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In 2015, the HBA refreshed both our mission and our five-year strategic plan to create a laser focus—and true accountability—around moving the needle on gender parity.

In 2016, we began putting this bold plan into action. Coming together around our singular purpose, we put a stake in the ground—challenging ourselves to not just develop and support women who are ready to lead in healthcare, but to change the culture of healthcare to ready it for more women leaders.

With that in mind, we undertook three key initiatives.

First, we set out to deepen and share our research around the business case for gender parity. We created foundational data and publications to tell the story of the dwindling healthcare leadership talent pool—and help business leaders understand that they need women at the table to accelerate their companies’ growth, expand their leadership teams and move healthcare forward at a societal level.

Second, we worked to broaden and deepen our engagement. Through the HBA Next geographic operating model, we continued to reconfigure our organizational structure to match the 2016 environment. We transitioned five existing chapters to the Next model and opened five new affiliates.

We also continued to leverage technology strategically for greater engagement. We brought global leaders together virtually to provide advice and guidance on our strategic plan and achievement of key milestones. Through these efforts, we obtained a new level of reach, frequency and intimacy with our volunteers and our larger membership.

Third, we pushed forward in our governance efforts to allow our global board to focus on overall strategy, while empowering regional and local leaders to execute that strategy in a way that makes sense to our customers. This nimble approach created many more leadership opportunities and increased volunteer satisfaction. Volunteer leaders were unburdened from many of the time-consuming but necessary operational tasks and freed to put their time and talents toward making a significant impact in ways most important to them.

This was a year of implementation and change. Our outstanding group of leaders across the organization met each challenge along the way with innovative solutions to take the HBA to the next level of achievement. The many volunteers, leaders and staff remain focused on our singular goal of moving the gender parity needle forward.

Nancy Santilli, 2016 HBA chair
2016
Healthcare Businesswomen’s Association

Fourth decade of advancing women in the business of healthcare

Celebrating 10 years of success under the leadership of Laurie Cooke, HBA CEO, the organization’s first full-time professional staff member

Tremendous membership growth

7,980
Total membership went from 7,091 to 7,980 – 12.5 percent growth

15/400+
15 chapters worldwide offering 400+ annual events

40,000+
Network of 40,000+ women and men from leading biotech, healthcare, pharmaceutical and supporting companies

120 working with 120 corporate partners

Growth across the chapters

<table>
<thead>
<tr>
<th>Region</th>
<th>Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greater Philadelphia</td>
<td>+3%</td>
</tr>
<tr>
<td>Atlanta</td>
<td>+4%</td>
</tr>
<tr>
<td>San Francisco Bay Area</td>
<td>+6%</td>
</tr>
<tr>
<td>Europe</td>
<td>+13%</td>
</tr>
<tr>
<td>St. Louis</td>
<td>+16%</td>
</tr>
<tr>
<td>Ohio</td>
<td>+18%</td>
</tr>
<tr>
<td>Metro Area</td>
<td>+20%</td>
</tr>
<tr>
<td>Boston</td>
<td>+21%</td>
</tr>
<tr>
<td>Florida</td>
<td>+38%</td>
</tr>
<tr>
<td>Southern California</td>
<td>+40%</td>
</tr>
<tr>
<td>Dallas-Fort Worth</td>
<td>+226%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>13%</td>
</tr>
</tbody>
</table>

54% Pharmaceuticals
15% Biotechnology
9% Consulting
6% Device/diagnostics
4% Industry services
1% Medical delivery
THE HBA IS A CONVENER

DEEPENING AND SHARING RESEARCH AROUND THE BUSINESS CASE FOR GENDER PARITY

Through sharing research, broadening and deepening our engagement, and empowering our leaders to expand our reach and bring more professionals into the organization, we positioned ourselves this year as a convener of companies dedicated to achieving gender parity.

HOSTED BUILDING BETTER BUSINESS CONNECTIONS SUMMIT

At the “Women Leaders Transforming the Future through Gender Partnership” Summit, nearly 100 senior leaders from more than 30 life sciences companies gathered to take a deep dive into the topic of gender partnership and learn practical ways to create a world of true equality.

KEYNOTE SPEAKERS
Rayona Sharpnack, CEO and founder, Institute for Gender Partnership
Mike Kaufmann, chief financial officer, Cardinal Health
Hosted by Pfizer Inc.

