



# WOMEN LEADERS IN PHARMA: AN INTERVIEW SERIES

## **PART 1: 2020–2021**

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Presented by the DCAT Alliance  
for Industry Women Committee

# TABLE OF CONTENTS

ABOUT .....	3
INTERVIEWS .....	4-27
JEANNE THOMA (OCTOBER 2020) .....	4-5
KAREN FLYNN (NOVEMBER 2020) .....	6-7
KATHY WENGEL (DECEMBER 2020) .....	8-10
GRACE BREEN (JANUARY 2021) .....	12-13
KARIN SHANAHAN (MARCH 2021) .....	14-16
LISA MARTIN (APRIL 2021) .....	18-20
PRIYANKA CHIGURUPATI (MAY 2021) .....	22-23
LYNN BOTTONE (AUGUST 2021) .....	24-25
JOANNE SANTOMAURO (OCTOBER 2021) .....	26-27

To our Colleagues:

DCAT's Alliance for Industry Women Committee aims to educate, inspire, and empower women in the pharmaceutical industry. By presenting complimentary quarterly webinars featuring expert speakers on a wide breadth of topics, our Committee aims to motivate, sharpen skills, and find solutions for challenges women face every day. Our Committee also plans and executes the popular Women's Networking Breakfast, held each March during DCAT Week. Through a variety of other projects we've undertaken, we continue to gather information and ideas to produce valuable materials to share with our colleagues across the entire DCAT Member Company community.

***Women Leaders in Pharma: An Interview Series*** allows women to hear from key industry colleagues who have been kind enough to share their insights on a range of topical questions posed by the Committee. Since late 2020, these interviews have been published monthly and posted on [dcat.org](https://dcat.org), social media, and on the DCAT Alliance for Industry Women's LinkedIn page. At the end of each year, the Committee will gather all the interviews into one electronic book and PDF to provide to DCAT's Member Companies.

We hope that you enjoy reading the interviews of Part 1 of the project. We are already working on providing more interviews to inspire you in the upcoming months. Thank you.

*DCAT's Alliance for Industry Women Committee*  
*Elena Polansky, Pfizer Inc.*  
*Chairperson*

# INTERVIEW WITH JEANNE THOMA



**Jeanne Thoma**

*Non-Executive Director,  
Board,  
ANI Pharmaceuticals*

*A global executive in the pharma/life science industry, Jeanne Thoma is an experienced turnaround leader with a track record of outperforming peers against strong market headwinds and is currently a Non-Executive Director on the Board of ANI Pharmaceuticals.*

*Previously, Ms. Thoma was the President and CEO of SPI Pharma Inc. a global pharmaceutical ingredients company, with manufacturing and R&D centers in the US, France, India, and Australia.*

*Prior to joining SPI Pharma, Ms. Thoma worked with a variety of companies, providing consulting*

*services on consequential topics such as business strategy, business development (M&A), and integration projects.*

*Ms. Thoma worked for Lonza in Basel, Switzerland, from 2004-2014, initially as the Chief Human Resource Officer and then starting in 2007 as President and COO of Lonza's Microbial Control Business.*

*Prior to joining Lonza, Ms. Thoma spent 14 years at BASF Corp. in the Pharma Solutions business.*

## **What risks have you taken in your career that have paid off?**

Calculated risk taking is critical to a dynamic career. A few years back, I changed companies and moved to a new country, for a staff position when I had always worked on the commercial side of business. It was very risky, but it changed the trajectory of my career. It was a challenging and very positive experience.

## **What career advice do you have for someone new to the industry?**

Know that you will meet everyone at least twice. Be thoughtful. Always be honest and ethical. Careers are long and so are people's memories.

## **Is there any specific training / education that you found helpful in your career development?**

Be a lifetime learner. Remain curious.

### **How do women lead differently?**

I think the question is – do women lead differently? Women are not a monolithic group. There are many types of leaders, those who empower and encourage, those who challenge their teams, giving them responsibility and accountability, there are those that are top down commanders, there are political strategists, there are bureaucrats, and many variations in between. None of these leadership styles are gender specific.

### **How do women get a seat at the table?**

Since I attended my first DCAT Week in 1990, I have seen a dramatic change in the number of women in the industry and the number of women in critical roles. The world is changing. Women are well represented in professional services, retail, healthcare, education, and many other industries. Even so, there remains industries where women are underrepresented, this despite all of the studies indicating the economic benefits of diversity. Industries that do not find a way to bring more women in will become increasingly less competitive. I remain hopeful that enlightened self-interest will continue to drive positive change.

### **What role has mentoring played in your career, either as a mentor, mentee or both?**

I have not had a formal mentor in my career. However, I have had the opportunity to work with smart, successful people. I try to watch and learn. Sometimes to emulate someone's approach, how they solve problems, how they set priorities. Sometimes to remind myself of what not to do, how not to behave. When I look back on my career, the achievements of which I am most proud is seeing people that I have mentored, coached, encouraged, and challenged, striving in their careers and their lives. I had a manager once, many

years back that said you should always be working to eliminate your position. The underlying message is that you should strive to build a capable team by effectively delegating responsibility, clearly communicating expectations, and then holding people accountable. The success of a team or an organization should never come down to one person at the top.

