

A photograph of two women sitting at a table, looking at a laptop. The woman on the left is wearing glasses and a pink patterned top. The woman on the right is wearing an orange top. They are both looking intently at the laptop screen. The background is a light blue wall with a repeating pattern of white leaf-like shapes.

The Future Won't Wait

Building a culture that evolves by conviction



A reality we all share

Artificial Intelligence

Artificial intelligence is transforming the way we work, make decisions, and create value.

Talent attraction and retention

Employee well-being, continuous reskilling and upskilling, and strong career growth opportunities have become critical drivers of talent attraction and retention.

Competition for investment

Today, more than ever, Costa Rica is competing to be the top destination for attracting new companies and business processes.

At Pfizer, we **embraced the reality**
of today and prepared for whatever
the future may bring



We are **one of six sites**
delivering corporate
services **globally**

Other Pfizer Locations

Memphis,
Tennessee

Tampa,
Florida

Dalian,
China

Thessaloniki,
Greece

Dublin,
Ireland



START

2013

Opening of the Shared Service
Center in Costa Rica

45

Colleagues by the
end of year 1

1

Business area in the
first year



A low-angle, close-up shot of a person's legs running on a reddish-brown athletic track. The person is wearing blue and green running shoes. The background is a soft-focus sunset with a warm orange glow. The track has white lane markings.

2014



Today, our organization
includes **more than
1,000** colleagues



Finance & Global Business Services



Research & Development



Digital & Technology



Global Supply



People Experience



International and US Commercial



Legal & Compliance

How does such a diverse organization **come together to address today's challenges** and prepare for an uncertain future?



A strong organization begins with representation

17

Colleagues make up the site's
leadership team

1

Monthly meeting

Common Goals



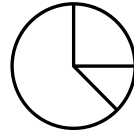
Agile Goal Settings

Shorter planning cycles instead of annual static goals



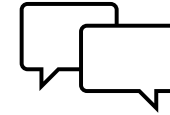
Strategic Alignment

The Major Goals will surface through an engaging methodology



Focused Execution

One Direction.
Connection of activities at all levels



Engaged Employee

Colleagues owns activities and communicate progress accordingly



Creates Transparency

OKRs should be public and establishes indicators for measuring progress

Goals that make us **competitive** and **resilient**

Objectives

Key Results

Initiatives

Our Colleague Resource Group: turning decisions into action



Building capabilities

We can't predict the skills of the future. What we can do is build the ability to keep learning





The Village Way Certification

A growth plan designed for **more than 900 individual contributors**.

Learning & Development Team



Pfizer Summits

+100 managers and team leads participated in 2025.

Leadership Effectiveness Team



Transformation Villagers

46 colleagues reached since the S2 of 2025.

Innovation Forum Team



Top Talent Program

46 top talent colleagues participated in 2025.

Learning & Development Team

Learning opportunities focused on effective communication, data management, artificial intelligence, conflict resolution, change management, creative thinking, growth mindset, and more.

Fostering innovation

We can't predict every challenge the future will bring. But we can develop people who can solve them.





Improvement projects

56 improvement requests received in 2025. Seven technologies were used.

Innovation Forum Team



Digital Skills

11 activities delivered during S1 2026, with cumulative attendance of more than **1,000 participants**.

Digital Academy Team



Innovation Week 2026

14 workshops were delivered in a single week, with a total attendance of **427 participants**.

Innovation Forum Team

Automation, AI agents, cybersecurity, and more.

Encourage collaboration

We can't predict every challenge the future will bring. But together, we can build the connections, trust, and collaboration needed to overcome them.





The Village Identity

In the “We’re Villagers” campaign we created **five qualities** related to our Purpose Blueprint.

Communications Team



Wellness Offsite

+780 colleagues stepped away from their daily work to participate in activities such as 5K run, 2,5K walk, cardio dance, yoga and more.

Wellness Team



One Pfizer Fair

17 teams, 2 days, **showcasing their work** and the global markets they support.

Better Together Team

An aerial photograph of a red running track with white lane markings. Several runners are captured in motion, their bodies and long shadows cast across the track. The runners are spread out across the frame, with some in the foreground and others further back. The perspective is from directly above, looking down at the track.

So, has it worked?

Pfizer Costa Rica has been ranked
**the No. 1 company for attracting
talent and strengthening colleague
loyalty** in Costa Rica's
pharmaceutical industry

Merco Talento 2026

We were awarded the **Operational
Excellence – Emerging Level
recognition** for our strengths in
culture, strategy, talent, processes
and innovation

Cámara de Industrias de Costa Rica 2026



Thanks!