SECURED VISIBILITY

- Created the Gender Partnership webinar series, and worked to convene companies to discuss the impediments and solutions to uncover hidden bias, build gender partnership and laud those individuals and companies who get it right.
- Conducted an HBA Gender Parity Maturity Model market sizing and competitive landscape survey.
- Published three HBAdvantage magazines, including an issue focused entirely on gender parity.
- HBA CEO Laurie Cooke was interviewed on the topic of moving the needle on gender parity by Nancy Donohoo in her new podcast series Talk at the Top.
- HBA Boston held a gender parity tweetchat, led by Kelley Connors, global chair of the HBA’s Digital Innovators affinity group, and HBA Boston vice president.
- Contributed to the USA Today Women in Business supplement on the future of business, in which businesses united to raise awareness of gender parity. The HBA contributed an article on why women should seek sponsors.
CELEBRATED INTERNATIONAL WOMEN’S DAY with a free virtual event titled “Moving the Needle.” In this webinar, Laurie Cooke, HBA CEO, Kim Ramko, global and Americas advisory life sciences industry leader, EY, and Rhonda Crichlow, vice president, Novartis, shared how their organizations are being change agents for global parity and what actions others can take.

Became a member of the **THIRTY PERCENT COALITION**, a unique and groundbreaking national organization of more than **80 members** committed to the goal of women, including women of color, holding **30 percent** of board seats across public companies.

**BROADENING AND DEEPENING ENGAGEMENT**

Hosted our **2nd annual** HBA reception at the J.P. Morgan Healthcare Conference, facilitating business connections among nearly **200** senior executive women and men in the business of healthcare. This reception was sponsored by Bristol-Myers Squibb and the HBA San Francisco Bay Area chapter.

**CREATED A NEW MEMBERSHIP LEVEL FOR YOUNG PROFESSIONALS**

**OPENED FIVE NEW AFFILIATES UNDER THE HBA NEXT MODEL**

- HBA Phoenix
- HBA Seattle
- HBA Denver
- HBA Austin
- HBA Kansas City

**ENHANCED GOVERNANCE TO EMPOWER LEADERS**

Built out global committees in preparation for 2017. Global committees are small teams of subject matter experts who establish and refine the HBA’s strategy, priorities and key initiatives in a specific focus area.

**REACHED NEW MEMBERSHIP MILESTONES**

HBA Europe crossed **500+** members.  
HBA Boston reached **1,000+** members.
**HBA 2016 FLAGSHIP EVENTS**

<table>
<thead>
<tr>
<th>Woman of the Year (WOTY)</th>
<th>Innovation. Inspiration.</th>
</tr>
</thead>
<tbody>
<tr>
<td>nearly 2,500 attendees in New York</td>
<td>70 women in healthcare honored as HBA Rising Stars</td>
</tr>
</tbody>
</table>

1 exceptional man honored as the HBA Honorable Mentor

1 extraordinary volunteer honored as the HBA STAR

1 inspiring healthcare leader chosen as the HBA Woman of the Year (WOTY)

*It takes courage to be yourself, and it is inclusion that lowers barriers and enables people to bring their best self forward.*

*Woman of the Year Jennifer Cook, head of pharma, region Europe, Roche*
2016 WOMAN OF THE YEAR

"It takes courage to be yourself, and it is inclusion that lowers barriers and enables people to bring their best self forward. There is another important aspect to this that relates clearly to our focus here on achieving gender parity. I believe inclusive behavior is crucial to speeding up progress there as well. Any behavior that singles out one group and excludes another runs the risk of being divisive. Instead we have to create a positive alternative—and inclusion is a rising tide that lifts all boats."

Jennifer Cook, head of pharma, region Europe, Roche

The Woman of the Year is an inspiration to all because of her leadership style, executive presence and business savvy, and is supportive of the HBA and its core purpose to further the advancement and impact of women in the business of healthcare. She serves as a role model for other women to aspire to, as well as for companies to consider how they are supporting the advancement of women within their own organization. It is through the development of women within our healthcare industry that we will move the needle on women’s relevant representation at all levels.

2016 HONORABLE MENTOR

"If we want to accelerate diverse leadership at the top, we must move from just mentoring to sponsoring and championing. You see, because with sponsorship and championship, we have more skin in the game. Sponsorship is saying that I want to take a bet on someone who I see greatness in before they see it in themselves and championship is saying that I am going to fight for her to take on that greater leadership role — someone who I know with a little caring, coaching and support will unleash her Shero Superpowers and be the legacy leaving leader we know she can be."

Jacopo Leonardi, executive vice president and president, Immunology, Baxalta Incorporated

An Honorable Mentor is a leader who demonstrates long-term support for the advancement of women in the healthcare industry, has a personal dedication to developing, mentoring and promoting women in the industry, and who has been supportive of the HBA’s goals.
2016 HBA STAR (STRATEGIC TRANSFORMATION ACHIEVEMENT RECOGNITION)

“The failure of belief is one of many inhibiting factors in the effort to achieve gender parity—and there has never been a better time to fight for this. We no longer have to make the case that women can be incredibly successful, talented leaders in a myriad of business settings. I have seen this in my own executive search work—clients demand a diverse slate of candidates. But as the HBA and other organizations work on the external environment, we women have another mission-critical battle to wage—we must fight against the gravitational pull of doubt. This interior terrain may prove to be the most decisive battlefield.”

