

Gender Parity Collaborative



INSIGHTS

AND

Impact

2021

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Collaborative Members



Welcome

Susan M. O'Connor
CEO, Healthcare Businesswomen's Association

The HBA Collaborative is an industry-leading healthcare initiative of 15 companies, with a collective global workforce of more than half a million people, working together as a consortium to accelerate gender equality in our workforce.

The HBA is grateful for the network of executive leaders and their companies committed to:

- ▶ Sharing best practices and insights from proprietary company data
- ▶ Co-creating and implementing solutions that drive systemic change to advance women's representation
- ▶ Closing inequity gaps and helping to advance all women further, faster

In this *Insights and Impact 2021* report, we are proud to share the latest results of their exceptional commitment to helping all women in healthcare lead to their full potential.

While the report's data showcase the milestones these organizations are achieving, it is also worth noting how these companies have driven progress via employee programs and policies—often at far greater rates than other industries. Here's an advance look:

- ▶ 50 percent of Collaborative companies have formal sponsorship programs compared to only 25 percent of all industries
- ▶ 80 percent of the Collaborative cohort host career development for women compared to only 55 percent of all industries
- ▶ 75 percent of Collaborative companies host career development for people of color opposed to only 37 percent of all industries

While these data show positive trends, there is still much progress to be made especially for women of color and cultural ethnicities.

The HBA is proud to partner with the Collaborative companies to drive sustainable, systemic changes that advance women for business and healthcare impact now, and into the future.

Gender Parity Collaborative

Our Journey

NOVEMBER 2018
Gender Parity Collaborative officially launches at inaugural Global Council meeting, hosted at Bristol Myers Squibb
Established strategy and priorities for 2019



SEPTEMBER 2019
Solutions Summit, hosted by Medidata
Priority discussed: Advancing Women of Color



JANUARY 2020
Global Council meeting, hosted at Johnson & Johnson
Established strategy and priorities for 2020



JUNE 2020
Solutions Summit
Priority discussed: Tackling the Broken Rung

SEPTEMBER 2020
Solutions Summit
Priority discussed: Advancing Women of Color

NOVEMBER 2020
GSK earns the HBA's ACE Award for their Women's Leadership Initiative (WLI)



JUNE 2021
Solutions Summit
Priority discussed: The Future of Work – Ensuring Gender Parity Progress Continues in a Post-COVID World

APRIL 2019
Inaugural Solutions Summit, hosted at Pfizer
Priority discussed: Tying Compensation to Gender Parity Performance and Engaging Men as Allies



NOVEMBER 2019
W20 (now Real Chemistry) earns the HBA's ACE Award for Your Fourth Trimester®



APRIL 2020
Solutions Summit
Priority discussed: Engaging Men as Allies

JULY 2020
Inaugural Insights & Impact report released
The Gender Parity Collaborative announces the consortium has more women at every level – from entry-level all the way to the C-suite – compared to the corporate America benchmark

OCTOBER 2020
Collaborative Café launches
A new forum to network and share systemic best practices to accelerate gender parity

DECEMBER 2020 – FEBRUARY 2021
Global Council meetings
Established strategy and priorities for 2021

SEPTEMBER 2021
Solutions Summit
Priority discussed: Deepening Our Commitment to Advancing Women of Color and the Intersectionality of Cultural Ethnicities



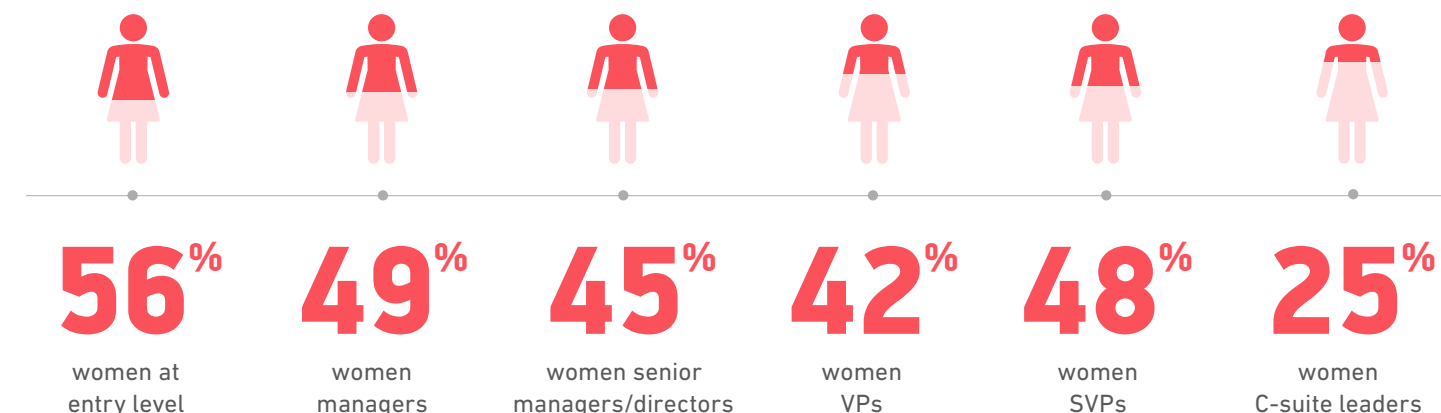
SEPTEMBER 2020
Gender Parity Collaborative awarded with a 2020 "Power of A" Summit award by the ASAE for advancing systemic diversity, equity, and inclusion progress in the workplace.



Gender Parity Collaborative

Results That Measure Up

WOMEN'S REPRESENTATION IN THE U.S. TALENT PIPELINE (HBA COLLABORATIVE COMPANIES)



Source: McKinsey & Company 2020 Cohort Report for the HBA. Data as of 1 January, 2020.

At the start of 2020, the HBA Collaborative had better representation of women in the talent pipeline across every level – from entry-level all the way to the C-suite – continuing to outperform the broader pharmaceutical and medical product sector and the all-industries average in corporate America.

