

# Women Leaders in Pharma



**For the leaders of  
today and tomorrow**

*A Year in Review: 2022*

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We believe women, and those who identify as women, across all levels of the life sciences and pharmaceutical industry (and those affiliated with it) will continue to forge a path forward for future women to lead, support, and empower others.

Join us and learn more at [www.womenleadersinpharma.com](http://www.womenleadersinpharma.com)

# Letter from our Board Chair

## 2022: What a year it has been...

It is almost impossible to believe 2022 began with COVID curfews, vaccination passports, and gatherings being limited to small numbers!

After having almost forgotten how the year started, we closed it rejoicing in our renewed freedom: re-acquainting ourselves with traffic and finally meeting colleagues we had only known through a flat screen. For most of us, life in the times of COVID has ended. We can finally assess what has really changed.

COVID emphasized our innate need for human connection and relationships, the preciousness of our mental health, the fragility of healthcare systems, and the precarious nature of life. In the wake of this major disruption, companies and employees had no choice but to adapt. In light of this, how did we as women adjust? McKinsey and Statistics Canada provide us insight into the workforce dynamics as they relate to gender diversity and to COVID's impacts.

**Women want more from their companies and are willing to change jobs to do so.**

## Women in the workforce

Although some progress has been made in the last decade, there is still a significant disparity and underrepresentation of women within the Canadian workforce. McKinsey's study, *Gender Diversity at Work in Canada*<sup>1</sup>, reports an increase in women's representation in entry-level positions, increasing from 45% in 2017 to equal representation in 2021, yet there has been no change at the middle management level (managers and director roles). A notable improvement in women's representation at the highest levels of management (VP, SVP, C-Suite) has also been observed over the same period.

Considering the overall Canadian talent pipeline, women's representation drops significantly from parity at entry level to 30% at C-Suite levels. This underrepresentation starts at the very first step with the first promotion to manager level, with only 37% of new managers being women, compared to 63% for men.

Women of colour face the greatest challenges. At entry level, they represent 1 out of 6 new hires. Drop-off rate in career progression also occurs early in the process, with a nearly 50% drop-off rate from entry level to manager level with only 1 out of 12 managers being a woman of colour; they only constitute just 1 out of 17 executives at the C-Suite level, nearly a 3-fold decrease in representation within the overall talent pipeline.

## The pay gap

The pay gap is another indicator of gender disparity. *Statistics Canada*<sup>2,3</sup> reports that as of 2022, women make up close to half of the total Canadian workforce (full time and part time). For full-time employees, the gender pay gap is 0.90, which means that women earn 90 cents for every dollar earned by men. Over the past five years, the Canadian gender pay gap has remained relatively stable, varying from 0.89 in 2018 to 0.90 in 2022.

Statistics Canada registers occupations in 10 broad categories that are not suitable for industry specific analysis; nevertheless, some considerations can be made.

- Legislative and senior management occupations account for 1.4% of the total Canadian workforce, with women occupying only 30% of these positions. While underrepresented, women in these roles have experienced the greatest reductions in pay gap over the past five years, going from 0.88 to 0.92.
- In health occupations, women have also narrowed the pay gap with men, with a 2022 ratio of 0.97. However, this indicator should be interpreted cautiously given that women account for nearly the entirety (98%) of the health occupations' workforce. While at first glance the gender pay gap in health may appear to be smaller than in other occupational sectors, it is not indicative of greater gender equality in this field.
- Inequality between provinces also exists, with women in the western provinces (AB and BC) experiencing a greatest pay gap in Canada (0.86 vs. 0.90 Canadian average).

## Dynamics in the workforce

McKinsey's *Women in the Workplace 2022*<sup>4</sup> report allows us to assess how workforce dynamics are changing. There appear to be two major factors that influence women's advancement within the talent pipeline. First, as previously noted, the biggest hurdle comes along with the first step in career advancement: moving from entry to manager position. Thus, the importance of managers cannot be overstated.

A growing gap exists between what managers are expected to do and the training and support they receive. Just by their sheer number, first-level managers are directly responsible for the majority of company employees, yet they often lack the soft skills required to create an environment that promotes both inclusion and well-being. Moreover, with hybrid or remote working models, the pandemic has compounded the problem, presenting new challenges when it comes to managing the work environment. Having a manager who cares about their well-being really matters to women—it's one of the top three factors they consider when deciding whether to join or stay with a company.<sup>4</sup> Despite the fact that this is a crucial component of creating an inclusive talent pipeline, it is rarely considered in performance evaluations.