Deborah Coogan Seltzer, director, services management and a member of the life sciences practice of executive search consulting firm Spencer Stuart

An HBA STAR is a volunteer who stands apart as a truly exemplary role model for others, who has demonstrated a long-term commitment to furthering the HBA’s goals and who has strategically transformed the organization over the course of many years

Attendees celebrating at the Woman of the Year event
Luminaries are professionals with at least 20 years of professional industry experience, honored as leaders in the healthcare industry along with other award recipients at our annual Woman of the Year (WOTY) event.

Deirdre Albertson, vice president, project management, inVentiv Health
Sandy Babey, vice president/general manager, US region, BD
Iris Bavaj, senior director quality operations, Europe, West Pharmaceutical Services
Beth Beck, general manager, McCann Health, North America
Debby Betz, chief officer of corporate affairs and communications, Indivior PLC
Bridget Boyle, vice president and site head human resources, Roche Diagnostics
Francine Carrick, PhD, executive vice president, chief scientific officer, GSW, inVentiv Health
Mary Christian, head, oncology academic research group, Bristol-Myers Squibb
Rhonda Nesmith Crichlow, vice president and head, US diversity and inclusion, Novartis Pharmaceuticals Corporation
Jennifer Damico, vice president, corporate audit, Pfizer Inc
Sabina Ewing, vice president, business technology, Pfizer Inc
Lyn Falconio, executive vice president worldwide business director, Publicis Health
Cheryl Fielding, executive vice president, director of client services, PALIO, inVentiv Health
Heather Gervais, epocrates vice president commercial operations, athenahealth
Patrice Gilooly, vice president, quality assurance and operations, Regeneron Pharmaceuticals, Inc.
Jani Hegarty, president, Health & Wellness Partners
Rachel Jacques, vice president US hematology marketing, Baxalta
Anne Keating, executive director, global development team leader, Astellas
Meg McKenna, vice president, US surgical care sales, Baxter Healthcare Corporation
Lisa Miller, PharmD, executive director, healthcare systems, Purdue Pharma L.P.
Cherene Powell, managing director, Accenture Strategy
Julie Schiffman, vice president portfolio and decision analysis, Pfizer Inc
Michele Schimmel, managing director, Rx Mosaic Health
Amy Starck, principal, Deloitte Consulting
Amy Van Buren, vice president, implementation, Magellan Rx Management
Karen Vari, regulatory competency lead - informationist, Knowledgent
Jacquie Vealey, executive director segment solutions infectious disease, Quest Diagnostics
Marilyn Vetter, vice president, government and public affairs, Horizon Pharma
2016 HBA RISING STARS

Rising Stars are professionals in the early-to-mid stages of their career, honored as leaders in the healthcare industry along with other award recipients at our annual Woman of the Year (WOTY) event.