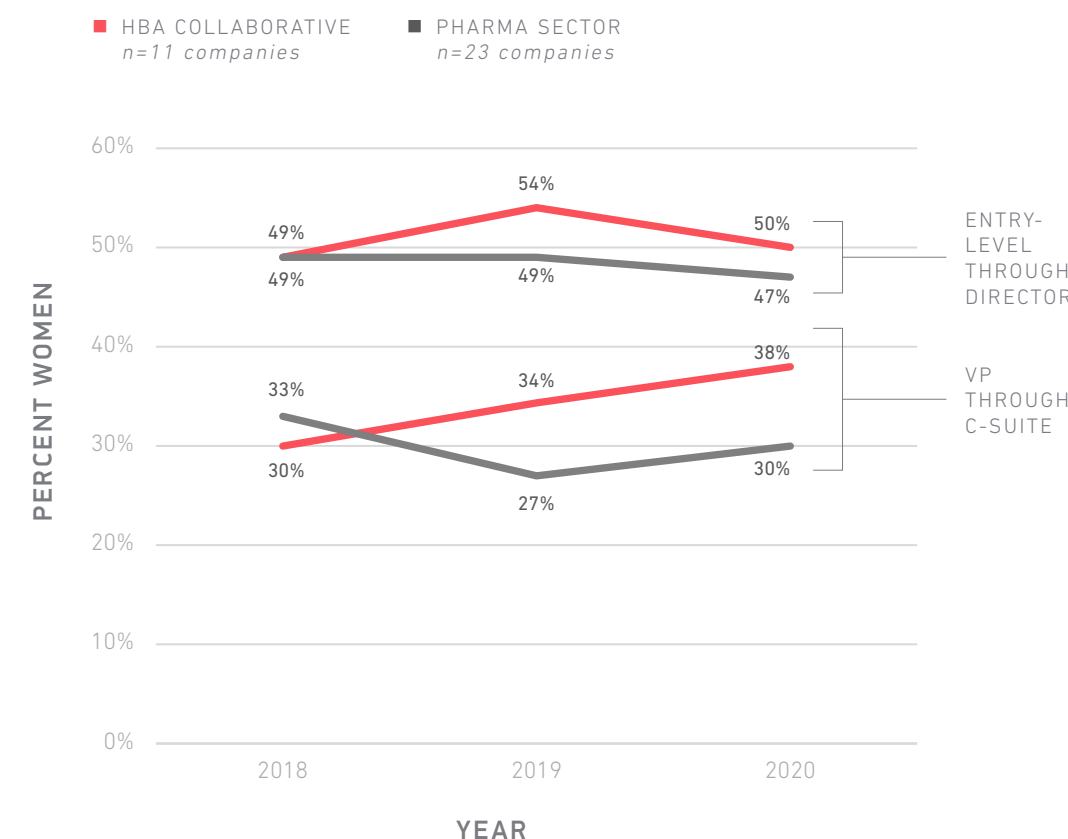


The HBA Collaborative has nearly achieved **equal gender representation** at SVP and manager levels (48 percent and 49 percent respectively).

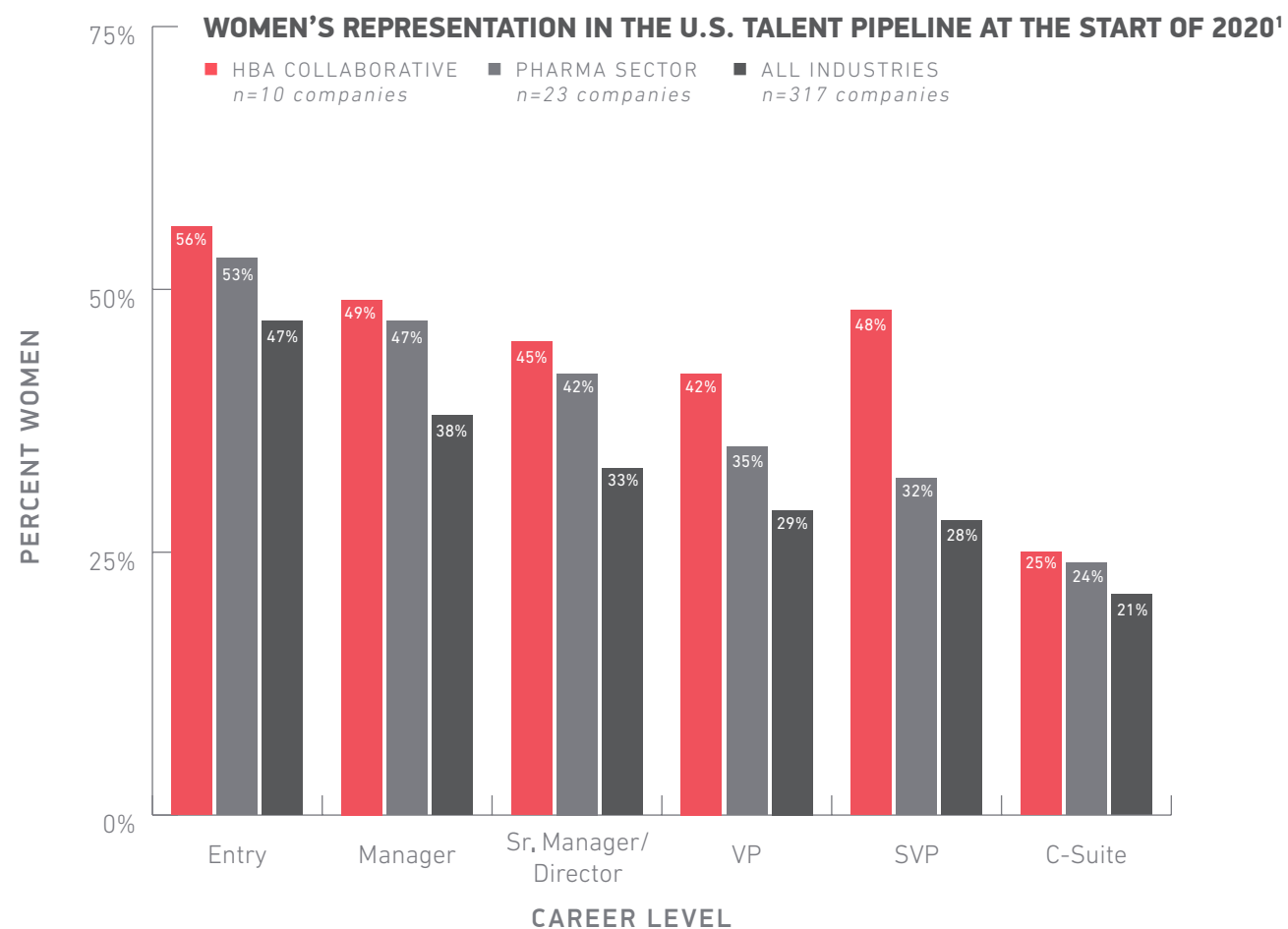
WOMEN'S REPRESENTATION IN THE U.S. TALENT PIPELINE 2018-2020²

From entry-level to director, women are well represented within HBA Collaborative companies, averaging 50% representation across the three levels and filling the pipeline with women to advance into leadership roles.

From 2018 to 2020 at the VP level and higher, HBA Collaborative companies saw a 27% average increase in women's representation, whereas the broader industry saw a 9% average decline.



² HBA analysis of data from McKinsey & Company's *Women in the Workplace* 2018, 2019, and 2020. Based on data from the start of each year. Averages are unweighted.

