



FIPWiSE

Advancing women in science
and education worldwide

The FIPWiSE toolkit in action: Short learning resources to support positive work environments for women in science and education

Factor 4: Opportunities for professional development, recognition and empowerment

Creating opportunities for professional development, recognition and empowerment requires a comprehensive, multi-level approach involving institutions, organisations, leaders, and individuals. This overview outlines key actions that can drive lasting professional growth—from institutional frameworks and policy implementation to leadership engagement, outcome measurement, and the essential role individuals play in creating lasting change.

Key actions that institutions can take to ensure sustained progress towards creating opportunities for professional development, recognition and empowerment

- Organisations can provide clear career pathways, inclusive mentorship, and access to ongoing education, as well as recognising all types of achievements through awards or promotions.
- Creating a culture where feedback and learning are encouraged, and empowering all staff by supporting leadership development and growth at every stage of their career is important.
- Organisations can highlight success stories and connect students and early-career pharmacists with professionals through real-life examples.

Translating policies around opportunities for professional development, recognition and empowerment into everyday workplace practices

- Organisations can integrate development policies into job descriptions, daily workflows, performance reviews, and team goals.
- They can also train managers to support growth, facilitate equitable access to opportunities, and ensure regular career conversations.
- Actively encouraging participation in CPD activities, training courses, and other opportunities for ongoing professional growth, while creating feedback loops to adjust strategies based on team needs, can make development a shared, ongoing priority.

Best ways to engage leadership and stakeholders in the implementation of better opportunities for professional development, recognition and empowerment

- Presenting evidence on how development boosts retention, innovation, productivity, and care quality can be powerful, as can sharing success stories and involving leaders in co-designing initiatives.
- The use of measurable targets and aligning opportunities with strategic goals can ensure leaders encourage progress, recognise efforts, and remain engaged.

Measuring success and tracking improvement

- Training participation, promotion rates, satisfaction surveys, and retention data can be used to evaluate progress and track growth.
- When combined with feedback from staff to understand what is working and where to improve, this can be particularly powerful.
- Comparing trends across time, comparing roles to ensure equitable progress, and identifying gaps and improvement opportunities, are all excellent ways to measure success.

Strategies, tools, frameworks, or resources that can support better opportunities for professional development, recognition and empowerment

- Organisations can combine structured mentorship, peer support networks, and accessible digital learning opportunities for continuing education.
- FIP offers development frameworks, guidance documents, good practice examples, and global awards that recognise excellence and service in pharmacy – all of which can support leadership development and professional recognition.
- Offering inclusive leadership training and regularly reviewing equity and inclusion initiatives can help ensure that all team members feel valued, supported, and able to thrive.

The role of individuals in enabling change

- Individuals can mentor others, share successes, and advocate for inclusive practices.
- A pharmacist can foster a growth culture by celebrating achievements, modelling lifelong learning, and encouraging peers to seek opportunities for development and recognition.