Sara Allen, director of digital, JUICE Pharma Worldwide
Susan Asante-Abedi, senior principal, IMS Consulting Group
Nyra Bannis, director of patient services, Shire
Chiara Bergerone, senior business director Europe, BD
Bárbara Büchel, vice president, global business director, Indigenus, the global network of the bloc
Joan Cannon, national director, medical science liaisons, Lundbeck
Kris Cappo, director, forecasting, Teva Pharmaceuticals
Elizabeth Ciccio, vice president of marketing, Skipta
Kelly Cullen, vice president, account group supervisor, Create NYC
Paula Dantas, senior tax manager, EY
Christine Dellanno, US regulatory healthcare manager, RB
Nancy Shore DiLella, senior associate general counsel, Genentech Inc
Belinda N. Drew, deputy director, global hemophilia strategic marketing communications and excellence, Bayer
Raffaella Faggioni, senior director, research and development, MedImmune, the biologics arm of AstraZeneca
Carla Fernandez, vice president, sales, Cardinal Health
MaryBeth Forte, director, human resources business partner, Daiichi-Sankyo Inc.
Gina Fusaro, PhD, senior director, global scientific communications, solid tumors and early pipeline, Celgene Corp.
Adrienne D. Gonzalez, senior counsel, litigation and government investigations, Bristol-Myers Squibb Company
Catherine Goss, senior vice president, managing director, Ogilvy CommonHealth
Kasey Quinn Griffin, associate director, clinical operations, Quintiles, Inc.
Debra Harris, senior director, marketing solutions, Healthcasts
Carolyn Higgins, senior scientist, research and development program leader, Ironwood Pharmaceuticals
Michelle R. Horton, principal, PwC
Shauna Horvath, director of client services, Cambridge BioMarketing, a division of Everyday Health, Inc
Samina Kanwar, PhD, associate vice president and head of life cycle management COE, global human health, Merck & Co, Inc
Vildan Kehr, divisional vice president, global talent acquisition, Abbott
Irina Kusnezow, manager, EY
Sue Lambert, senior director of customer experience, Thermo Fisher Scientific
Suzanne E. Maahs, PharmD, associate director in clinical sciences and innovation, translational medicine, Novartis Pharmaceuticals
Heather McCollum, director, compliance, Shionogi Inc
Lisa J. Micarelli, vice president, account strategy, McCann Managed Markets
Kim Milnes, director, global strategic internal communications, Bayer
Phuong Khanh (P.K.) Morrow, MD, executive medical director, Amgen
April Mulroney, managing director, Medidata payments, Medidata
Christa Murphy, director, human resources, Eisai Inc.
Pauline Ng, vice president, group account supervisor, Phase Five Communications, a division of ghg
Lauren Michelle Nook, vice president, management supervisor, McCann Echo
Ebele Ola, MD, director, medical affairs, Johnson & Johnson
Eliza Oristano, assistant vice president, Makovsky
Caroline Pak, PharmD, medical editor-in-chief, Pfizer Inc
Kelly Payne, leader - global business solutions the Americas, Eli Lilly and Company
Veronica Pickens, senior director, compliance and delegation, Inovalon Inc.
Michelle T. Quinn, vice president, head legal, generics, Sandoz Inc.
Sarah Radicsh, vice president, account group supervisor, Havas Life New York
Suma Ramadas, PhD, managing director, medical affairs, inVentiv Health Consulting, formerly Campbell Alliance
Shannon Resetich, global franchise head, Baxalta
Kimberly Robinson, vice president, management supervisor, Giant Creative Strategy
Emery Rogers, account director, TBWA\WorldHealth
Nicole E. Romano, senior director, client services, Publicis Touchpoint Solutions
Jody Russell, talent partner, UCB
Eugenia A. Rutenberg, business planning, Actelion Pharmaceuticals US, Inc
Melissa R. Scherkoske, vice president, group account director, Discovery USA
Tara Schweitzer, national account director, Boehringer Ingelheim
Mona M. Scrofano, senior director, scientific and competitive analysis, Takeda Oncology
Jennifer A. Shimek, principal, KPMG

Sujatha Sonti, head, formulation and process development, GlaxoSmithKline
Christine E. Sproule, associate director, Merck KGaA, Darmstadt Germany
Tara Sullivan, senior vice president, client service director, CDM NY
Jenny Sung, associate vice president, evidence based medicine research, Sanofi
Clare Tong, senior director, custom research, AlphalmpactRx
Kirsten Hansen Tonnesen, vice president, management supervisor, McCann Healthcare
Diane DiGangi Trench, head of account management, managed markets, Takeda Pharmaceuticals America Inc.
Sherrise Yvonne Trotz, senior director, enterprise immunizations, Walgreens Boots Alliance
Ruth Trzcinski, senior manager, compliance, inVentiv Health
Meredith Valentine, senior brand manager, Johnson & Johnson
Deena M. Ward, senior director, area accounts, Novo Nordisk
Pamela C. Wille, medical director/copy supervisor, Flashpoint Medica
Kassie D. Wooton, senior staff liaison to the president and CEO, Mallinckrodt Pharmaceuticals
Quyen Yuen, team leader, Allidura Consumer, inVentiv Health
Lili Zhu, Pfizer global commercial operation China lead (senior director), Pfizer Inc
HBA 2016 ANNUAL CONFERENCE

Successful flagship events
Garnered $835,250 in sponsorship revenue
Exceeded stretch goal by 120 percent
Launched 3 HBAdvantage issues with expanded reach tied to flagship events
Restructured flagship team: 1 chair, 1 deputy chair, 1 team to successfully manage both events under 1 umbrella

24/35
24 workshops and 35 total sessions—with 3 Executive Women’s Forum sessions

16
industry posters presented — with one outstanding poster award and three special recognition awards

Most Outstanding Poster
The B-Word: An Empirical Analysis of How Being Bossy Disproportionately Punishes Women in the Workplace
Cathleen Clerkin, PhD, and William Gentry, PhD, Center for Creative Leadership, Greensboro, NC, USA

Keynote Speaker
Tan Le, founder and CEO, Emotiv Leadership
a bioinformatics company advancing our understanding of the human brain and early identification of biomarkers for mental and other neurological conditions using electroencephalography (EEG)

On the Mainstage
Jazz Impact, featuring Michael Gold, PhD
delivered perspectives and techniques drawn from the world of business and illustrated through jazz — capturing the shared elements of good jazz and high performance business teams (including creativity, agility, empathy and flexibility).

Leaders Connections
Opportunities to be part of lively table discussions led by inspiring senior industry leaders.