### **How did you become a mentor? What advice would you give someone interested in becoming a mentor?**

I think that all leaders should be mentors to their teams and organizations. I have also mentored people outside of my organization. In these situations, I was approached by the mentee. As a mentor, it is critical to be frank with a mentee and provide direct feedback. Review their skills and experiences and how to fill gaps. It is also important to focus on the person's strengths and how they can leverage their strengths, rather than focusing on weaknesses. Eliminating all weakness is essentially the pursuit of perfection. That is a pursuit that is destined to fail, as none of us will ever achieve perfection.

### **Final piece of advice:**

Always be yourself. You can learn from others but you cannot imitate someone else's leadership style. You need to find your own, authentic approach or you will seem disingenuous. Trust is critical in leadership. Trust is the basis of every relationship. If you are not yourself, people will sense a lack of honesty in your approach and they will not follow you. They may do what is required but they will never be inspired to do more.

# INTERVIEW WITH KAREN FLYNN



## Karen Flynn

*President,  
Biologics and Chief  
Commercial Officer,  
Catalent*

*Karen Flynn was named President, Biologics and Chief Commercial Officer of Catalent in 2020. Prior to joining Catalent, she served as the Senior Vice President and Chief Commercial Officer of West Pharmaceutical Services, Inc. from 2016 to 2019, having previously served as that company's President, Pharmaceutical Packaging Systems since 2014.*

*Karen holds a Master of Science in Business Administration from Boston University, a Master of Science in Engineering from the University of*

*Pennsylvania, and a Bachelor of Science in Pre-Professional Studies (Pre-Med) from the University of Notre Dame.*

*She serves on the Chester County Economic Development Council Board of Directors and the Downingtown STEM Academy Advisory Board, and previously served on the Board of Directors for Recro Pharma, Inc.*

## What has surprised you most about your career?

Academically, I always enjoyed science. I majored in science in college and my early career involved technical roles. So, when asked if I would consider taking a sales role, at first, I thought that this was certainly not something for me. I am a fairly introverted person and did not fit the “mold” of what I thought a successful sales executive would need to embody. But I decided to take a risk and try on the role. Much to my surprise, I loved the opportunity to marry my technical background with

building customer relationships so that I could help our companies work together for the benefit of both. I did not need to be the socially extroverted person that I had envisioned a successful sales person to be. If asked when I was 30 years old if this was a career path I would have chosen, I would have definitely said “No way!” I am happy that I stepped outside of my comfort zone because building a career as a commercial leader helped me tremendously to develop into higher management roles.

### **How do women get a seat at the table?**

I believe that anyone developing in their career gets a seat at the table by asking for tough assignments and by demonstrating their worth. For women, asking for assignments seems more difficult. I have noticed that women early in their careers sometimes need more encouragement. Taking on challenges and performing well builds confidence. Although you may not be sure that you have all of the skills or experience, give it a try. Use your strengths to your advantage and ask for help where needed. You will be successful more often than not – and will have earned that seat!

### **What life lessons do you give the children and young people in your life?**

You will be successful if you have options. Life sometimes presents unforeseen opportunities or roadblocks. We cannot always control the path, so don't be too rigid in your view of success. Develop a well-rounded education, including a variety of experiences and skill sets. Look around to find opportunities to continually learn and grow. With this in your tool box, you will be prepared to take advantage of options as they are presented.

### **Have you had a sponsor that helped your career advancement? How did you establish the relationship with your sponsor?**

You likely have heard the statement “The biggest decisions about your career are made when you are not in the room.” This is so true. Of course, you must do your part – consistently deliver a strong performance, advocate for yourself, and build relationships. Building a relationship that results in a sponsorship may be one of the strongest things that you can do for your career. I have been fortunate to have built a couple of these in my career. It starts with being authentic and building trust. Do what you say you will do. Be vulnerable and open. Show what you can do and ask for their support in helping you to build your skills. Think about how you can help the other person as well. I believe that the sponsorship happens organically when you have built a solid relationship with someone who has more experience and influence than you do at that point in your career. And, don't forget to say thank you!

### **Final piece of advice:**

Leadership is about building teams that come together to achieve goals. There are many leadership styles that work. Find your voice and be authentic to the style that works for you. Although we must all continue to grow, learn and improve, we must first be ourselves. Build upon your own unique strengths to achieve great things.