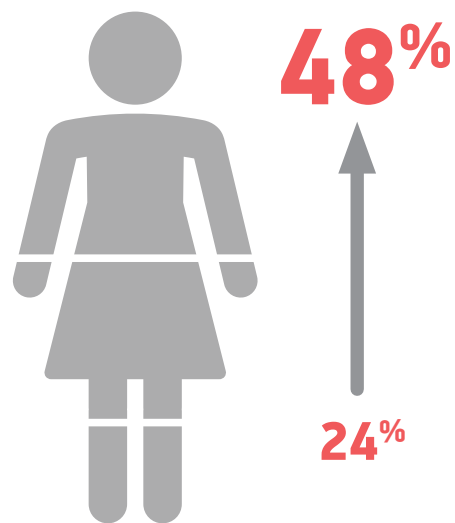


¹ Pharma sector and All Industries benchmarks from McKinsey & Company and LeanIn.Org's *Women in the Workplace 2020*. Based on data from the start of 2020 and does not reflect changes through 2021.

Results That Measure Up

WOMEN IN SENIOR LEADERSHIP²

The HBA Collaborative has made groundbreaking progress in increasing women's representation at the SVP level, paving the way for breakthroughs into the C-suite.

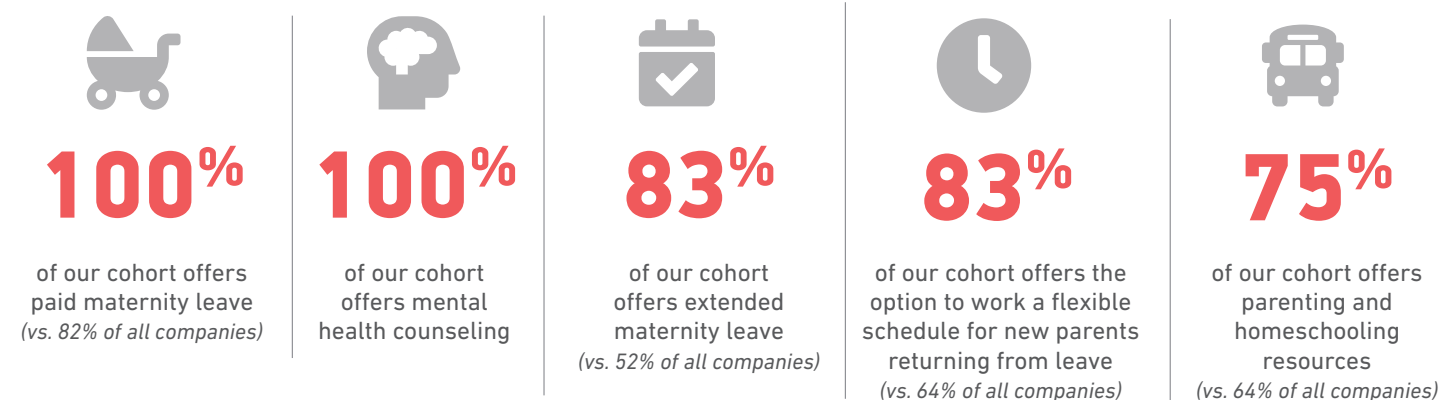


From 2018 to 2020, the Collaborative **doubled** the representation of women SVPs – jumping from **24 percent to 48 percent** – nearly achieving equal gender representation at that level.

In comparison, from 2018 to 2020, the broader pharmaceutical and medical product sector only increased representation of women SVPs from 25 percent to 32 percent.

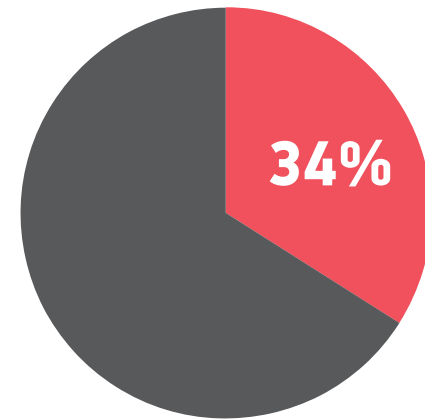
² HBA analysis of data from McKinsey & Company's *Women in the Workplace* 2018, 2019, and 2020. Based on data from the start of each year.

HBA COLLABORATIVE COMPANIES SUPPORT WORKING MOTHERS AND PARENTS

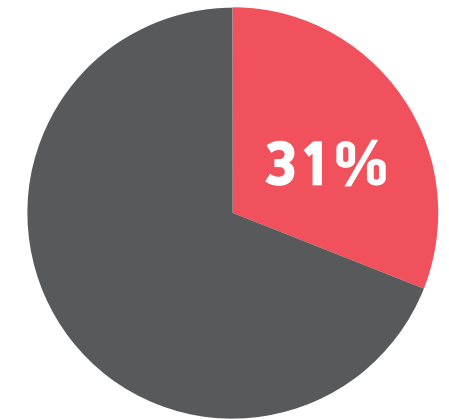


Data from McKinsey & Company *Women in the Workplace* study 2019 and 2020.

Collaborative member companies represent a total workforce of **MORE THAN A HALF MILLION EMPLOYEES ACROSS THE GLOBE.**



Women make up **34% of executive leadership teams** of HBA Collaborative companies



Women make up **31% of the boards of directors** of HBA Collaborative companies

Data based on company website information from all 15 HBA Collaborative member companies as of September 2021.

MAKING A DIFFERENCE INTERNALLY

Collaborative companies are investing in programs to inform, coach, and support employees – **often at far greater rates than other industries.**

POLICY OR PROGRAM OFFERED	HBA COLLABORATIVE 8 companies reporting data	ALL INDUSTRIES 313 companies
Diversity and inclusion training	100%	81%
Unconscious bias training	88%	79%
Formal mentorship program	75%	56%
Formal sponsorship program	50%	25%
Career development for women	88%	55%
Career development for people of color	75%	37%

All industries data from McKinsey & Company *Women in the Workplace* 2020.

