Engineering	Health Economics	Information Systems /Tech (IS/IT)	Manufacturing & Operations	Product/Project Management	Quality	R&D	Sales/Marketing	Supply Chain/ Logistics	Company Total
Baxter	45	125	35	59	148	5	148	178	169/44	79/2	2,957
Boston Scientific	21	70	10	55	206	0	106	40	287/17	41	1,974
ESSILOR	129	30	23	85	99	110	37	19	39/62	35	833
GE Healthcare	427	340	350	544	242	54	62	0	369/90	51	4,860
Medtronic	156	788	14	40	82	883	71	41	607/130	49	5,541
Owens & Minor	20	22	6	13	15	50	15	26	80	13	555
PHILIPS	557	103	3	137	140	0	302	470	562/286	196	6,821
SIEMENS Healthineers	384	72	0	94	164	22	66	394	175/51	103	3,382
stryker	283	463	0	83	196	77	130	29	928	180	5,036
ZIMMER BIOMET	0	56	0	17	66	3	53	11	128/30	13/21	914
Total	2,022	2,069	441	1,127	1,358	1,204	990	1,208	4,054	783	32,873

Note: The above figures were gathered by visiting each company's website Career/job listings page (if available) from March 7, 2022, through March 14, 2022, and then either manually counting by job title or by using the search functions (if available). The job listing categories presented above are not exhaustive. Instead, they are a sample of the job listing categories presented on various website Career/job listings pages.

The areas within these medtech companies with the most job openings are:



Most Job Listings: Medtech
PHILIPS



HOW COMPANIES ARE COMPETING FOR TALENT

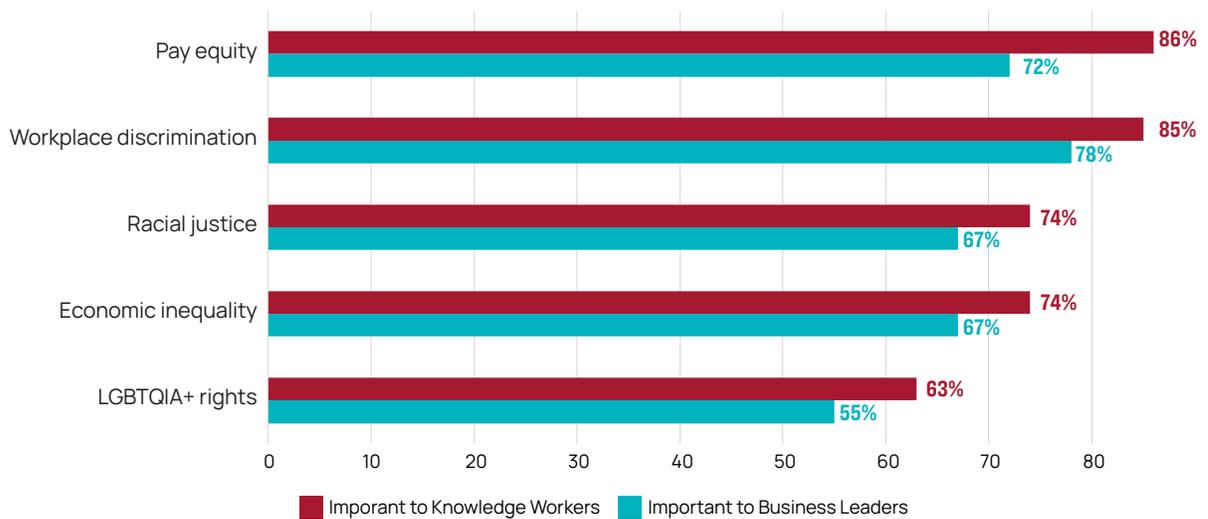
What Employees Want

In reviewing a small sample of recent human resource articles and surveys about what employees want most, we see that flexibility, higher salary/benefits, better work-life balance, and career development opportunities are among the things they want most from their employers.

What Employees Want Most/ #1 Priority	
Source	#1 Want
ACT-SCORR ³³	Professional advancement opportunities
Employee Benefit News ³⁴	Flexibility
Forbes ³⁵	Well-being/work-life balance
Gallup ³⁶	Higher income/benefits
Pharma Manufacturing ³⁷	Salary + benefits
Tech Republic ³⁸	Flexibility

Some other things that employees want include prioritization of values such as diversity, environmental stewardship, and some of the areas listed below that might not be shared by their employers.