# INTERVIEW WITH KATHY WENGEL



**Kathy Wengel**

*Executive Vice President,  
Chief Global Supply  
Chain Officer,  
Johnson & Johnson*

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*Kathy Wengel is Executive Vice President & Chief Global Supply Chain Officer for Johnson & Johnson, and member of the Executive Committee. Her responsibilities include the global Supply Chain and enterprise-wide responsibility for Quality & Compliance; Procurement; Environmental Health, Safety & Sustainability; and Engineering & Property Services, including Real Estate, Facilities, and Capital Project Management. Kathy leads a team that delivers healthcare products and services to more than a billion patients and consumers around the world every day across three business sectors: Consumer Health, Medical Devices, and Pharmaceuticals.*

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*Kathy serves as Chairman of the Board of GSI Global, is on the board of the National Association of Manufacturers in the US, and the advisory board of AWESOME. She is the executive sponsor for the Johnson & Johnson Women's Leadership & Inclusion initiative and the Women in Science, Technology, Engineering, Math, Manufacturing and Design program.*

*In 2019 Kathy was recognized by the Council of Supply Management Professionals with its lifetime Distinguished Service Award.*

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### **What risks have you taken in your career that have paid off?**

Some of the biggest risks I've taken involved moving to different countries, and taking assignments that led to significant personal growth. I spent my younger years within a 20-mile radius in New Jersey. Five years into my career, I moved to Puerto Rico for an assignment, and then to Europe and Italy. Those moves changed the trajectory of my career and my personal life – especially because I met my husband in Italy. Exposure to different cultures changed my values as a person, made me more humble, and gave me an outside view of my home country. These experiences completely transformed how I am as a leader and my ability to work well with global teams.

### **What advice would you give to your younger self?**

I think I would repeat the advice I received from my parents because it worked out pretty well: "Find what you love to do and build your career around it. It makes the bad days better, and the good days great. "My parents say that they knew I was destined to be an engineer from a young age because I always gravitated towards building blocks over other toys. As I continued through my education I was always interested in technology and science. When I graduated with a degree in civil engineering and operations research from Princeton University, I began to explore career options. Choosing a supply chain career within the healthcare industry was a no-brainer for me. Being able to innovate while impacting the lives and health of people around the world provided me with the sense of purpose that I needed from my career. I knew I found my home at Johnson & Johnson once I read Our Credo, and saw how deeply it aligned with my own personal values... something I think is key to a long, fulfilling career.

### **What industry organizations are you involved with and how has this enhanced your leadership skills and career development?**

There is great value to be gained by going outside of your own organization's walls. No matter how impactful or innovative the work you do at your company is, we do not exist in a vacuum. The external environment, regulations and processes must grow and change with the innovations of tomorrow so we can deliver our solutions and products to the end users we serve. That is why I am humbled to serve as Chairman of the Board of GSI Global, an organization that sets and maintains global standards regarding the exchange of critical business data to ensure patient safety and supply chain efficiency. I am also committed to meeting with and learning from the Supply Chain community at large—exchanging best practices and collaborating through peer-to-peer connections so we can drive mutual benefit. Another area I am passionate about is how we pay-it-forward by truly maximizing the talent of our current workforce and inspiring the next generation of supply chain professionals. I am privileged to have been recently appointed to the Executive Committee for the National Association of Manufacturers and the Board for the Manufacturing Institute in the US, and I also serve on the advisory board of AWESOME, an organization focused on advancing women's supply chain leadership. I think it's important to network and be involved in all facets of the industry you are in—not only to grow and develop personally, but to help grow and develop others. It enables you to drive change and ensure the best talent is available to drive innovative outcomes for patients, customers and consumers around the world.

## **What does your company do to support diversity in the workplace?**

At Johnson & Johnson, everything we do is guided by Our Credo. It codifies our commitment to patients, the world community, stakeholders and our employees who work with us throughout the world... stating that we must provide an inclusive work environment where each person must be considered as an individual. We must respect their diversity and dignity and recognize their merit. For more than 130 years, diversity and inclusion has been key to the success of Johnson & Johnson—starting as far back as 1908, when the company hired its first female scientist. And although this long-standing commitment is ingrained in our Company heritage, we know there is still much more work to do. Within my organization we have teams in nearly every corner of the world, which allows us to truly maximize diversity of the ideas, solutions and results we bring to light in service of the diverse patients, consumers and customers we are privileged to serve. Additionally, our Supply Chain Diversity & Inclusion Council is focused on advancing three main areas globally. First, we are continuing to increase representation of people of color, particularly black and brown, within all levels of our teams around the world. Some of the ways we are doing this include: ensuring diverse and inclusive interview panels, furthering our global sponsorship programs, and accelerating our professional development trainings around the world. Second, we are advancing a culture of inclusion. We will achieve this with a multi-pronged approach, equipping our leaders with proper tools and resources for inclusive leadership, as well as educating about racism through empathetic conversations about diversity, equity and inclusion across Johnson & Johnson

globally, including our onsite manufacturing employees. Third, we are committed to continually diversifying our suppliers—not only by selecting qualified businesses owned by people of color, women and other minority populations—but also by setting an expectation to see diversity and inclusion incorporated in all of our suppliers’ business practices. We also encourage our employees to celebrate their diversity through our Employee Resource Groups, which connect colleagues around the globe with common backgrounds, ethnicities and passions... such as our Johnson & Johnson Women’s Leadership & Inclusion (WLI) initiative, of which I am proud to be the Executive Sponsor. WLI’s mission is to drive change and foster an inclusive organizational culture that champions the advancement of women so we can achieve greater gender equality. Johnson & Johnson also offers opportunities for employees to make an impact on diversity in the external environment. For example, our WiSTEM2D (Women in Science, Technology, Engineering, Math, Manufacturing & Design) program, of which I am also the Executive Sponsor, aims to spark interest in young girls and women to pursue and maintain careers in STEM2D disciplines.