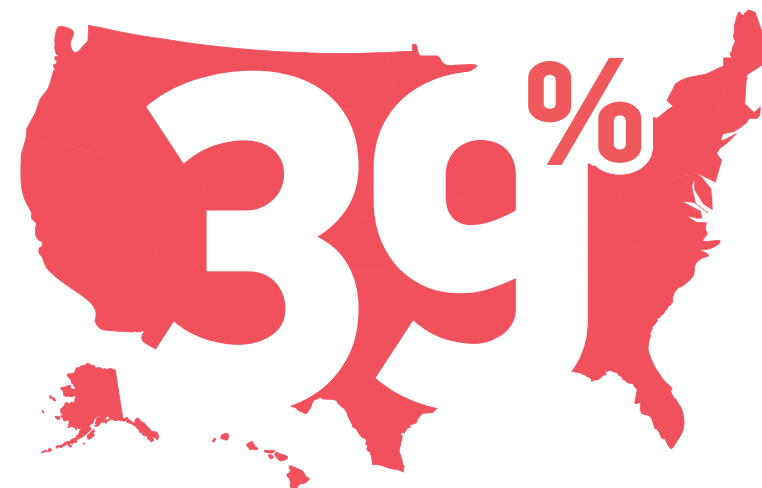
Advancing Women of Color

and the intersectionality of cultural ethnicities

The HBA's Collaborative companies are breaking down systemic barriers to create more diverse, equitable, and inclusive workplaces where employees can reach their full potential, and ultimately, better serve patients and their communities. Since the Collaborative's founding in 2018, member companies have identified advancing women of color as a key priority and have met annually at our Solutions Summits to discuss the disparities women of color experience globally.

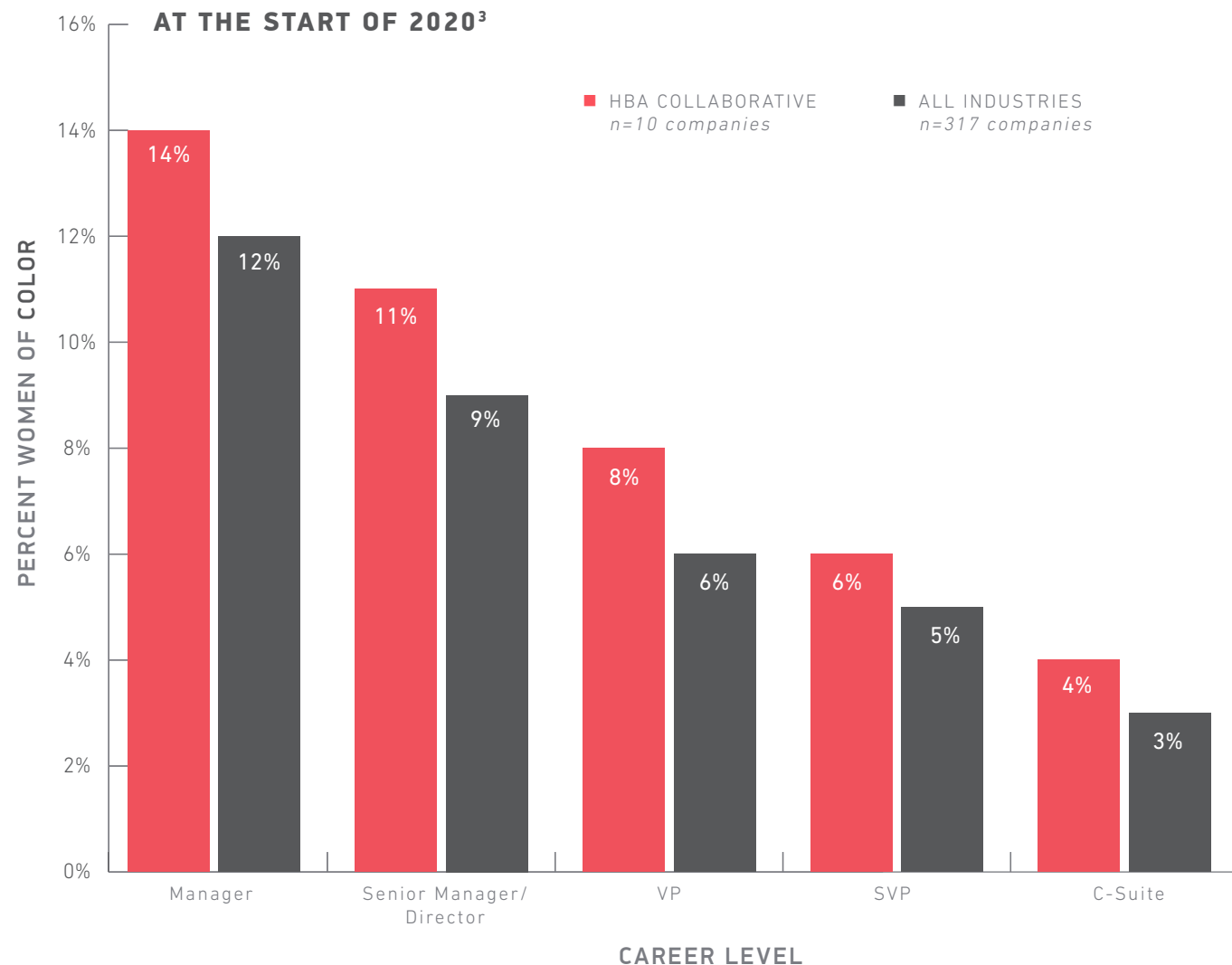
In light of these disparities, Collaborative companies have accelerated and expanded their efforts to build a more just workplace and society. While there is much work to be done, we share our progress over a two-year period from January 2018 through January 2020. By sharing best practices and harnessing the power of collaboration, Collaborative companies are going further, faster. Together.

With this transparency comes greater accountability and intentionality to focus on removing barriers for women underrepresented in their workforce pipeline.



From 2018 to 2020, the HBA Collaborative increased representation of women of color at the VP, SVP, and C-suite levels by an average of **39 percent** in the U.S.

WOMEN OF COLOR REPRESENTATION IN THE U.S. TALENT PIPELINE AT THE START OF 2020³



³ All Industries benchmark from McKinsey & Company and LeanIn.Org's *Women in the Workplace 2020*. "Women of color" includes Black, Latina, Asian, American Indian or Alaskan Native, Native Hawaiian, Pacific Islander, and mixed-race women.

➤ The HBA Collaborative has **more women of color at all levels of management** compared to the all-industries average in corporate America – from manager-level all the way to the C-suite.

The Collaborative has increased the percentage of **WOMEN OF COLOR IN LEADERSHIP ROLES EVERY YEAR SINCE 2018**, the first year our consortium was launched.

The HBA Collaborative has **more women of color representation** at the Director, VP, and SVP levels compared to the broader pharmaceutical and medical product sector average.⁴



⁴ All industries and pharmaceutical and medical product sector benchmarks from McKinsey & Company's *Women in the Workplace 2020*.

Bold Commitments



to accelerate diversity, inclusion, and health equity

The COVID-19 pandemic and racial injustices in 2020 catalyzed companies to double down on their efforts to accelerate diversity, inclusion, and health equity. Below are examples of how Collaborative companies responded to the call to action beyond gender parity throughout 2020 and 2021. These examples include a broad range of internal and external initiatives, showcasing the bold investments Collaborative companies continue to make within their companies, and beyond their walls in the community.