The second biggest hurdle has come to light with the pandemic with more women leaders leaving companies than ever before, creating a new pipeline problem. Not only are women leaders leaving companies at the highest rate in years, but the gap between women and men leaders leaving is the largest ever seen. For every woman at the director level who gets promoted to the next level, two women directors are choosing to leave their company: this is the root cause of the lack of improvement in women representation at the middle management level (managers and directors).

But why is this happening? The answer women provided is quite simple: **women want more from their companies and are willing to change jobs to do so.** And here is what they need to stay:

- **Women want to advance, without encountering greater obstacles than men**
- **Women want to be recognized, and all of their work acknowledged**
- **Women want to have better, more flexible and inclusive work environments**

## What is next?

Despite some progress in the talent pipeline and equity areas, major obstacles remain, for which there are no quick fixes. From the McKinsey studies, **to improve their talent pipeline, companies need to attract more females into leadership positions while they retain the women leaders they have.**

Companies that have better representation of women are going further by setting goals, tracking outcomes, holding leaders accountable, offering more specific and actionable training to managers, and creating dedicated programs to make sure women get the mentorship and sponsorship they need and deserve.

**“To improve their talent pipeline, companies need to attract more females into leadership positions while they retain the women leaders they have.”**

Most companies need to take specific steps to fix the first stumbling block of women's progression in the talent pipeline: getting to the manager's position. These steps should include identifying where the largest gap in promotions is for women in their pipeline, monitoring outcomes, and rooting out biased aspects of their evaluation processes.

Last but not least, companies can't expect to improve talent pipeline diversity if they approach this as a box-ticking exercise. As the next generation of workers will have different values and needs than their predecessors, diversity, equity, and inclusion need to be integrated into the company's ethos.

## Women Leaders in Pharma

Women Leaders in Pharma will continue to work to empower women; we will partner with them, with the industry and companies to become best in class. Thus far, we have built a significant women's network, developed and implemented top-notch mentoring and coaching programs, held high quality events and produced the much appreciated "Real Time with WLP" podcasts. In Women Leaders in Pharma, DEI holds a special place: we have a dedicated team who has the mission to educate and train women and men on topics such as unconscious bias, inclusiveness, etc. In this effort for change, we will seek allyship with men.

It would not have been possible to achieve any of this without the many volunteers who are committed to supporting this change. For this, we extend our sincere thanks to all of them. A special thanks goes out to the many sponsors who not only believe that change is beneficial to women, to companies, and to patients, but who made this possible through their contributions. Lastly, I would like to express my deepest gratitude to the four inspiring women I had the pleasure of working with to begin this incredible journey.

Looking forward to seeing you in person!

## Milva D'Aronco

*Founding member and Chairperson,  
Women Leaders in Pharma  
Board of Directors*



# Letter from our President

**The Women Leaders in Pharma experienced another year of growth in 2022.** The growth was experienced in multiple areas such as membership, sponsoring organizations, partnering associates, volunteer base, etc. This increase in various areas of our association signals to us that our vision and mission is resonating with the women in the pharmaceutical and biotech industry. 2022 was a year of transitioning from virtual-only events, back to in-person events, with one occurring in Montreal and another in Toronto. The energy at the in-person events was infectious. The gathering, learnings, and networking with one another face-to-face was long overdue, and very much welcomed.

The WLP welcomed a series of new sponsoring organizations. We are partnering with these companies to bring more tools, learnings, and access to a robust network of women leaders to these organizations and their staff. In addition to partnering with organizations, the WLP is also identifying ways to collaborate with existing associations such as Innovative Medicines Canada. The WLP is consistently looking for opportunities that will recognize and celebrate women in our industry, along with acknowledgment of the ascent women in leadership in varying organizations and associations. We look forward to continuing this collaborative work.

**Our vision and mission is resonating with the women in the pharmaceutical and biotech industry.**

In 2022, the WLP further defined our internal processes and protocols to allow for efficient and effective delivery of value to our members. This also allowed the WLP leadership to focus on our external efforts...to further strategize on being a catalyst for change in the Canadian healthcare industry. We look forward to bringing more of these strategies, such as thought leadership series, and others to life in 2023 and beyond.