## **Final piece of advice:**

I’m an advocate for stepping outside of your comfort zone and taking opportunities or positions that may seem scary or overwhelming – in my experience, that’s when you learn the most. Each new opportunity I’ve taken has tested me, pushed me to new limits, and helped me to grow as a leader. Certainly, there were challenges and learnings along the way, but I believe those are the moments that define you, teach you, and set you apart from others. When times get difficult, you have the opportunity to forge a new path forward. That is the kind of resiliency leaders notice and reward.



# INTERVIEW WITH GRACE BREEN



**Grace Breen**

Senior Vice President,  
Quality,  
SCA Pharma

*Grace Breen was named Senior Vice President of Quality at SCA Pharma in 2017. She's responsible for leading a Quality Culture transformation in a compounding pharmacy business as it grows into a pharmaceutical-grade outsourcing company. Her team oversees the quality of compounded medications supplied to hospitals throughout the U.S. Grace previously held global quality leadership roles at Impax, Hospira, and Catalent.*

*Grace holds a postgraduate diploma in Pharmaceutical Manufacturing Technology from Trinity College Dublin, Ireland; an M.S. in Chemistry from Dublin City University, Ireland; and a B.S. in Chemistry from University College Cork, Ireland. She is a Qualified Person (QP) under EU law.*

*Grace serves on the FDA/Xavier Pharmedica Strategic Committee working to find innovative solutions for product quality challenges in the global supply chain.*

## What career risks did you take that have paid off?

I moved from Ireland to the U.S. mid-career. I was asked to take on a challenging assignment at short notice and I thought, why not? There were unknowns and risks, but they presented a learning opportunity which I felt was worth taking. The assignment paid off; I grew in the process, understood and better appreciated cultural differences, broadened my horizons, and developed an appreciation for the global pharmaceutical business. The experience put me on a path to subsequent senior global roles. While the assignment was temporary, it led to a permanent move to the U.S. and I have enjoyed being here ever since.

## Is there any specific training / education that you found helpful in your career development?

Training to be a Qualified Person (QP) early in my career was one of the key elements of my development as a Quality professional. A QP is legally responsible for certifying that each batch of medicinal product is suitable for release in the EU. My QP training taught me that my Quality decisions needed to be grounded in data, but that I could also draw upon gut feeling. It taught me personal accountability, a trait that has underpinned my career ever since. A QP needs to understand the entire supply chain supporting the batch for release and as such, I learned to see the whole, put things into context, and understand that every link in the chain is key.

### **Have you ever had a sponsor that helped your career advancement?**

Yes, I had a sponsor who helped advance my career. He helped me find opportunities that got me out of my comfort zone, and he encouraged 'sink or swim' situations to hone my critical thinking skills. Having the right attitude and being inquisitive, resilient, and performance driven will be apparent to many, including potential sponsors. I believe sponsors recognize that something in you that you don't see yourself. When working with sponsors, be open to unleashing that potential in you, even if you fail sometimes. Failure is proof you're trying.

### **Why did you choose to be involved in the DCAT Alliance for Industry Women Committee?**

I got involved in the DCAT Alliance for Industry Women Committee because I really enjoy enabling young women to advance and succeed in their careers. Specifically, I wanted to avail myself of the opportunity to share some of my own experiences that were part of my leadership journey, in the hope that they may positively influence a young leader's development. Our committee is comprised of great women who are channeling their experience and resourcefulness to make a difference to a large community of women by providing a networking forum for them and by developing and delivering programs and events that help them learn and grow. The continued engagement, dialogue and interest we've seen as a result of the many programs and events that our committee offers is adding value to the DCAT community in a way that is progressive and very rewarding.

### **What life lessons do you give the children and young people in your life?**

Get a good, solid educational foundation. Work hard at it and it will pay off. It will instill the confidence you need to help you develop and grow. Be open to opportunities as they arise. Seize the moment, adopt a 'just do it' attitude, and don't look back. Do what you say you will do. Staying true to your word is fundamental to your integrity as a person and is an admirable trait that carries you through your career. Everyone will want you on their team. Be better than mediocre. You've got the ability to excel at something you are passionate about, so don't throw away your chance to be the best at your craft. Above all, you will find great enjoyment in what you do.

### **Final piece of advice:**

Successful leadership depends on many things, but at its core I believe is credibility. Know your subject and strive to get even better at it. Use stories and experiences for teaching moments. Be comfortable to acknowledge when you don't know something but earnestly find the solution. Walk the talk and let your actions speak louder than your words. People will respect you for it and will want to follow you as a leader. I believe that it is in who we are, not what we do, that makes us great leaders. In today's world, work is fast-paced and reactive problem solving often consumes us. Sometimes we need to get out of our own way and be open to the discomfort of letting go. Rather than simply leading from the front, equip and empower your team to self-serve and make decisions, and help them recognize their own purpose. Be their sponsor. Your team will find satisfaction and will deliver the desired results without you becoming the hero of the story.