ADVANCED CLINICAL

-  Launched a new program called **Interview Skills and Bias training** for all employees involved in the hiring process, ensuring interviews are inclusive and biases related to gender and race are eliminated.
-  Required all current and new employees to complete **unconscious bias and conscious inclusion training**, regardless of their position.



AMGEN

-  In 2020, the Amgen Safety Net Foundation provided nearly **\$1.5 billion worth of medicines to qualified uninsured or underinsured patients** in the U.S., at no cost.
-  Became a founding member of the OneTen Coalition, an initiative committed to providing family-sustaining jobs, with opportunities for growth, for **one million Black Americans** without a four-year college degree over the next 10 years.



BRISTOL MYERS SQUIBB

-  Launched **Tomorrow's Innovators**, an initiative that builds a sustainable bridge for diverse talent from Historically Black Colleges and Universities (HBCUs) to the biopharma industry.
-  BMS and BMS Foundation announced a combined commitment of **\$300 million to advance health equity** and strengthen diversity and inclusion in the U.S.


CARDINAL HEALTH

-  Expanded DE&I efforts with a comprehensive talent strategy to **increase representation of diverse employees** at the manager level and above by 2030.
-  Approved **DE&I metrics in the company's FY2022 annual incentive** plan at the director level and above, with a portion of payouts aligned to progress toward long-term representation goals over each program's relevant performance periods.



GENENTECH

-  Invested **\$90 million in 2020**—Genentech's highest annual contribution to date— toward patient support, STEM education, and health equity programs, including \$43 million in giving to support underserved communities.
-  Introduced **2025 Diversity & Inclusion Commitments** to foster belonging, advance inclusive research and health equity, and transform society.



GLAXOSMITHKLINE

-  Announced aspirational targets to further **increase gender and ethnic diversity representation in senior leadership**. New targets include:
 - Increase female representation in VP level and above roles to at least 45 percent by the end of 2025
 - In the U.S., at least 30 percent ethnically diverse leaders by the end of 2025
 - In the UK, at least 18 percent ethnically diverse leaders by the end of 2025

JOHNSON & JOHNSON

-  Committed **\$100 million** over the next five years to invest and promote health equity solutions. **The Race to Health Equity** initiative prioritizes three key areas: healthier communities, enduring alliances, and diverse and inclusive corporate culture.
-  Committed to hiring more diverse employees and set a goal of **achieving 50 percent growth of its African American talent** at the manager and above levels in the U.S., over the next five years.



LUNDBECK

-  Signed onto PhRMA's Principles on Conduct of Clinical Trials & Communication of Clinical Trial Results, the first-ever industry wide principles on **clinical trial diversity**.
-  Developed an **ambitious two-year diversity and inclusion plan** that enables equality of opportunity through fairness and transparency, promotes openness, tackles bias and discrimination, and fosters belonging through Lundbeck culture.


MEDIDATA

-  Conducted **educational sessions to raise awareness about the importance of diversity in clinical trials** at various regional and global conferences.
-  Medidata's Diversity in Clinical Trials Steering Committee created a tool to **help study teams monitor progress on trial diversity** by comparing clinical trial participant data against real-world benchmarks.



PAREXEL

-  Released **Discussions on Diversity**, a global research report featuring patient, academic, and physician voices highlighting **the importance of diversity and inclusion in clinical trials**.
-  Approved nine key recommendations created from **listen and learn sessions with Black employees globally**, including requiring all employees to participate in a diversity, equity, and inclusion workshop.



PFIZER

-  In the first half of 2021, Pfizer's medicines and vaccines reached **58 million patients through access and affordability programs**.
-  In 2020, Pfizer Inc. and The Pfizer Foundation donated **\$40 million in medical and charitable cash grants and medicines** to more than 165 partners to support COVID-19 response.



QUEST DIAGNOSTICS

-  Quest Diagnostics and the Quest Diagnostics Foundation announced a \$100 million, multiyear initiative to **address and reduce health disparities in underserved communities**, including those impacted by COVID-19.
-  Hosted inaugural **Dialogue on Race** conversation, a virtual employee event that aimed to elevate and honor a critical topic, seek feedback on a path forward, and spark an ongoing discussion. Its success led to over 60 more conversations with 7,400 employees in 2020.


REAL CHEMISTRY

-  Improved internal processes through the adoption of tech-enabled solutions that allowed for **better tracking of key data** (e.g., hiring, compensation, promotions) and reduced potential bias in job descriptions.
-  Raised nearly a quarter-million dollars as part of NEAR, providing **two million surgical masks** to **underserved communities** like the Navajo Nation, NYC Homeless Services, and opioid treatment centers.

SANOFI

-  Developed a range of **resources to support managers and other employees** in creating a more inclusive and diverse environment, including guides, a playbook, and quarterly **Global Inclusion & Diversity Insights** forums.
-  Embedded **"Inclusion Nudges"** into HR processes to encourage managers to be inclusive in job interviews, performance evaluations, and career development.

TAKEDA

-  Created a **Center for Health Equity** in the U.S., to build relationships and support programs to help address social determinants of health.
-  Launched a DE&I Council with nine pillars, working to **embed DE&I practices, policies, and metrics** across the business in an integrated and coordinated way.



Julie Ross

PRESIDENT, ADVANCED CLINICAL



What are some specific wins as a result of your organization's engagement with the Collaborative?

Advanced Clinical has begun to both measure gender parity metrics as well as develop strategies aimed at improving sourcing, recruiting, and promoting talent. In addition, we have successfully been navigating the "return to work" post-pandemic environment effectively, which is demonstrated in our employee retention rate of about 94 percent. This success is directly linked to our participation in the Collaborative.

What impact has the Gender Parity Collaborative had on your organization?

The Gender Parity Collaborative has allowed Advanced Clinical to stay on the leading edge of systemic change opportunities and has opened up a network of executive leaders who effectively challenge each other to break down barriers related to achieving gender parity and equity.

In your current role, why did you decide to become involved in the Gender Parity Collaborative and how has it been beneficial to you?

As an active HBA member, I believe gender parity and equity is critical to creating a better world. To achieve parity and equity, we have to not only provide development opportunities that advance women, but we must also address the barriers that women face systemically. Being involved in the Collaborative helps me drive this systemic change in my own company and a personal, resulting benefit is that I now have a new network of like-minded executives passionate about creating this better world. By design, the benefits of focusing on parity and equity for women generates strategic considerations related to all diverse populations. All of this has improved my leadership competencies.

The Gender Parity Collaborative has allowed Advanced Clinical to stay on the leading edge of systemic change opportunities.