**The energy at the in-person events was infectious...and very much welcomed.**

The WLP volunteer team continues to evolve. New leaders have come on board, teams are growing, and more volunteers added. We aim to provide volunteer opportunities that are rewarding, that offer a fulfilling experience, and perhaps add or refine skillsets. We cannot thank our volunteers enough. It is because of them that the WLP can exist, function, and grow. Each woman that has taken hours out of their week, to provide their expertise, to ensure that all operations continue is recognized as an essential part of the entire WLP volunteer community.

Thank you to our volunteers, our partners, our sponsors, and our collaborators, for your continued support of the WLP! We couldn't do it without you!

**Jennifer Meldrum**  
*President, Executive Leadership Team*  
Women Leaders in Pharma



# Diversity in Focus

## Being Our Authentic Selves



As Women Leaders in Pharma and innovators in our own right, we're always seeking to explore new territory, and I'm excited to introduce our DEI segment—the first of its kind for us. Our focus is to leverage foundational principles of DEI to motivate and inspire women in pharma. We are trying to build an organization *diversity maturity* that drives ideas across WLP organizational lines and enables leaders to make better decisions. To help achieve this goal, we focus relentlessly on innovation and rely on teamwork and collaboration. Along the way, we are continually working to build a culture that is safe, respectful, fair, and inclusive for all our members. We are committed to developing a DEI strategy that sets out to redesign our systems, inspire empathy, and use positive accountability to drive meaningful change.

We recently initiated a survey to introspect and learn internally before arming ourselves to change the world. We understand this is just the start for Women Leaders in Pharma. Borrowing a quote from Neil Armstrong, we view this as "One small step for (WO)man, one giant leap for (WO)mankind."

**DEI is all about embracing and celebrating being authentically “you”, because everyone at WLP deserves to feel their own unique self. As a female-centric organization, it is our responsibility to create spaces where people feel belonged and heard. We believe that being transparent will help to keep us accountable moving forward, and we wanted to share our progress on this initiative. I am glad to showcase our “look in the mirror” moment at WLP - shining a light on where our members, board, and team currently stand.”**

**Sanobar Syed**

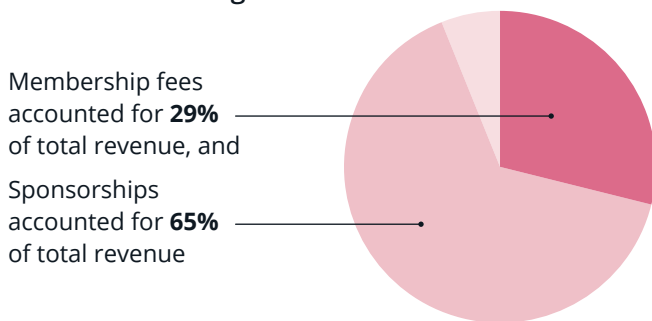
*Diversity Strategy Lead*  
Women Leaders in Pharma



# Financial Performance Update

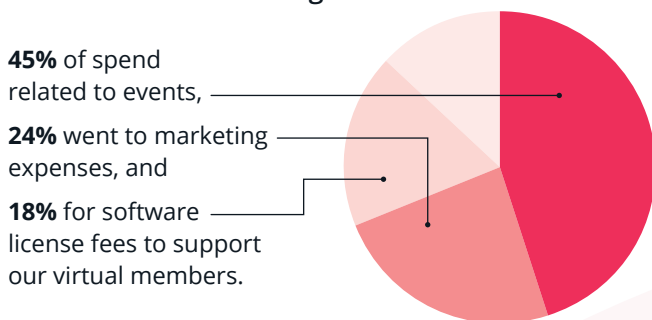
Women Leaders in Pharma's excellent financial position can be attributed to carefully managed expenses and revenues generated primarily through our membership and sponsorship. The company's net assets as of year-end 2022 were \$66K.

In 2022, revenue was generated from the following sources:



In 2022, expenses increased 4-fold versus prior year. This was strategically intentional in order to support our members with dynamic offerings post Covid-19 and to provide them with opportunities to thrive in this new normal. Furthermore, we recognize the value that our sponsors bring to Women Leaders in Pharma and wanted to ensure their support was being passed through to women in the industry.

As such, most of our expenses were incurred in the following areas:



At the end of December 2022, Women Leaders in Pharma's assets were predominantly cash and accounts receivable. Approximately 78% of WLP's liabilities are derived from deferred income from both sponsors and memberships.