# INTERVIEW WITH KARIN SHANAHAN



**Karin Shanahan**  
*Senior Vice President,  
Global Biologics and  
Sterile Operations,  
Merck & Co*

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*Karin joined Merck & Co on May 1, 2018, as Senior Vice President of Global Biologics and Sterile Operations. In this role, she oversees the end-to-end supply chain for biologics, such as Keytruda.*

*Karin began her career in the pharmaceutical industry at Bristol-Myers Squibb in their corporate Global Procurement organization before moving into Global Supply Chain and then Operations, leading two manufacturing sites in Massachusetts and Italy. Shortly after*

*moving back to the US she joined Becton Dickinson and Catalent Pharmaceuticals before joining Teva Pharmaceuticals where she led a network of 25 sites in Canada, the US, Latin America, and Europe. She later became COO of Global Operations before joining Merck in her current capacity.*

*She graduated from Rutgers University with her BA in Political Science International Relations and earned a certification in Business German. She is now pursuing a Masters in Pharmaceutical & Device Law at Seton Hall.*

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## What risks have you taken in your career that have paid off?

I can think of two specific risks that have had a positive impact on my career, both taken early in my career. First, was when I joined Bristol-Myers Squibb's newly established Global Procurement organization. In my role, as a business analyst, I was afforded the opportunity to see various parts of the company, which at the time included beauty care, nutritionals, wound care and orthopedic devices in addition to the pharma business. This served as a valuable education in organizational design and change management, while also helping to develop a diverse and global network. More importantly, because I was able to interact with all functions and all businesses, I learned how to connect the dots between different parts of the company, which has proven valuable throughout my career. The second risk was moving my family to Italy to lead a large, API and drug product, manufacturing site 70 km south of Rome. This was my second site leadership role, but my previous site was self-contained and relatively small. This new site was connected to the entire network and fraught with compliance and supply issues... and I didn't speak Italian. Given the site's history, I was expecting the worst. What I found was a fundamentally good site, with an inexperienced, but smart and dedicated leadership team, in need of direction. I learned a lot about leadership and myself; and I have carried those lessons with me.

## How do women lead differently?

According to a 2019 article published by *Harvard Business Review*<sup>1</sup>, data shows that women score higher than men on 84% of key leadership traits, such as learning agility, collaboration/teamwork, communications, resiliency, and building relationships. The same article points out that women may not gain confidence in their own leadership capabilities until later in their career, which may contribute to our under-representation at the senior-most levels of leadership. The data tells us there are differences in leadership traits between men and women. From personal experience I know that my leadership style is different from others in Manufacturing Operations, though I am not sure whether that is because I am a woman. I made a mid-career move from supply chain into operations, which affords me a slightly different perspective. In times of crisis, I appreciate the technical expertise of my teams and they appreciate my enterprise-wide perspective. Over the years I have evolved a leadership style that is centered on collaboration and empowerment; it suits me and has been appreciated by my teams and peers. What is not clear to me is whether I lead differently because I am a woman or because I chose a different path?

<sup>1</sup> Zenger, J. and Folkman, J. (June 25, 2019), "Research: Women Score Higher Than Men in Most Leadership Skills", [HBR.com, https://hbr.org/2019/06/research-women-score-higher-than-men-in-most-leadership-skills](https://hbr.org/2019/06/research-women-score-higher-than-men-in-most-leadership-skills).

### **What advice would you give to your younger self?**

Speak up! Do not assume that because nobody is articulating your thoughts, that you are the one missing the point. When I first came into operations from supply chain, I assumed that my thoughts and ideas were not as relevant as others because I did not follow the same path as others. What I have learned along the way is that my thoughts are valuable because I followed a different path. I provide a unique perspective, as do each of you. I would tell my younger self that one only contributes by adding to the discussion and that it is OK to be different.

### **What do you see as the future of women in the Pharma Industry?**

The landscape around the pharma industry is changing. New technologies, new competitors, pricing challenges, and an ever-evolving regulatory landscape to name but a few of the drivers. Traditional Pharma companies need to transform to remain relevant. Driving this transformation will require new and diverse thinking. Driving change requires leaders who can inspire and motivate others. Driving change requires leaders who are inclusive and collaborative. Driving change requires leaders who are powerful communicators. A 2019 *Harvard Business Review* article highlights key leadership traits that women are more effective at than their male counterparts. Some of those traits include: inspiring and motivating others; strong communications; collaboration and teamwork; and valuing diversity.<sup>1</sup> Traits that are correlated to driving change. According to a 2005 study by Caliper, amongst other qualities, female leaders tend to be inclusive, building teams to solve problems and drive decisions.<sup>2</sup> Women have the leadership traits necessary to bring about the necessary changes in pharma.

### **Final piece of advice:**

Assume you are in your role because you deserve to be there. Many years ago, I was speaking with the head of Quality, a woman I greatly admire because she always seems so “put together” and confident. As I was expressing doubts about my own leadership capabilities, she shared with me that she often felt like an imposter, in fear of someone realizing that she did not belong in her role. That stuck with me. In conversations with other women on the topic of leadership, this seems to be a common theme. Women working hard to prove their worth, to prove they are deserving of their current role, let alone the next role. I encourage you to occasionally take stock in your value. Write a list of things you do well, contributions you have made, ideas you have brought to light and people you have influenced. Then sit back and allow yourself to bask in the glow of your awesomeness... and hold onto that thought for the next time you feel doubt.