JULIE ROSS



Mary Finley

CHIEF PEOPLE OFFICER, ADVANCED CLINICAL



What impact has the Gender Parity Collaborative had on your organization?

Participating in the Gender Parity Collaborative has created many meaningful relationships with our industry peers who share our commitment to equity and inclusion. We have been inspired by the ideas, successes, and learnings so openly shared by many. Since joining the Collaborative, Advanced Clinical has invested in building allyship both within our company and industrywide – and we have also seen an increase in the amount of men who are engaged in gender parity efforts. From Men Advocating Real Change to increased male participation on our Global Women's Council, we have achieved a greater level of support and advocacy for our gender parity efforts. Where we may have had resistance in the past, there is a greater understanding and appreciation in our organization that gender parity benefits everyone.

How does your involvement in the Collaborative impact your day-to-day role?

The Gender Parity Collaborative has been incredibly influential to our People & Culture team and our Diversity, Engagement, and Inclusion (DEI) strategies. The open idea sharing generated through interactive forums, speakers, and more has sparked many ideas and initiatives for us, and the commitment to data-driven approaches has helped shape our view on how to measure our DEI and gender parity efforts. Recently, the Collaborative's sessions on how the COVID pandemic and the evolution of remote and hybrid work have created both barriers and opportunities for women helped us consider changes to programs and policies, as well as create new initiatives that ensure our efforts continue to address timely and relevant needs of our workforce.

What makes this consortium unique compared to other initiatives/investments happening in your own organization?

The Collaborative is unique in how expansive the backgrounds and experiences are of all of the consortium participants. The learnings are so rich when there are functions, roles, and levels represented from across the industry and businesses. This uniqueness comes from having senior executives, business line leaders, functional experts, human resources, legal, compliance, and many other functions all working together on common issues. Rather than viewing the big issues and opportunities from a siloed and functional lens, the Collaborative gives us the opportunity to gain perspectives from many points of view. This has allowed the ideas and outcomes to be more nuanced and impactful.

Since joining the Collaborative, Advanced Clinical has invested in building allyship both within our company and industrywide – and we have also seen an increase in the amount of men who are engaged in gender parity efforts.

MARY FINLEY

Member Spotlights



EXCERPTED FROM 2020

Adam Dubow



SENIOR VICE PRESIDENT, CHIEF COMPLIANCE AND ETHICS OFFICER, BRISTOL MYERS SQUIBB

As one of your organization's leaders, why are you personally committed to advancing gender parity in the workplace?

My commitment to advancing gender parity is twofold – both personal and professional. Personally, my wife works full time as a lawyer, and I have two daughters, one in college and one in high school. Anything that I can do to create an equitable environment for them – and for every other woman in the workplace – is critically important. My daughters are confident and outspoken, and when they start their careers, I want to ensure those qualities are as valued, appreciated and respected as they would be in a male colleague. Professionally, we know that a gender-balanced workforce is good for business. It's well-documented that companies with the most gender-diverse leadership see higher return on sales, generate greater return on investment, and outperform less diverse companies. I want to do everything we can to be successful. Gender parity is an important component of that success.

How does your participation in the Collaborative complement what you are already doing?

The Collaborative complements our current initiatives by giving us a forum to share learnings and come together with other leaders who are struggling with the same issues. The reality is that none of us have all the answers, because if we had all the answers, we would have reached gender parity by now. And yet, we still have a long way to go as an industry.

Through the Collaborative, we're able to learn from and contribute to a cross-company dialogue on how we can work together to make the changes needed.

ADAM DUBOW



Devray Kirkland



CHIEF DIVERSITY OFFICER, CARDINAL HEALTH

What makes this consortium unique compared to other initiatives/investments happening in your own organization?

One of the most unique aspects of this group is that all the participants are willing to share their ups and downs, triumphs, and failures so that the learnings can help others be successful. This work is not easy – and continues to be challenging for so many different reasons, yet the members of the Collaborative remain open and vulnerable to openly share. The members of this group are not only focused on helping to make their organizations better, but also helping to make society better as well. We know that there is not a one-size-fits-all solution in this work, and that no one person or organization has all the answers. A critical component in being successful in this work is collaboration, so this group is appropriately named.

What impact has the Gender Parity Collaborative had on your organization?

The Collaborative is a great opportunity to have open and honest dialogue about the gender parity issues that many organizations are facing today. Cardinal Health has benefited most from the focused approach on industry-related challenges while also being able to scale solutions to the size of your specific organization. Not all of the organizations in the Collaborative are in the same places on their DE&I journeys, so being able to have multiple options to consider as you adjust for your businesses' needs is critical to ensure you are achieving sustainable impact.

One of the most unique aspects of this group is that all the participants are willing to share their ups and downs, triumphs, and failures so that the learnings can help others be successful.

DEVRAY KIRKLAND

Member Spotlights



Tamicka S. James

HEAD OF DIVERSITY AND INCLUSION, U.S. COMMERCIAL, MEDICAL, AND GOVERNMENT AFFAIRS (CMG) AT GENENTECH, A MEMBER OF THE ROCHE GROUP

What impact has the Gender Parity Collaborative had on your organization? What are some specific wins as a result of your organization's engagement with the Collaborative?

At Genentech, we are committed to unifying the greatest minds within and beyond our diverse networks to solve the world's most complex health challenges and improve the lives of all patients. The industry leaders who comprise the Collaborative offer access to invaluable resources and expertise.

The HBA E.D.G.E. in Leadership Study inspired us to conduct our own research, which shapes our data driven strategic approach to ensure our workforce reflects our increasingly diverse world. We're leaning into data transparency as part of our commitment to D&I by sharing data annually with employees related to gender and people of color representation and pay practices, as well as publishing our first Annual D&I Report.

It's indisputable that we have a greater impact as a Collaborative than we can have independently, and I am proud to be a part of a network of peers equally committed to D&I work.

As one of your organization's leaders, why are you personally committed to advancing gender parity in the workplace?

My commitment to advancing gender parity in the workplace is rooted in my own experiences and the understanding that representation matters and visibility is key. Women and girls represent half of the world's population and as the late Supreme Court Justice Ruth Bader Ginsburg so eloquently stated, "Women belong in all places where decisions are being made." Women deserve to have an equal voice and be represented at all levels of leadership within an organization.

I am honored to be an African American woman in a leadership position at Genentech. And with that comes the responsibility to ensure other women have the same opportunities by helping to ensure that our workforce reflects the populations we serve. It's in that reflection that we will continue our work to improve the lives of all patients. For this reason, I remain committed to challenging the status quo, stereotypes, gender bias, inequality, lack of representation, and all the "isms"!