The Employee Expectations Gap



Source: Forbes: "Top Ten HR Trends for the 2022 Workplace," (1/5/22)



What Companies Are Doing



Community service opportunities
ESG | DEI | Flexibility
Career advancement | Culture

Companies' human resource departments go through the expense and work of retaining employees because the [cost of hiring a new employee](#) – including recruiting and training – can exceed \$4,000.³⁹ As a result, companies utilize different types of [messaging](#)⁴⁰ to both [retain](#)⁴¹ and [recruit](#)⁴² talent. The focus of their messaging could be categorized as one of the following:

As tangible benefits – examples include [salary](#),⁴³ [flexibility](#),⁴⁴ and [work-life balance](#).⁴⁵

As values – examples include culture, diversity, and environmental causes including [community service](#),⁴⁶ [culture](#),⁴⁷ [DEI](#),⁴⁸ [ESG](#),⁴⁹ and making the world a [better/healthier place](#).⁵⁰

As work-related – examples include [career development opportunities](#)⁵¹ and [challenging work](#).⁵²

Company actions and messaging are generally consistent with what they believe employees want.



DRUG DEVELOPMENT COMPANIES' CAREERS PAGE MESSAGING

CROs

The tables below note 10 different categories of messaging CROs might use on their Careers page and whether the company uses that category of messaging. For example, Clinipace had Advancement/Career Development-related messaging on their Careers page, but Medpace did not.

Small-Midsize CROs (501-10,000 employees)	Advancement/ Career Development Opportunities	Challenging Work	Community Service	Culture	Diversity, Equity, & Inclusion (DEI)	Environmental, Social, and Governance (ESG)	Flexibility	Health/Patients	Salary/ Compensation	Work-Life Balance	Company Percentage
CLINIPACE CLINICAL RESEARCH	X	X		X	X		X	X			60%
MEDPACE		X									10%
premier research	X			X				X		X	40%
WORLDWIDE CLINICAL TRIALS		X		X				X		X	40%
Overall	50%	75%	0%	75%	25%	0%	25%	75%	0%	50%	

Large CROs (10,000+ employees)	Advancement/ Career Development Opportunities	Challenging Work	Community Service	Culture	Diversity, Equity, & Inclusion (DEI)	Environmental, Social, and Governance (ESG)	Flexibility	Health/Patients	Salary/ Compensation	Work-Life Balance	Company Percentage
ICON	X			X	X			X		X	50%
IQVIA	X	X	X	X	X			X			60%
labcorp Drug Development	X	X			X			X			40%
parexel	X	X					X	X			40%
PPD	X		X	X				X		X	50%
Syneos Health	X	X			X			X	X	X	60%
Overall	100%	67%	33%	50%	67%	0%	17%	100%	17%	50%	

Note: The above observations/judgments were made by visiting each company's website Career page (if available) from March 7, 2022, through March 14, 2022.



Large CRO Career pages are more likely than small-midsize CROs to include messaging on:



Diversity, Equity, & Inclusion



Advancement/Career Development

Small-midsize CRO Career pages are more likely than large CROs to include messaging on:



Challenging Work



Culture

CMOs/CDMOs

The tables below note 10 different categories of messaging CMOs/CDMOs might use on their Careers page and whether the company uses that category of messaging. For example, Curia Global had Community Service-related messaging on their Careers page, but Recipharm did not.

Small-Midsize CMOs/CDMOs (501-10,000 employees)	Advancement/Career Development Opportunities	Challenging Work	Community Service	Culture	Diversity, Equity, & Inclusion (DEI)	Environmental, Social, and Governance (ESG)	Flexibility	Health/Patients	Salary/Compensation	Work-Life Balance	Company Percentage
Cambrex	X	X		X				X	X	X	60%
curia	X	X	X	X	X			X	X		70%
EMERGENT	X	X	X	X	X		X	X	X		80%
JUBILANT HOLLISTERSTIER	X			X	X			X	X		50%
Recipharm	X			X	X	X	X	X		X	70%
Overall	100%	60%	40%	100%	80%	20%	40%	100%	80%	40%	



Large CMOs/ CDMOs (10,000+ employees)	Advancement/ Career Development Opportunities	Challenging Work	Community Service	Culture	Diversity, Equity, & Inclusion (DEI)	Environmental, Social, and Governance (ESG)	Flexibility	Health/Patients	Salary/ Compensation	Work-Life Balance	Company Percentage
Catalent	X	X	X		X	X	X	X			70%
eurofins	X	X	X	X			X	X		X	70%
EVONIK <small>Leading Beyond Chemistry</small>	X	X		X		X		X			50%
Lonza	X	X		X	X	X	X	X		X	80%
patheon <small>by Thermo Fisher Scientific</small>	X	X	X	X	X			X			60%
Overall	100%	100%	60%	80%	60%	60%	60%	100%	0%	40%	

Note: The above observations/judgments were made by visiting each company's website Career page (if available) from March 7, 2022, through March 14, 2022.

Large CMO/CDMO Career pages are more likely than small-midsize CMOs/CDMOs to include messaging on:

Small-midsize CMO/CDMO Career pages are more likely than large CMOs to include messaging on:



eClinical/Tech

The tables below note 10 different categories of messaging eClinical/Tech companies might use on their Careers page and whether the company uses that category of messaging. For example, Medrio had Advancement/Career Development-related messaging on their Careers page, but Science 37 did not.