<sup>1</sup> Zenger, J. and Folkman, J. (June 25, 2019), “Research: Women Score Higher Than Men in Most Leadership Skills”, [HBR.com, https://hbr.org/2019/06/research-women-score-higher-than-men-in-most-leadership-skills](https://hbr.org/2019/06/research-women-score-higher-than-men-in-most-leadership-skills).

<sup>2</sup> Lowen, L., (2019, July 25), “4 Important Qualities of Women Leaders”, ThoughtCo., [Caliper Study](https://www.thoughtco.com/women-leaders-qualities-2312287.html).





# INTERVIEW WITH LISA MARTIN



**Lisa Martin**

*Senior Vice President,  
Global Procurement, Chief  
Procurement Officer,  
GlaxoSmithKline (GSK)*

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*Lisa Martin is the Senior Vice President, Global Procurement and Chief Procurement Officer for GlaxoSmithKline (GSK), a science-led global healthcare company with sales of £34 billion (\$47.2 B). She is the first CPO to lead global procurement across all three businesses: Pharma, Vaccines and Consumer Healthcare. Lisa leads the development and implementation of sourcing strategies and procurement activities on all externally purchased goods and services categories, including research and development, raw materials, packaging, manufacturing services, marketing and sales. This totals over £12 billion (\$16.7 B) per year.*

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*Lisa also leads Worldwide Real Estate and Facilities for GSK, that drive informed decision making across all of GSK's real estate, and manage facilities services for 419 properties, 89 countries and 51 million square feet.*

*Prior to joining GSK, Lisa was CPO of Teva Pharmaceuticals where she was responsible for the transformation of the Procurement function, delivering \$1 B in savings two years ahead of the original strategic plan.*

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### **What risks have you taken in your career that have paid off?**

Early on in my career I had the courage to make a proposal to my boss, who was the CFO in a non-pharma company, to combine Procurement with Accounts Payable into one Procure-to-Pay function. My colleague and I debated about advancing the proposal as we knew it would be putting ourselves at risk, but we knew it was the best thing for the company, and would support the end-to-end process in the new Enterprise Resource Planning (ERP) system the company was implementing. This was before Procure-to-Pay as an end-to-end process was well known so it was very forward thinking. He accepted the proposal and combined the leadership role. Unfortunately, I did not get the role, and it was extremely traumatic – everything I knew in my career was coming to an end. However, it resulted in me leaving the industry, and was also the lever for my family to move back to New Jersey where I found a new career in pharmaceuticals joining Warner Lambert in 1997. Sometimes when a door shuts a bigger window opens.

### **What role has networking played in your career advancement?**

This links closely to the last question, as I used my network to land a new role. I had recently attended an industry event, and I had a picture in my office of the attendees. I looked at the picture and pinpointed some of the executives that worked on the East Coast of the US. I picked up the phone to re-introduce myself, and explained that I had a change in my life circumstances and how my husband had got a job on the East Coast, and asked if they had any vacancies. The Chief Procurement Officer at Warner Lambert did, and he flew me to New Jersey for an interview and the rest is history. At the time, I received a few other job offers too, but I liked the way Warner Lambert had positioned the function which was more about productivity and company strategy vs transactional or operational excellence. Six months after I joined Warner Lambert, the CPO announced he was retiring, and I was offered and took the CPO role. Networking hasn't just played a role in landing new roles for me, as I have always been plugged into industry related associations like DCAT, ISM and diversity advocacy organizations. It's the best way of working with peers, and what I learn from my professional network is so important in terms of advice for me personally and for my company. Sometimes you can find that a peer network is a safer place to lean on for advice than your own Line Management.

## **What industry organizations are you involved with and how has this enhanced your leadership skills and career development?**

Firstly, I've always been connected to the [Institute for Supply Management](#) (ISM). Being part of the ISM was a catalyst for me to fall in love with the function. Secondly, I think extremely highly of [DCAT](#) (The Drug, Chemical & Associated Technologies Association). My leadership team and I get involved with their schedule of events, programs and services on a regular basis. I'm also extremely passionate about inclusion and diversity and supplier diversity, so we support many diversity and advocacy organizations like [Women's Business Enterprise National Council](#) (WBENC), [National Minority Supplier Development Council](#) (NMSDC), [National LGBT Chamber of Commerce](#) (NGLCC), and [Minority Supplier Development UK](#) (MSDUK). I get a lot of energy from these groups and we learn so much from each other. I have so much respect for the women and minority suppliers who have such resilience and creativity. Lastly, the [World 50, Inc.](#) organization is great for senior executives, I've found the sessions and dialogues with other executives extremely valuable.