Annual Conference
attended by more than
850 women and men in healthcare

NEW
this year:
three pre-conference seminars, developed in response to member demand for more in-depth, interactive sessions

MOST OUTSTANDING POSTER
The B-Word: An Empirical Analysis of How Being Bossy Disproportionately Punishes Women in the Workplace
Cathleen Clerkin, PhD, and William Gentry, PhD, Center for Creative Leadership, Greensboro, NC, USA

KEYNOTE SPEAKER
Tan Le, founder and CEO, Emotiv Leadership
a bioinformatics company advancing our understanding of the human brain and early identification of biomarkers for mental and other neurological conditions using electroencephalography (EEG)

ON THE MAINSTAGE
Jazz Impact, featuring Michael Gold, PhD
delivered perspectives and techniques drawn from the world of business and illustrated through jazz — capturing the shared elements of good jazz and high performance business teams (including creativity, agility, empathy and flexibility).

LEADERS CONNECTIONS
Opportunities to be part of lively table discussions led by inspiring senior industry leaders.
“Approximately 70 percent of our employees are women, and Women in Leadership has expanded our talent pool of women leaders who contribute their unique talents, backgrounds and viewpoints to help advance our business. WIL is growing our business and contributing to our bottom line.”

Steve Rusckowski, Quest Diagnostics president and CEO

The ACE (Advancement. Commitment. Engagement.) award recognizes internal leadership programs that perform by advancing and enhancing the careers of women in their respective organizations.

The ACE award winner is selected via a rigorous and independent screening process against five criteria:

- Measurable results and impact on target population: quantitative benchmarks
- Business performance – the degree to which the initiative supports the overall business
- Stewardship – the depth of commitment to the program
- Execution – the effectiveness of program execution
- Sustainability – the survivability of the program beyond initial years
HBA 2016 LEADERSHIP AWARDS

CHAIR AWARD

JESSICA PFENNIG  Digital Innovators Team

The Chair award is given to an HBA leader who exemplified effective leadership and dedication to the mission of the HBA and has had a measurable impact on the HBA global organization, chapter operations, members and/or corporate partners.

INNOVATION AWARD

AMBASSADOR DESIGN TEAM

Amina Lobban, Bonnie Lappin, Danielle Littee, Krista McKerracher, Morgan King, Lisa Morris, Susan McPherson, Tina Stiles  *Advisor Liz Coyle

The Innovation award recognizes an individual who demonstrated commitment, passion and a drive for results, created a new process, product, service or recognition level, and brought a positive benefit to the HBA.

COUNCIL OF CHAPTER PRESIDENTS’ AWARD

GISELA PAULSEN  2016 president of the HBA San Francisco chapter

The Council of Chapter Presidents’ (CCP) award is intended to recognize an individual who has demonstrated consistent leadership that directly progressed the CCP’s agenda, fostered collaboration throughout the council, and brought best practices to fruition across chapters.
The HBA Trailblazer awards recognize those that have been strategic, collaborative, willing; spent a lot of their precious time to strategize how to transition from a model that they were comfortable with to a new model; are transformative as they did the work to transition into that model; and continue to be patient as we all learn together.

**CHAPTER EXCELLENCE AWARDS**

The Chapter Excellence awards acknowledge an entire chapter board that has excelled in an area of chapter operations that exceeded the HBA’s membership and/or financial targets and the chapter’s own expectations. Two chapters were recognized this year.

**HBA BOSTON BOARD OF DIRECTORS**

**Executive Committee**
- President: Liz Paulson
- President-elect: Carol Bergeron
- Vice President: Kelly Connors
- Secretary: Amina Lobban
- Treasurer: Wei Wong
- Immediate Past President: Rota Notaroberto

**Directors at Large**
- Corporate Relations: Tina Talreja
- Marketing: Zohar P. Gorman
- Membership: Tina Stiles
- Programs: Bonnie Fendrock
- Programs: Alicja Januszewicz
- Volunteer Engagement: Jessica Blaustein

**HBA OHIO BOARD OF DIRECTORS**

**Executive Committee**
- President: Staci Jenkins
- President-elect: Heather Brod
- Vice President: Susan Moffatt-Bruce
- Secretary: Karen Hagerty
- Treasurer: Melissa Masters
- Immediate Past President: Laura Butler

**Directors at Large**
- Corporate Relations: Leslie Goss
- Marketing: Nicole Plant and Stephanie Muir
- Membership: Tina Stiles
- Programs: Beth NeCamp, Laura Rush and Kelly Adams
- Volunteer Engagement: Trisha Taylor

**TRAILBLAZER AWARD**

**The HBA Metro chapter** as they transition to the New York, Northern New Jersey and Central New Jersey chapters.

**The HBA Florida chapter** as they transition to the Miami and Tampa chapters.
THANK YOU

2016 HBA ADVISORY BOARD

Thank you to the senior executives who provide strategic direction on how the HBA can further the advancement of women’s careers in healthcare worldwide through HBA initiatives. The HBA advisory board is made up of an invited group of senior executives in the healthcare industry who represent a diverse membership and who are willing to support the HBA mission for a three-year term.