## Statement of Operations

Statement of operations and changes in net assets for the year ended December 31, 2022

	2022	2021
Revenue	\$103,192	\$92,108
Expenses	\$113,271	\$29,179
<b>Excess of Revenues over expenses</b>	<b>(\$10,079)</b>	<b>\$62,929</b>
<b>Net assets, beginning of the year</b>	<b>\$75,946</b>	<b>\$13,017</b>
<b>Net assets, end of the year</b>	<b>\$65,867</b>	<b>\$75,946</b>

## Balance sheet December 31, 2022

	2022	2021
<b>Assets - current</b>		
Cash	\$90,107	\$101,266
Accounts receivable	\$21,000	
Advances to a Corporation	\$2,744	
Prepaid expenses	\$4,491	\$2,364
	<b>\$118,342</b>	<b>\$103,630</b>
<b>Liabilities - current</b>		
Accrued liabilities	\$11,150	\$3,024
Due to administrators	\$215	\$215
Deferred income	\$41,110	\$24,445
	<b>\$52,475</b>	<b>\$27,684</b>
<b>Net Assets</b>		
<b>Unrestricted</b>	<b>\$65,867</b>	<b>\$75,946</b>

**Cheryl Hue**

Finance Lead  
Women Leaders in Pharma



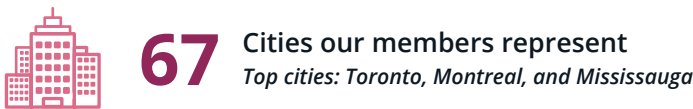


# WLP 2022: By the Numbers

Our 2022 milestones at a glance!

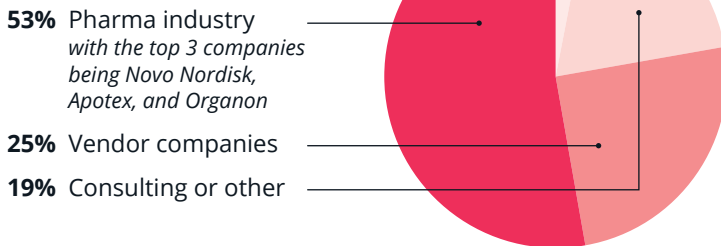
## Our Members

Total number of members

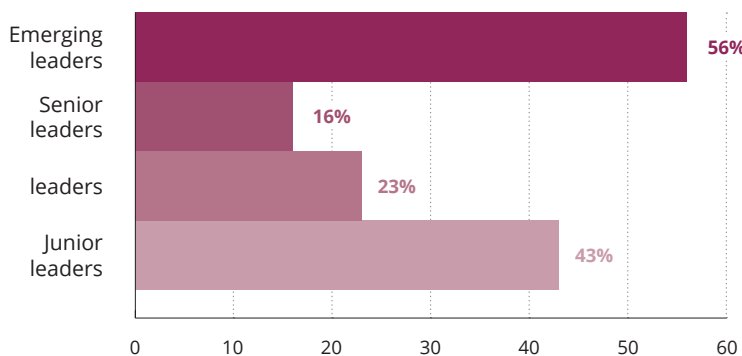


\*In kind memberships for sponsors and volunteers

## Number of companies our members represent



## Membership dynamics



## Our Volunteers



Total number of volunteers



throughout the year

*"I originally volunteered with WLP to help be a part of progressing DEI&B within our Pharma industry. Along this journey at WLP, I've seen the power of remarkable women with various skill sets, from all facets of Pharma come together to accelerate impactful change to benefit our industry. Volunteering with WLP has built my network, developed new skills, given me access to career development opportunities like mentorship and I've had a whole lot of fun!"*