It's indisputable that we have a greater impact as a Collaborative than we can have independently, and I am proud to be a part of a network of peers equally committed to D&I work.

TAMICKA S. JAMES



A Member of the Roche Group



Sheri Mullen

SENIOR VICE PRESIDENT, U.S. SPECIALTY PHARMACEUTICALS, GSK

As the first industry consortium working to accelerate systemic change, what will lead the Collaborative to measurable positive outcomes?

The accountability factor of the Collaborative is very important. While sharing key data and best practices is important, it takes holding hands across the industry to champion the business case for gender parity within each of our individual organizations. The good news is like GSK, many of the organizations involved in the Collaborative have been recognized externally for their inclusion and diversity efforts, and by coming together, we can act as an accelerator for gender parity as well as hopefully extend our influence outward toward other companies.

As one of your organization's leaders, why are you personally committed to advancing gender parity in the workplace?

As a leader, I believe I have a dual responsibility to help others be the best they can be, but also to help GSK achieve its vision of becoming one of the most innovative, best performing, and trusted healthcare companies in the world. Gender parity aligns with both. There's no better way for me to demonstrate my commitment than to be a role model to others and to get involved in the organizations making a difference in gender parity like the HBA, so I invest the time to do so.

By coming together, we can act as an accelerator for gender parity as well as hopefully extend our influence outward toward other companies.

SHERI MULLEN



EXCERPTED FROM 2020

Member Spotlights



EXCERPTED FROM 2020

Peter Anastasiou



EXECUTIVE VICE PRESIDENT & HEAD OF NORTH AMERICA, LUNDBECK

Why was it critical for your organization to be involved in the Gender Parity Collaborative?

Gender parity is something I'm passionate about and made a priority at Lundbeck. However, I recognize we can't achieve gender balance in healthcare operating in isolation. We need collective focus on the larger environment and collaborative action to achieve systemic changes. When we're together, we begin to see and shape the possible. But we also stay grounded in concrete plans and measured progress.

Why has it been necessary to create the Collaborative—this first ever industry consortium?

The adage 'what gets measured gets done' is particularly relevant to gender parity. Keeping a continued focus on this and tracking member-companies' progress is the recipe for ensuring true progress. Each of us may be passionate advocates for gender equity, but the collective commitment and engagement of our companies working together is what will create a movement. The value of gender parity is providing more perspectives and instilling diversity of thought into our organizations. In similar ways, the diversity of experience within the Collaborative enriches Lundbeck's own efforts and empowers us to accelerate gender parity.

Each of us may be passionate advocates for gender equity, but the collective commitment and engagement of our companies working together is what will create a movement.

PETER ANASTASIOU



Greg Rush



CHIEF FINANCIAL OFFICER, PAREXEL

As a CFO, why should companies care about gender equity?

First and foremost, companies should always do what is "right," regardless of whether it is profitable or not. Doing what is right produces a better and ultimately more profitable organization. If we tap all our talent, we achieve the best results. Alternatively, if we don't do the right thing, this can prove to be costly resulting in a damaged reputation, loss of key talent, and possible adverse financial consequences.

As one of your organization's leaders, why are you personally committed to advancing gender parity in the workplace?

For most of my life, I did not take the time to understand there actually could be gender disparity in the workplace. That all changed as a very powerful and much more intelligent individual than myself came into my life and educated me. That person was my wife, and later in life, my adult daughters. I embarked on a promise to my daughters never to be part of the "problem" but instead part of the solution. It became personal to me, not because it is the politically correct thing or to make the company "look good," but because it is the right thing to do.

Companies should always do what is 'right,' regardless of whether it is profitable or not.

GREG RUSH

Member Spotlights



Aida Sabo

VICE PRESIDENT, DIVERSITY, EQUITY, & INCLUSION, PAREXEL



Why is it critical for your organization to participate in the Gender Parity Collaborative?

It's important for us to be part of the Gender Parity Collaborative for various reasons. First, we can learn best practices around gender equity/advancement. Second, we can share some of our successes so that others learn from them as well. We value collaborating on joint efforts to advance our industry. We have been formally committed to diversity, equity, and inclusion for more than five years and have a dedicated department for DEI at the corporate level. Active participation in the Collaborative is a reflection of our commitment.

How has your company benefited from the Collaborative discussion forums with like-minded industry peers?

We draw inspiration, validation, ideas, synergy, and a strong sense that we are moving forward together towards a common goal. Because many of the members of the consortium are our customers, we continuously learn about their priorities and how they are aligned with ours and vice versa. This alignment is vitally important for the benefit of society and public health.

What makes this consortium unique compared to other initiatives/investments happening in your own organization?

This consortium provides the opportunity to work collaboratively with other companies engaged in the healthcare field committed to gender parity. While our own corporate commitment is important, we gather further strength and validation through cooperation and comparison with similar initiatives at other companies in our space. There is truly strength in numbers.

We draw inspiration, validation, ideas, synergy, and a strong sense that we are moving forward together towards a common goal.

AIDA SABO



Mike Gladstone

VICE PRESIDENT, INTERNAL MEDICINE, PFIZER



Why was it critical for your organization to be involved in the Gender Parity Collaborative?

At Pfizer, we believe that unleashing the power and potential of a diverse and highly engaged workforce is critical to achieving our purpose – breakthroughs that change patients' lives. That's why we have doubled down on our commitment to becoming a leader across our industry in gender equality, diversity, and inclusion. Participating in the Collaborative enables us to learn from our industry peers, share best practices, and build critical support for the systemic changes that need to happen if we're going to truly achieve gender parity as an industry.

As one of your organization's leaders, why are you personally committed to advancing gender parity in the workplace?

As a global president overseeing a \$9 billion business with nearly 8,000 colleagues, I can tell you first-hand how important gender parity is to our success. I can think of several examples where the addition of a female point of view has made the difference between a good decision and a great one. For example, one of our most successful creative campaigns for Viagra – a medicine for men – was the result of a key insight from female team members. As women are key advisors in their families' healthcare decisions, it was important that our campaign was not just targeted toward men. By encouraging a diversity of perspectives, we challenge ourselves to think bigger and differently, and in my opinion, this almost always results in a better product.

What makes this consortium unique compared to other initiatives/investments happening in your own organization?

It allows us the opportunity to accelerate our progress internally because we get to understand, deeply and intimately, what's worked well (and not so well) elsewhere. There's a high level of respect and trust amongst the Collaborative members.

By encouraging a diversity of perspectives, we challenge ourselves to think bigger and differently, and in my opinion, this almost always results in a better product.