Adele Gulfo, executive vice president and chief strategy officer, Mylan
Annalisa Jenkins, chief executive officer, Dimension Therapeutics
Beth Battaglino, director of advocacy and alliance, Healthy Women
Brian Goff, chief commercial officer, Alexion
Bridgette Heller, executive vice president, early life nutrition, Danone
Buket Grau, vice president, asset executive, Biogen
Carolyn Buck Luce, executive in residence, Center for Talent Innovation
Christi Shaw, Sr. VP Lilly and President Global Bio Medicines, Eli Lilly
Deborah Coogan Seltzer, director enhanced search, North America, Spencer Stuart
Denice Torres, chief strategy and business transformation officer, Johnson & Johnson Medical Devices
Geno Germano, president, Intrexon Corporation
Jacopo Leonardi, chairman and CEO, ActivCore
Jeanne Zucker, vice president, client development, athenahealth
Jennifer Cook, Sr. Vice President, global head product development clinical operations, Roche
Kevin Rigby, principal, Rigby Consulting, LLC
Kim Ramko, Americas advisory life sciences sector lead, EY
Kristine Peterson, biopharmaceutical executive services executive
Paula Brown Stafford, biopharmaceutical services executive
Sandip Kapadia, CFO, Intercept Pharmaceuticals, Inc.
Shideh Sedgh Bina, founding partner, Insigniam
Stuart Sowder, PharmD, JD, vice president of external medical communications, Pfizer
Susan Torroella, executive vice president, Wellness Corporate Solutions, LLC
Terri Pascarelli, chief executive officer, AIT Bioscience, LLC
Tim Zuber, partner, KPMG
Bahija Jalla, president, MedImmune
William Fitzsimmons, PharmD, executive vice president, regulatory affairs, clinical and research quality assurance, Astellas
THANK YOU CONT.

CORPORATE PARTNERS AND SPONSORS

Thank you to the companies who make the HBA’s mission of advancing women in the business of healthcare possible with their generous support, both in funding and in the spirit within their own organizations.

2016 HBA CORPORATE PARTNERS

Abbott
Accenture
Actelion Pharmaceuticals US, Inc
Alcon
Alnylam Pharmaceuticals, Inc.
AlphametRx
AMAG Pharmaceuticals, Inc.
Amgen Inc.
Aptus Health
Astellas Pharma US, Inc.
AstraZeneca/MedImmune
athenahealth
Baxter
Bay City Capital LLC
Bayer
BD
Benchworks
Boehringer Ingelheim
Bristol-Myers Squibb Company
BTK Communications Group, LTD
C1 Consulting
Cardinal Health
CDM New York
Celgene Corporation
Create NYC
Daiichi Sankyo, Inc.
DDB Health, US (fka Flashpoint)
Deloitte LLP
Discovery USA
Eisai Inc.
Eli Lilly and Company
Erickson Stock
Everyday Health, Inc.
EY (Americas)
EY Europe
Genentech, Inc.
Giant Creative Strategy
GlaxoSmithKline
Grant Thornton LLP
greyhealth group
GSW, inVentiv Health
Havas Health
Health & Wellness Partners, LLC
Healthcasts, LLC
Heartland Blood Centers
Helsinn
Horizon Pharma plc
IMS Health Incorporated
Indivior PLC
Inovalon
Insigniam
inVentiv Health
inVentiv Health Clinical Division
inVentiv Health Commercial
inVentiv Health Public Relations Group
Ironwood Pharmaceuticals
Johnson & Johnson
JUICE Pharma Worldwide
KMK Consulting, Inc.
Knowledgeable
KPMG LLP
Lifewatch Services, Inc.
Lundbeck
Magellan Rx Management
Makovsky
Malinckrodt Pharmaceuticals
Marina Maher Communications – Rx Mosaic
McCann Echo
McCann Health
McCann Managed Markets
McCann Torre Lazur
Medidata Solutions
Medline Industries, Inc.
Merck & Co., Inc.
Merck KGaA, Darmstadt Germany
Merrimack Pharmaceuticals, Inc.
Mission Pharmaceuticals Company
Momenta Pharmaceuticals, Inc.
NaviSync LLC (awaiting pd inv for website)
North Highland
Norton Rose Fulbright US LLP
Novartis Pharmaceuticals Corporation
Novo Nordisk
Ogilvy CommonHealth Worldwide
PALIO, inVentiv Health
Pfizer Inc.
PharmaVOICE
Practice Fusion, Inc.
Publicis Healthcare Communications Group
Publicis Touchpoint Solutions, Inc.
Purdue Pharma L.P.
PwC
Quantum Health
Quest Diagnostics
Quid, Inc.
Quintiles Inc.
RB
Regeneron Pharmaceuticals, Inc
Relypsa, Inc.
Roche Diagnostics
Sandoz
Sanofi
Shionogi Inc.
Shire (merger with Baxalta)
Shire (merger with Baxalta)
Skipta LLC
Takeda Pharmaceuticals, Inc.
Taylor Strategy Partners
TBWA/WorldHealth
Teva Pharmaceuticals
The Bloc
The Lockwood Group LLC
Theravance BioPharma
Thermo Fisher Scientific Inc.
Trinity Partners
UCB, Inc.
Vertex Pharmaceuticals Incorporated
Vynamic LLC
Walgreens Boot Alliance
West Pharmaceuticals Services, Inc.
## 2016 HBA Woman of the Year Sponsors