Virginia Fairbank



# WLP 2022: By the Numbers

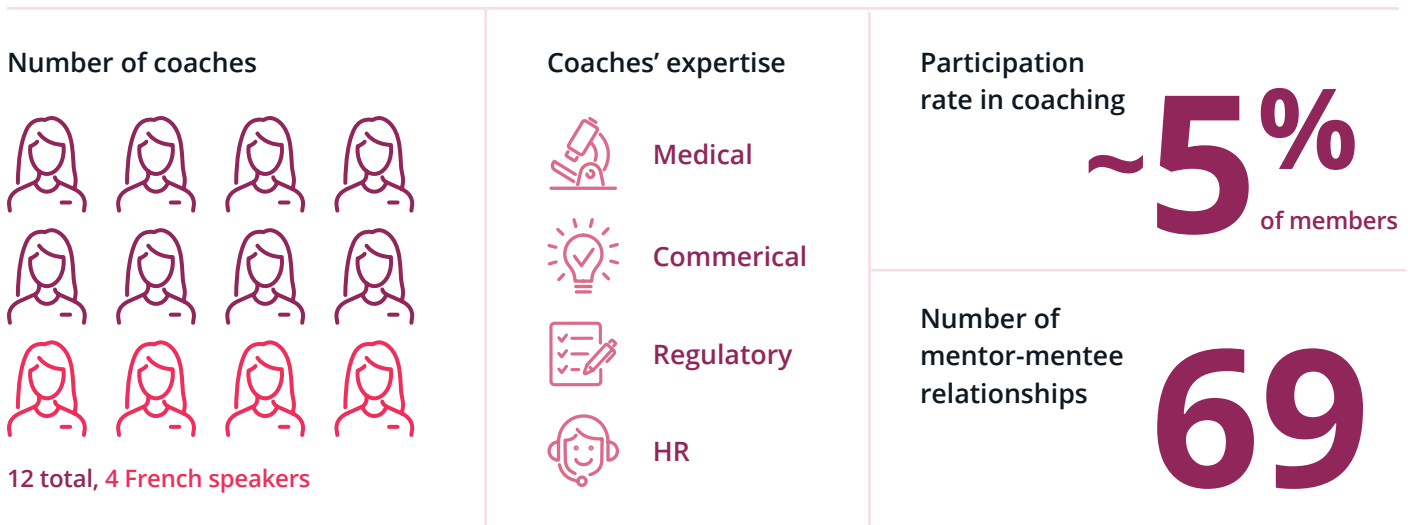
## Our Coaches & Mentors

We are always grateful to our **coaches and mentors**, who help our members explore, unleash, and unlock their potential through our member exclusive coaching program.

Interest in mentor and coaching relationships was strong, with nearly 70 participants in the program across both official languages and multiple areas of expertise. A fantastic venture for mentees and mentors alike.


*"I had the opportunity to be a mentor through this program and it was a positive experience that I would not have had otherwise."*


WLP member



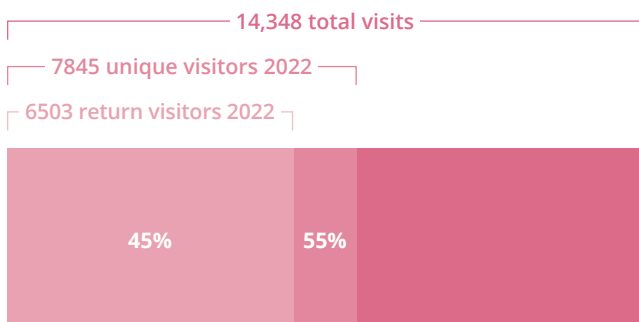
## Our Digital Presence

We were busy getting social in 2022! Our LinkedIn took the lead with thousands of new connections while the WLP website had many return visitors, and our Instagram following also got a boost! We're anticipating even more digital activity in 2023.

 2022 LinkedIn followers: **11,650**

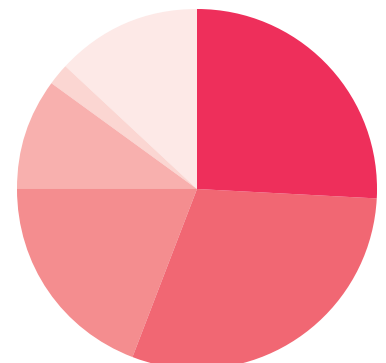
 2022 Instagram Followers: **420**

### Unique visits to Website



### How search was performed (Google or direct to URL)

-  Direct, 30%
-  Google, 26%
-  LinkedIn, 19%
-  Wix Email Marketing, 10%
-  WLP, 2%
-  Other, 13%

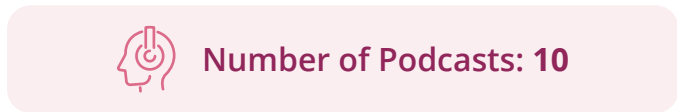


# WLP Events Recap

## Let's Get Together!

This year's events were a huge success, with hundreds of WLP members participating both in-person and virtually - a trend we plan to continue in 2023!