## **What life lessons do you give the children and young people in your life?**

My main advice is you better really like what you do as you spend a lot of time at work. Be authentic and tap into what motivates you and what's important to you. What motivates you can obviously change but be honest with yourself as life is too short. What has motivated me over the years has been investing in people and teams and having a small hand in helping people develop their careers. Many have gone on to do amazing things and I deliberately stay in touch with people who I've worked with and mentored over the years. Also, become an Enterprise Leader at work. If you see something outside your responsibilities that needs solving or addressing, then say something – it's important to do the right things for the business you work for.

## **Final piece of advice:**

My three areas of advice would be: 1) Be your authentic self and don't try to emulate male leadership characteristics, or what you think is expected of you. 2) Make sure the company culture you are working in is connected to your own value system. I struggled with that early in my career and tried to adapt to the company culture, but I lost a bit of my identity and was not as effective. 3) Be aware of what you are good at and surround yourself with people who complement your weaknesses – and be OK with that.





# INTERVIEW WITH PRIYANKA CHIGURUPATI



**Priyanka  
Chigurupati**

*Executive Director,  
Granules Pharma Inc.  
& Granules USA*

*Priyanka Chigurupati is Executive Director, Granules Pharma Inc. & Granules USA, where she is also responsible for portfolio selection and supports investor relations.*

*Priyanka joined Granules India in 2012 as a marketing manager for a region-specific division but soon moved into positions of greater responsibility including heading a new API facility. In 2015 she moved to the US and took responsibility for Granules Consumer Health, the private label OTC division of Granules. In 2016, she took over responsibility for Granules Pharmaceuticals Inc, a 100% subsidiary of*

*Granules India that focuses on R&D, manufacturing, and commercialization of Rx products in the US.*

*She graduated with a Bachelor's of Science in Business Management from Case Western Reserve University in Cleveland, Ohio and has an associate degree in applied science from Parsons, the New School of Design. A second-generation entrepreneur, she started her own clothing line in India after graduation and successfully retailed it through ecommerce platforms and attained success in the business of fashion very quickly.*

## **What risks have you taken in your career that have paid off?**

Jumping straight into an industry that I had no educational background in was certainly a very difficult journey. From not knowing what an ANDA filing was, I think I have travelled far. The risk I took was to leave an established set up in the parent company and start my career in our US subsidiary

which was a complete start up — from doing R&D, manufacturing, and commercializing products. Starting from the ground up and having accountability for a division that was the growth driver for the company within the first year of my employment was certainly a risk, but I think that's how I learned what I could.

### **What career advice do you have for somebody new to the industry?**

Get as deep as you can into areas outside your direct focus. If you are into marketing and sales, spend at least 15% of your time understanding and learning about other functions. You will never be able to do your job unless you know how things are done around you. If you can get a formal education, it will definitely give you a head start. But whatever position you are in, never stop learning. And depend on a strong team. Bring together the best team you can and put together the pieces of the puzzle that are missing. That will not only help you learn but will definitely help you succeed in your job.

### **Is there anything you wish you could have done differently?**

Yes, since this is a family business, I started my career with this position. If I could rewind, I would have started my career at possibly another pharmaceutical company to understand different working environments, leadership styles, and cultures. I would have definitely started with a deep focus in one area and then branched out in that company. This would have certainly made my transition into the family business more constructive.

### **How do women get a seat at the table?**

By not being concerned about being a woman. I've always believed that if you work hard enough and have a voice of your own, you will get a seat at the table. Thinking of yourself as anything lesser than what you truly are, whether you are a woman or not, is going to drive you farther away from the seat. If a man works 100 hours, so can a woman. It is true, though, that women have to work twice as hard as a man in the same position. But if you are resilient, I don't see why it cannot be done. Have your own working style. If you have to work remotely for a few days, do it. I do believe that certain adjustments/compromises have to be made, but that's a choice.

### **What life lessons do you give to the young people in your life?**

Work young. Start being independent at a young age and it will give you a true idea of what you truly want to do. If you are wise enough to do this and pick a career you truly want to be a part of, the sky is the limit.

### **Final piece of advice:**

The only advice I have for women in general is that there is something called a "man's world," only if you want there to be one. Work. Work hard. Work smart. Be earnest and resilient. Do one more than you "should." If you're in the pharma industry, be a part of as many industry conferences as you can and meet other women. While it is true that you only grow when you put yourself in uncomfortable shoes, wearing some flats will always help you find support to lean on.

# INTERVIEW WITH LYNN BOTTONE



**Lynn Bottone**

*Vice President,  
Biotech Operations,  
Pfizer, Inc.*

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*Lynn Bottone is Vice President, Biotech Operations at Pfizer, Inc. She is responsible for 9 global biotechnology facilities that manufacture products like Prevenar 13, Enbrel, and the Pfizer-BioNTech COVID-19 vaccine.*

*Lynn began her career in the pharmaceutical industry at Pfizer's Pearl River manufacturing facility in New York, where she became the Site Quality Leader, supporting both vaccines and consumer healthcare manufacturing. Upon relocation to North Carolina, Lynn assumed the role of Site Leader at Pfizer's Sanford manufacturing site, where she was responsible for all aspects of commercial and*

*clinical operations for the manufacture of vaccine intermediate and drug substances. After 30 years with Pfizer, Lynn joined Merck as the Global Vice President of Quality Assurance, Vaccines, where she supported the vaccines operating unit in areas of quality assurance and compliance and was responsible for quality support of new product initiatives, most notably the Ebola vaccine project. In 2020, Lynn returned to Pfizer in her current role.*

*Lynn graduated from the State University of New York, College at Purchase with a BS in Chemistry. She lives in Cary, North Carolina, with her husband Sal, their three children, and a clowder of cats.*

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### **Is there anything you wish that you could have done differently?**

Yes! While I have had some amazing sponsors and have been provided many rewarding opportunities, there were times in my career where I felt like it was all just happening to me instead of being part of a well-developed plan. I would have dedicated time to ask myself, “What do I really want out of my career, what experiences am I most interested in having, and how should I go about getting them?”