### Influencer
- Pfizer
- Johnson & Johnson
- Baxalta

### Ruby
- Insigniam

### Gold
- BD
- EY
- PwC

### Emerald
- publicis health
- KPMG

### Diamond
- Millipore Sigma
- EMD Serono

### Topaz
- Ascension
- Eisai

### Silver
- Pfizer
- Multiple Myeloma Research Foundation
- Univision Communications Inc.

### Bronze
- Baxter
- Baxalta
- Ironwood
- Ketchum
- Covington & Burling
- medidata

### Media Partners
- LabKey
- Ritzio
- MedAdNews
- MM&M
- Health Data
direct

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**ADVERTISERS**

- Abbott
- Astellas
- Genentech
- Grant Thornton
- BD
- Deloitte
- Shire
- Bristol-Myers Squibb
- Healthcasts
- Eisai
- KPMG
- McCann Health
- Novartis
- inVentiv Health
- Boehringer Ingelheim
- Mallinckrodt Pharmaceuticals
- TBWA|WorldHealth
- publicis health
- Havas Health
- Pfizers
- PwC
- Takeda
## 2016 HBA Annual Conference Sponsors

### Influenzer

- Pfizer

### Ruby

- Johnson & Johnson
- Insigniam
- Shire

- Catalyzing Breakthrough Results

### Emerald

- Mallinckrodt Pharmaceuticals

### Diamond

- Dohmen Life Science Services
- publicishealth
- St. Jude Medical

### Gold

- EY
- Genentech
- KPMG
- PharmaVoice
- Quest Diagnostics
- SJU Saint Joseph’s University

- Evan K. Hubbard School of Business
- Pharmaceutical & Healthcare Marketing M.B.A. for Executives

### Topaz

- AbbVie
- BD
- Quintiles IMS
- Everyday Health INC
- PwC

### Opal

- CRB
- Kelley School of Business
- Mercy
- Thompson Coburn LLP
- Verilogue

### Media Partners

- fablab
- Exchange
- HSM
- PharmaVoice
- Pharmaceutical Executive

- Life Science Leader
- MedAdNews
- MM&M
- PM360

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HEALTHCARE BUSINESSWOMEN’S ASSOCIATION, INC.

STATEMENTS OF ACTIVITIES
Years Ended December 31, 2016 and 2015

<table>
<thead>
<tr>
<th>Support and Revenues</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meetings, workshops and conferences</td>
<td>$ 2,104,241</td>
<td>$ 2,048,635</td>
</tr>
<tr>
<td>Individual memberships</td>
<td>1,052,956</td>
<td>1,027,232</td>
</tr>
<tr>
<td>Corporate memberships</td>
<td>906,376</td>
<td>880,413</td>
</tr>
<tr>
<td>Special events - Woman of the Year</td>
<td>699,128</td>
<td>730,617</td>
</tr>
<tr>
<td>In-kind contributions</td>
<td>251,319</td>
<td>225,309</td>
</tr>
<tr>
<td>Other revenue</td>
<td>114,018</td>
<td>97,796</td>
</tr>
<tr>
<td>Investment return</td>
<td>30,731</td>
<td>23,301</td>
</tr>
<tr>
<td>Foreign exchange gain</td>
<td>101</td>
<td>2,592</td>
</tr>
<tr>
<td><strong>Total Support and Revenues</strong></td>
<td><strong>5,158,870</strong></td>
<td><strong>5,035,895</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payroll and personnel related</td>
<td>2,488,842</td>
<td>1,951,869</td>
</tr>
<tr>
<td>Events, meetings, workshops and conferences</td>
<td>1,495,617</td>
<td>1,440,498</td>
</tr>
<tr>
<td>Special events - Woman of the Year</td>
<td>598,737</td>
<td>513,628</td>
</tr>
<tr>
<td>Technology and communications</td>
<td>252,050</td>
<td>220,586</td>
</tr>
<tr>
<td>Donated services, materials and facilities</td>
<td>251,319</td>
<td>225,309</td>
</tr>
<tr>
<td>Travel, meals and entertainment</td>
<td>226,125</td>
<td>282,239</td>
</tr>
<tr>
<td>General and administrative</td>
<td>178,308</td>
<td>182,311</td>
</tr>
<tr>
<td>Professional fees</td>
<td>131,675</td>
<td>218,406</td>
</tr>
<tr>
<td>Research</td>
<td>67,838</td>
<td>62,423</td>
</tr>
<tr>
<td>Marketing and advertising</td>
<td>6,716</td>
<td>54,642</td>
</tr>
<tr>
<td>Amortization</td>
<td>54,925</td>
<td>36,699</td>
</tr>
<tr>
<td>Miscellaneous expense</td>
<td>26,625</td>
<td>8,572</td>
</tr>
<tr>
<td>Printing and postage</td>
<td>24,158</td>
<td>30,821</td>
</tr>
<tr>
<td>Insurance</td>
<td>10,500</td>
<td>17,768</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>5,870,435</strong></td>
<td><strong>5,245,771</strong></td>
</tr>
</tbody>
</table>