### Number of 2022 WLP events



*"I just listened to the WLP podcast, "The Art of Negotiation and Collaboration". It was excellent! Such an important topic, and hearing this from a women's perspective was so valuable and relevant. I took away many practical approaches that I will utilize and share with my network!"*

TJ Geddis, WLP Member

## Working To Inspire Our Members Year-round

### Our 2022 events

	Number of attendees
<b>Virtual</b>	
Book club	15
Expert consults	38
Book club	27
Actionable tools to build self-awareness for women leaders	12
The Gig Mindset	18
Reimagining Work	49
<b>Live</b>	
Mentorship events	64+
Leading Your Team to Gold	37
Executive Leadership Team Summer Summit	13
Journey to the Top	66

*"Rise and shine, I love morning club book time. It was AMAZING! Great topic and amazing flow-loved the writing process, excerpt, Q&A & reflection questions."*

**WLP member,**  
re: Breakfast Book Club featuring "Three Colors, Twelve Notes"

*"Loved every second! The best players don't always comprise the best teams. Great event!"*

**WLP member,**  
re: Leading Your Team to Gold

# Our 2022 Team

## 2022 BOARD MEMBERS

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Tamara  
Lovi



Milva  
D'Aronco



Gamze  
Yüceland



Angelina  
Habimana



Angelina  
Brathwaite



Thea  
Discepola

## 2022 EXECUTIVE LEADERSHIP TEAM MEMBERS

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Sanobar  
Syed



Photo not  
available

Helen  
Clark



Tracey  
Hudson



Sonia  
Riverin



Nina  
Lorenzo



Shawna  
Boynton



Jessica  
Lovett



Cheryl Hue



Jennifer  
Meldrum



TJ Geddis



Sarah  
Robertson



Andie Yi

# Love Letters to WLP

## Testimonials From our 2022 Members

*"It was a rewarding experience to be part of the WLP mentorship program as a mentor. This program allows both parts, mentor and mentee to explore new options, to face challenges in the workplace and put in place the best approach to succeed and learn."*

**Diana Ferraez, Mentor Program**



*"I feel like there was important lessons from each one of the panelists. 1. Even the most rigid teams can / should evolve 2. Working together is what we need to aim for, adapting to our targets is what we should be doing in 2022 3. You are a brand. Learn how to sell yourself. 4. Knowing about how others interpret your communications can bring up the efficiency of how you perform your tasks but also reduce frustrations and misunderstandings..."*

*Getting a full overview of our industry was great. Understanding that while we have very different positions, we also face the same problems."*

**WLP Member from Virtual Event**

*"Volunteering for Women Leaders in Pharma is a fulfilling experience that allows me to connect with like-minded professionals and contribute to a non-profit organization committed to advancing women's leadership in the pharmaceutical industry...Being part of a community of women striving for success in the industry is incredibly rewarding and inspiring, and I feel proud to contribute to a cause that will benefit future generations of Women Leaders in Pharma."*

**Divya Prakesh, WLP Volunteer**

*"Volunteering in the WLP mentoring committee helped me hone my skills, expertise, and knowledge in creating and maintaining a successful mentoring program. Every day, I am learning about effective communication, active listening, and problem-solving, which are valuable not only in my volunteer work but also in my personal and professional life...It is heartwarming to see the positive impact that the mentor's guidance and support have on the lives of other women."*

**Danièle Thibodeau, Mentoring Committee Volunteer**

*"I want to thank WLP mentorship program for the guidance and invaluable experience that I received. The program was structured to set you up for success. I had the greatest pleasure to partner with a phenomenal mentor... She provided me with extremely valuable resources and career insights that I will continue to utilize throughout my career."*

**Mariella Toufos, Mentor Program**

*"I can see that the WLP mentorship and coaching programs are complementary to the Apotex Women in Leadership initiatives. I wish to see more Apotex employees benefit from the WLP resources and events."*

**WLP Member, from Apotex Survey**

# Our 2022 Sponsors

Making change possible for the WLP network!

## PLATINUM SPONSORSHIP

Boehringer-Ingelheim Canada Ltd.



## DIAMOND SPONSORSHIP

Ogilvy Health  
Healthing



## GOLD SPONSORSHIP

Takeda Canada Inc.  
Teva



## SILVER SPONSORSHIP

Merck Canada  
Apotex  
Innomar  
Novartis  
Novo Nordisk  
Stevenson



## EVENT SPONSORSHIP

Lemieux Bedard  
Brunel Canada  
Jamp  
The adPharm  
Groupe Magellan  
XFacto Communications