MIKE GLADSTONE

EXCERPTED FROM 2020

Member Spotlights



Rod Mackenzie PhD



CHIEF DEVELOPMENT OFFICER
AND EXECUTIVE VICE PRESIDENT, PFIZER

As one of your organization's leaders, why are you personally committed to advancing gender parity in the workplace?

As Pfizer's Chief Development Officer, I oversee all components of our clinical development programs, including our global clinical trials. One of our core tenets is that broadening access to clinical trials is a health equity issue. As we strive to reduce health disparities in and through clinical research, we also actively work to eliminate disparities in the workplace. We're proud that a recent third-party survey confirmed for us that Pfizer has attained parity in compensation. Now we're focused on parity in opportunity, to open doors to leadership positions for women and underrepresented minorities. I believe that having diverse leadership will help us to better meet the needs of a diverse global patient population.

How have you benefited professionally from participating in this consortium?

I have learned and deepened my appreciation of all the complex issues associated with achieving gender parity. Most powerful is the testimony of women who have talked to us about their experiences. These are humbling for me. I realize that I had little to no understanding of corporate life as a woman or, even less, as a woman of color. Being informed simply makes me determined to take action.

Together we have become stronger and the power of the Collaborative is certainly felt within Pfizer.

ROD MACKENZIE



Cecilia McKenney



SVP AND CHIEF HUMAN RESOURCES OFFICER,
QUEST DIAGNOSTICS

Why was it critical for your organization to be involved in the Gender Parity Collaborative?

Inclusion inspires innovation, a key company value at Quest Diagnostics. We know that innovation happens through collaboration and experimentation. The Collaborative provides a great laboratory for ideas to germinate and be exchanged to accelerate gender parity in all the member companies. Participating in the Collaborative is a way for us to proudly and publicly demonstrate our commitment to gender parity and gain access to a broad array of resources that helps us act on our goals in a faster and more effective manner.

For companies who have yet to join, what do you think they're missing out on?

The Collaborative offers a forum for accelerating change that on your own is very challenging to achieve. Just two years in, this consortium is already demonstrating its impact on participating companies. Seventy-two percent have already observed increased support for gender parity and nearly half have already attested the Collaboration has helped them advance their women's agenda. That said, there's always more opportunity; the more companies participate, the more representative and valuable our research, the more impactful our dialogue and the more plentiful our resource of best practices. It's a win/win partnership: you do not want to be left behind.

The Collaborative provides a great laboratory for ideas to germinate and be exchanged to accelerate gender parity in all the member companies.

CECILIA MCKENNEY

EXCERPTED
FROM 2020

EXCERPTED
FROM 2020

Member Spotlights



Mary Stutts

GLOBAL INCLUSION AND HEALTH EQUITY OFFICER, REAL CHEMISTRY



What impact has the Gender Parity Collaborative had on your organization?

Real Chemistry's participation and engagement with the Gender Parity Collaborative was instrumental in our ability to build out a solid diversity, equity, and inclusion foundation. The best practices and insights sharing, along with real-time/peer-set problem solving, was a true learning opportunity to us and allowed us to validate the initial strategy we put in place. Our partnership with the Gender Parity Collaborative also gave us the opportunity to share our own data analytics/ research insights to help inform Collaborative member strategies, as well as the HBA's annual strategy.

What are your organization's current ambitions around gender parity or DE&I between now and the next 10 years?

At Real Chemistry, we launched Inclusive Leadership workshops that prepare leaders at every level of the organization to model inclusive leadership behaviors that support, engage, and empower the workforce of the future, which will be multi-generational, multi-ethnic, multi-lifestyle, and multi-gender. The goal is to recognize positive and negative paternal and maternal leadership styles and help leaders understand why both styles are critical to the success of the organization. Men and women have different approaches to leadership, and it is critical for organizations to value and nurture both styles to ensure innovation, productivity, and growth objectives are achieved.

In your current role, why did you decide to become involved in the Gender Parity Collaborative?

I have championed women in leadership throughout my entire career and have been pleased at the progress of more women in leadership, women on boards, and advances in pay equity – albeit much work is still needed to benefit women of color. The negative impact of the pandemic on women in the workforce is threatening to erase so many of the gains we have achieved over the years. We must evolve our business culture to offer policies that ensure women continue to thrive in their careers, which is particularly critical for the healthcare industry because women comprise the majority of the workforce. These policies should include more flexible work schedules and the ability to work remotely, ensuring access to greater childcare benefits and paying women more equitably so that economic stability for women continues to grow.

Real Chemistry's participation and engagement with the Gender Parity Collaborative was instrumental in our ability to build out a solid diversity, equity, and inclusion foundation.

MARY STUTTS

Visibility

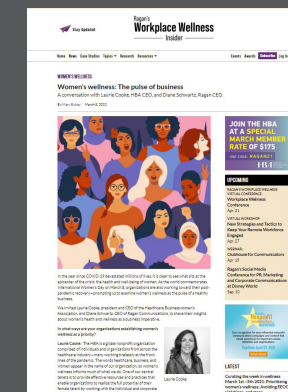
From media placements as a result of HBA outreach to mentions via Collaborative cohort news, the consortium saw greater visibility in 2021. Industry conferences and events also provided opportunities to raise awareness and share impact.



Julie Ross, Advanced Clinical, featured on *EMG Gold Podcast*, Sept. 2021



Devray Kirkland, Cardinal Health, Nicola Greenway, Takeda, and Adam Dubow, Bristol Myers Squibb, featured as panelists with HBA CEO Susan M. O'Connor at *Health Connect South*, Fall 2021



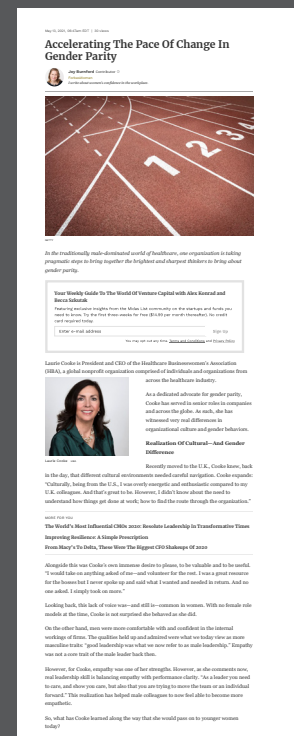
Collaborative mentioned in *Ragan's Workplace Wellness Insider*, March 2021



Alvine Tremoulet, Pfizer, featured in *EMG Gold* publication, Fall 2021



Collaborative promo ads featured in *PharmaVOICE*, *Insigiam Quarterly* and *HS&M*



Collaborative called out in *Forbes*, May 2021

469 media mentions
681 million readership reach

Healthcare Businesswomen's Association (HBA)

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HBA GENDER PARTY COLLABORATIVE COMPANIES AS OF NOVEMBER 2021