Change in unrestricted net assets

| (711,565) | (209,876) |

Unrestricted net assets, beginning of year

| 3,452,523 | 3,662,399 |

Unrestricted net assets, end of year

| **$ 2,740,958** | **$ 3,452,523** |
### HEALTHCARE BUSINESSWOMEN'S ASSOCIATION, INC.

#### STATEMENTS OF FINANCIAL POSITION
December 31, 2016 and 2015

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$1,179,008</td>
<td>$2,467,850</td>
</tr>
<tr>
<td>Investments</td>
<td>254,624</td>
<td>613,883</td>
</tr>
<tr>
<td>Designated investments - deferred compensation plan</td>
<td>87,722</td>
<td>81,666</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>125,636</td>
<td>130,532</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>40,056</td>
<td>6,516</td>
</tr>
<tr>
<td>Total Current Assets</td>
<td>1,687,046</td>
<td>3,300,447</td>
</tr>
<tr>
<td>Investments, net of current portion</td>
<td>2,301,397</td>
<td>1,660,069</td>
</tr>
<tr>
<td>Intangible assets, net</td>
<td>161,469</td>
<td>158,876</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>$4,149,912</td>
<td>$5,119,392</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>LIABILITIES AND NET ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$383,004</td>
<td>$587,497</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>938,228</td>
<td>997,706</td>
</tr>
<tr>
<td>Deferred compensation plan obligation</td>
<td>87,722</td>
<td>81,666</td>
</tr>
<tr>
<td>Total Current Liabilities</td>
<td>1,408,954</td>
<td>1,666,869</td>
</tr>
<tr>
<td>Net Assets - Unrestricted</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Designated for deferred compensation plan</td>
<td>87,722</td>
<td>81,666</td>
</tr>
<tr>
<td>Undesignated</td>
<td>2,653,236</td>
<td>3,370,857</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td>2,740,958</td>
<td>3,452,523</td>
</tr>
<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td>$4,149,912</td>
<td>$5,119,392</td>
</tr>
</tbody>
</table>
Ten years ago I joined the HBA as the organization’s first professional staff member. At the time, the HBA had reached a point where it had proven itself as a strong force for women in healthcare. The volunteer leaders recognized that they were poised for a trajectory of growth, and that bringing on staff was the missing piece to being able to truly take off and make the full impact of which they knew they were capable. They chose to make an investment to take the organization—and the women’s advancement it supports—to the next level.

A decade later, we stand at another pivotal moment of investment for the HBA. A moment in which we are poised to be able to make a greater impact than ever before. As Nancy wrote in her opening letter, 2016 marked the year that we began to implement our bold plan for moving the needle of gender parity. And again, we’ve recognized the need to ensure that we have the structure and the resources in place to sustain our forward momentum.

To do this, we made a strong financial and resource investment this year in bringing on several new staff members to support the transition of our governance model to one in which the board and volunteers set the direction, while the staff runs the organization. We changed the size of our board, adjusted board terms and asked our nominating committee to ensure that our commitment to true parity is reflected in our board. We successfully brought many of our existing chapters and welcomed new affiliates into the new HBA Next geographic operating model to expand our network of impact across the U.S., and Europe.

We also made a significant investment in the foundational research for our gender parity goals. One of the major barriers to making the business case for gender parity is that business leaders, by nature, require evidence, and the research around gender parity wasn’t readily accessible. We undertook a search of all available gender parity research and developed a paper for which we are now seeking publication. This effort will not only make it easier for our partners to make the case for gender parity, but will also help to establish the HBA as the convener for companies to learn from each other in advancing gender parity in the workplace.

Because of these strong investments—and the growing network of smart, talented and dedicated HBA members, volunteers, board members, staff and partners—we stand ready to turn this pivotal moment into a movement for the future of gender parity worldwide.

Laurie Cooke, HBA CEO