### **What life lessons do you give the children and young people in your life?**

Work should be enjoyable and make you happy; it should never be a drudgery. Talk to people in different professions about their careers and the paths they’ve taken. Know what your passions are and create a lifelong experience out of that. But also recognize that “bad jobs” can sometimes teach us the most about what we really want out of our careers. Don’t be afraid to step out of your comfort zone. After 25 years in one location, I relocated to a new state and a much bigger role that I wasn’t confident I could do. The result could not have been any better, personally or professionally!

### **How do women get a seat at the table?**

First and foremost, by asking for one! Once you are there, you must contribute and clearly demonstrate the unique value you bring. Above all else, stay true to who you are. There will be times, especially when you are the only woman, that you will be uncomfortable. Staying true to yourself and your role on the team will allow you to thrive even in those uncomfortable times.

### **What advice would you give your younger self?**

Take more thoughtful risks. Don’t wait for perfection. Stop waiting to be 100% ready. When you learn about an opportunity you find exciting, apply! See where the process takes you and learn as much as you can along the way. While in college, take classes that aren’t part of your science/engineering major like business, communications, leadership, and psychology. They will prove to be every bit as valuable in the long term!

### **Final piece of advice:**

Mentor other women as often as you can. I find I have learned more about myself by mentoring others, and it is the most enjoyable part of my role as a leader. When you are a leader, make sure your people are heard and cared for and getting the development they want and need. When you meet someone new, always follow up – a quick note via email or LinkedIn connection may come back in the future in the most unexpected way. And finally, have fun!

# INTERVIEW WITH JOANNE SANTOMAURO



**Joanne  
Santomauro**

*Chief Executive Officer,  
Founder,  
Ancillare, LP*

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*Dr. Joanne Santomauro, Chief Executive Officer and Founder of Ancillare, LP, created the Clinical Trial Ancillary Supply Chain (CTASC™) Management industry in 2006. Joanne's 35 years of supply chain management expertise led the company to launch its market-leading model. Her leadership has resulted in Ancillare's explosive growth throughout the world.*

*For more than a decade, Joanne has led her teams in the innovation, development, enhancement, and expansion of the Ancillare CTASC supply chain model, delivered through state-of-the-art technologies and*

*methodologies previously unrealized in the marketplace. The CTASC model embraces the complexities and globalization of the ancillary supply chain and manages the chain with a singular focus. This proven flexible and scalable model ensures a transparent and efficient process for Sponsors and their CROs.*

*Joanne holds advanced degrees including a Doctorate in Business from the Temple University Fox School of Business.*

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**What risks have you taken in your career that have paid off?**

The biggest career risk was starting a new business in an untouched market within an industry new to me. Decades of supply chain expertise and a penchant for a challenge prompted me to say “yes” when a clinical trial Sponsor approached us for help with difficult-to-source clinical supplies and equipment. Our willingness to innovate grew into an industry-defining venture. Looking back, this journey has taught me to venture out of my comfort zone and not be afraid to take risks.

**What role has mentoring played in your career, either as a mentor, mentee or both? If applicable, how did you find a mentor? What advice would you give?**

I was very fortunate to be paired with a mentor two decades ago through a program at a top global pharmaceutical organization. Over the years, we maintained and grew our relationship through mutual respect, trust, and transparency, eventually developing a wonderful friendship. Our dialogue remains a valuable source of professional insight and support. I have also served as a mentor throughout my career as an entrepreneur, including launching a women’s entrepreneurship program at a local community college here in Philadelphia. I encourage all women in Pharma to seek out opportunities for mentorship. When we support and learn from one another, we all have more potential for advancement.

**What do you wish that you knew early in your career that would have been helpful?**

In leadership, success is dictated by the standards you set for yourself and others. But confidence and consistency are just as important. Many pressures of the work I do are external — outside of my control. I would tell my younger self to breathe, be calm, and take time to think through solutions. Unexpected challenges are inevitable, but they do not come at the expense of measured responses.

**What career advice do you have for someone new to the industry?**

Build a network. Every interaction is an opportunity for you to learn more. Do not be afraid to ask questions. Find a mentor who will help guide you with insight, knowledge, and experience.

**What is the one piece of advice that you would give to women in the Pharma Industry that will help them become better leaders?**

Believe in yourself and your potential. Do not let anyone tell you that you cannot do something. Great leaders take chances, surround yourself with good people and mentors, and do not be afraid to bring new innovative ideas forward.