Small-Midsize eClinical/Tech Companies (51-1,000 employees)	Advancement/ Career Development Opportunities	Challenging Work	Community Service	Culture	Diversity, Equity, & Inclusion (DEI)	Environmental, Social, and Governance (ESG)	Flexibility	Health/Patients	Salary/ Compensation	Work-Life Balance	Company Percentage
Clinical ink	x			x	x			x			40%
ELLIGO HEALTH RESEARCH	x							x	x	x	40%
Medable	x	x			x		x	x	x		60%
medrio	x			x	x			x	x		50%
Science 37		x									10%
THREAD					x						10%
wgc-VeraSci	x								x		20%
Overall	71%	29%	0%	29%	57%	0%	14%	57%	57%	14%	

Large eClinical/ Tech Companies (1,000+ employees)	Advancement/ Career Development Opportunities	Challenging Work	Community Service	Culture	Diversity, Equity, & Inclusion (DEI)	Environmental, Social, and Governance (ESG)	Flexibility	Health/Patients	Salary/ Compensation	Work-Life Balance	Company Percentage
CLARIO.	x			x	x		x	x	x		60%
MEDIDATA	x			x	x		x	x	x	x	70%
SIGNANT HEALTH		x			x			x			30%
Veeva				x	x		x				30%
Overall	50%	25%	0%	75%	100%	0%	75%	75%	50%	25%	

Note: The above observations/judgments were made by visiting each company's website Career page (if available) from March 7, 2022, through March 14, 2022.

Large eClinical/Tech company Career pages are more likely than small-midsize eClinical/Tech to include messaging on:



Small-midsize eClinical/Tech company Career pages are more likely than large eClinical/Tech to include messaging on:





Medtech

The table below notes 10 different categories of messaging medtech companies might use on their Careers page and whether the company uses that category of messaging. For example, Boston Scientific had Advancement/Career Development-related messaging on their Careers page, but Medtronic did not.

Medtech	Advancement/ Career Development	Challenging Work	Community Service	Culture	Diversity, Equity, & Inclusion (DEI)	Environmental, Social, and Governance (ESG)	Flexibility	Health/Patients	Salary/ Compensation	Work-Life Balance	Company Percentage
Baxter		X	X	X	X	X		X	X		70%
Boston Scientific	X	X		X	X			X			50%
ESSILOR	X	X		X		X		X			50%
GE Healthcare	X	X	X	X	X			X			60%
Medtronic				X	X		X	X	X	X	60%
Owens & Minor	X			X	X			X	X		50%
PHILIPS	X	X		X	X	X	X	X		X	80%
SIEMENS Healthineers		X			X			X			30%
stryker	X		X	X	X		X	X	X	X	80%
ZIMMER BIOMET	X			X	X	X		X	X		60%
Overall	70%	60%	30%	90%	90%	40%	30%	100%	50%	30%	

Note: The above observations/judgments were made by visiting each company's website Career page (if available) from March 7, 2022, through March 14, 2022.



Each medtech company Career page includes messaging about having a healthier world.



All but one company's Career page messaging (Siemens) speaks to culture.



All but one company's Career page messaging (Essilor) mentions diversity, equity, and/or inclusion.



Overall

When recruiting employees, companies often incorporate messaging that they feel will appeal to them. The table below notes 10 different categories of messaging companies might use on their Careers page and the likelihood of a company type (e.g., CROs, CMOs/CDMOs) in our sample to utilize that category of messaging. For example:

- 80% of CROs in our review of 10 Career pages utilized messaging regarding Advancement or Career Development opportunities.
- None (0%) of the 10 CROs or 11 eClinical/Tech companies' Career pages included messaging about ESG-related matters.

Company Type	Advancement/ Career Development	Challenging Work	Community Service	Culture	Diversity, Equity, & Inclusion (DEI)	Environmental, Social, and Governance (ESG)	Flexibility	Health/Patients	Salary/ Compensation	Work-Life Balance	Average Percentage
CROs	80%	70%	20%	60%	50%	0%	20%	90%	10%	50%	45%
CMOs/CDMOs	100%	80%	50%	90%	70%	40%	50%	100%	40%	40%	66%
eClinical/Tech	64%	27%	0%	45%	73%	0%	36%	64%	55%	18%	38%
Medtech	70%	60%	30%	90%	90%	40%	30%	100%	50%	30%	59%
Overall	78%	59%	24%	71%	71%	20%	34%	88%	39%	34%	

Note: The above observations/judgments were made by visiting each company's website Career page (if available) from March 7, 2022, through March 14, 2022.

- CMOs/CDMOs and medtech companies provide messaging to more of the above areas than do CROs or eClinical/Tech companies.
- Most companies incorporate messaging on Health/Patients and Advancement/Career Development opportunities.
- Few companies provide messaging on ESG or Community Service.



	Most Likely Messaging	Least Likely Messaging
CROs	<ul style="list-style-type: none"> Health/Patients Advancement/Career Dev 	<ul style="list-style-type: none"> ESG Salary/Compensation
CMOs/CDMOs	<ul style="list-style-type: none"> Advancement/Career Dev Health/Patients 	<ul style="list-style-type: none"> ESG Salary/Compensation Work-Life Balance
eClinical/Tech	<ul style="list-style-type: none"> DEI Advancement/Career Dev Health/Patients 	<ul style="list-style-type: none"> Community Service ESG
Medtech	<ul style="list-style-type: none"> Health/Patients Culture DEI 	<ul style="list-style-type: none"> Flexibility Work-Life Balance



HOW DRUG DEVELOPMENT COMPANIES ARE COMPETING FOR TALENT



While industry observers have suggested a number of things companies can do better to retain and recruit talent, most of the suggestions appear to be in the form of increased salary/compensation or career development.

- [BDO](#) has recommended that companies tie salary increases to increased contribution.⁵³
- [ACRP](#) has suggested that companies “upskill” employees and then raise their salaries as a way of retaining and retraining them.⁵⁴
- [Pierpoint](#) employs diverse talent acquisition channels to reach a diverse range of talent.⁵⁵
- [Slone Partners](#) feels that flexible work options matter and that “money talks and cultures sell.”⁵⁶
- [Vector Partners](#) encourages the recruitment of remote employees and adoption of systems that allow for greater flexibility for both CDMOs and the employees themselves.⁵⁷

Here are some more specific examples:

- As far back as 2013, CROs have been offering “[loyalty bonuses](#)” to retain talent.⁵⁸
- [AVROBIO](#) invests time and additional training into its employees in order to “re-recruit” the talent.⁵⁹
- The [FCB Health Network](#) has started an initiative to “recruit, train and mentor writing talent from all walks of life for entry-level, science-based copywriting positions.”⁶⁰
- [Kite](#) hosted a virtual recruiting webinar to, among other things, define its company culture.⁶¹
- [Recro Pharma](#) (now Societal CDMO) offered inducement grants for new hires.⁶²
- [Shoreline Biosciences](#) emphasizes its personal and career growth opportunities.⁶³

“Having the right resources at the right time is critical to a clinical trial’s success as well as a commercial launch. We’ve witnessed a capacity issue in the clinical development ecosystem that must be addressed, particularly at clinical sites. We’ve also seen bottlenecks in trial operations where sites need to outsource some of their non-research tasks such as data entry and billing.”

— Kari Delahunty, President of Pharma and Life Sciences,
Shearwater Health, 5/13/22



FUTURE IMPLICATIONS



In a drug development industry with an ongoing “war for talent,” **companies** need to do more than just build their brands for prospective clients. They also **need to build their brands for prospective and current employees.**

A necessary part of recruitment and retention is “showing employees the money.” But increasingly, prospective employees are concerned with more than just pay. They are also more likely to express their preferences for things such as greater flexibility, better work-life balance, opportunities for advancement, and whether their prospective employer shares their values.

This will likely require companies to have a more creative approach to recruitment and retention than what they have had in the past. At the very least, companies will need to determine how they can align company values with prospective employee preferences in order to best build their employer brands.

While there will be commonalities to most if not all company recruitment/retention messaging campaigns, **there is no one-size-fits-all approach.** Optimal recruitment/retention messaging is targeted to a specific audience, and the audience for companies seeking project managers is different from the audience for companies seeking project manufacturers.



SUMMARY

Drug Development Talent Scarcity

The “war for talent” within the drug development industry has been ongoing for the past 25 years and is likely to continue for the foreseeable future. When the labor market is especially tight and growth in the drug development industry is higher, talent becomes even more scarce and competition for talent is compounded.

Drug Development Job Listings

Different types of companies have different employment needs.

Company Type	#1 Job Listing Area
CROs	Project Management
CMOs/CDMOs	Project Manufacturing
eClinical/Tech	Sales/Marketing
Medtech	Sales/Marketing

Drug Development Companies' Career Page Messaging

Different company types have different recruitment/retention messaging priorities.

Company Type	#1 Messaging
CROs	Health/Patients
CMOs/CDMOs	Advancement/Career Development
eClinical/Tech	Diversity, Equity, & Inclusion (DEI)
Medtech	Health Patients

How Drug Development Companies Are Competing for Talent

Drug development companies tend to throw money around when they compete to recruit or retain talent. The most common things they do are increase salaries or benefits or offer retention bonuses.

Future Implications

Companies will have to be both creative and flexible in building their employer brands to prospective employees.



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