Supported by Women Empowered to be Exceptional (WE2) and Amgen DI&B

Candid & Successfully Proven Career Development Advice

Insights from Amgen-HBA Luminary and Rising Stars Awardees

2024

Table of Content



Why are we Writing this White Paper?
Our North Star



What are the HBA-Amgen Rising Star and Luminary Honorable Awards?
Awards Purpose & Rationale



Who Are the Amgen Rising Star & Luminary Award Winners?
Succinct Biographies



Successfully Proven Career Development Advice
At All Moments of Your Work Life Journey



What's Next? And What You Can Do?
Looking Forward

Why are we Writing this White Paper?

Our North Star

We recognize the immense privilege and responsibility that comes with the Amgen-HBA Rising Star and Luminary prestigious global awards. This recognition inspires us to continue serving as role models for our staff and to support others on their professional journeys.

We firmly believe in the power of fostering meaningful connections. That's why we collectively decided to embark on a shared "sisterhood" journey, dedicated to giving back and empowering other women within Amgen and the broader pharmaceutical industry.

With this purpose in mind, we created the "Amgen Legacy HBA Luminary & Rising Stars Group Sisterhood."

Through this white paper, we aim to harness our collective strength and expertise, creating an exponential impact compared to what we could achieve individually. This inaugural white paper offers valuable, diverse, and proven tools and advice on career development, applicable at any stage of a professional career—from early to intermediate stages.

While this list is not exhaustive, we have carefully selected the resources we believe will make the greatest impact. We hope you, as the reader, will enjoy this journey.

Thank you for your interest!

What are the HBA-Amgen Rising Star and Luminary Honorable Awards?

Awards Purpose & Rationale

The HBA-Amgen Rising Star and Luminary awards are prestigious honors given in collaboration between the Healthcare Businesswomen's Association (HBA) and Amgen, a leading biotechnology company. These awards recognize outstanding women in the healthcare and life sciences industries for their proven outstanding business accomplishments and their purposeful leadership in providing to their organization support in elevating women and promoting Diversity, Inclusion and Belonging (DI&B) values, taking an active role in advocating, leading and supporting Amgen's DI&B efforts.

Every year, 2-3 exceptional women from Amgen are selected to receive this Worldwide renowned award.

Amgen-HBA Rising Star Award

- **Purpose:** This award honors talented women from Amgen who demonstrate exceptional leadership potential and are making significant contributions to their organizations.
- **Criteria:** Recipients are typically early- to mid-career professionals who show promise for future leadership and have a track record of high performance, mentorship, and community involvement within their field.

Amgen-HBA Luminary Award

- **Purpose:** This award recognizes senior women leaders from Amgen who have made extraordinary contributions to the healthcare industry over the course of their careers.
- **Criteria:** Luminary awardees are typically experienced professionals who have demonstrated a long-term commitment to the industry, exhibited strong leadership, and served as inspiring role models and mentors for other women in healthcare.

Both awards aim to celebrate and promote the advancement of women at Amgen, highlighting their achievements and encouraging a culture of mentorship and support. These recognitions also serve to inspire other women within the industry to pursue excellence and leadership in their careers.

Who Are the Amgen Rising Star & Luminary Award Winners?

Succinct Biographies



Marie-Sharmila Blandino

Amgen-HBA Rising Star 2023

Currently Director, Global Access Strategy Lead,
Global Marketing and Access

Career journey

Marie-Sharmila Blandino is a passionate leader purposefully driven by the goal of accelerating and maximizing access to innovative treatments for patients. As the Global Access Strategy Lead at Amgen, she is crucial in ensuring that these treatments reach the patients who need them most. Marie strives to deliver "the right treatment, to the right patient, at the right time," benefiting patients, healthcare professionals, and society. Her 9-year tenure at Amgen has fulfilled her corporate curiosity through various leadership roles across functions and geographies: from Regional Marketing and cross-functional team lead to International Health Policy for Oncology, and now, Global Value and Access. Before Amgen, Marie worked in renowned international pharma companies in France, with expertise in marketing, sales, and team management.

Employee Resource Group

Marie has been the chair of the Balance Network (WE2 ELMAC region) for 4 years and the Regional lead of the Women Empowered to be Exceptional (WE2) Global Leadership Team for 2 years. Marie is mentoring many individuals within and outside Amgen, guiding group and individual mentoring sessions.

Personal Story

Marie-Sharmila, of French and Indian heritage, draws inspiration from her father's journey from a small Indian village to professional success in France through hard work and cultural integration. Raised in a gender-balanced family, she learned that exceptional careers are achievable regardless of gender or origin. Navigating school as a mixed-origin student, she embraced diversity, understanding that our differences enrich us. Balancing a successful career, raising two children, and supportive marriage, Marie-Sharmila exemplifies humility and respect. Her story underscores that determination, strong work ethic, curiosity, and respect for diversity are keys to excellence in the pharmaceutical industry.



Michelle Carrillo

Amgen-HBA Rising Star 2024

Currently Associate Vice President,
Corporate Affairs Global Commercial Operations

Career journey

Michelle is a dedicated and impactful leader at Amgen, overseeing portfolio communications, regional corporate affairs, policy communications, and advocacy relations. Her visionary leadership has been pivotal in fostering a patient-first mindset within the company. Since joining Amgen in 2012, Michelle has built a remarkable advocacy relations organization, creating meaningful collaborations with patients, professional societies, and key stakeholders. Her efforts have inspired authentic engagement and storytelling, uniting employees around the mission to serve patients.

Initially leading the Government Affairs team for the Intercontinental Region, Michelle played a crucial role in expanding Amgen's presence and advancing sustainable health systems across Latin America, Canada, and the Middle East. In 2017, she brought her expertise to the US Advocacy Relations organization, spearheading innovative approaches to engage the US cancer community. Before her tenure at Amgen, Michelle spent over a decade in the US Government, where she distinguished herself as an international trade negotiator. Her journey reflects a commitment to impactful leadership and a profound dedication to improving healthcare outcomes globally.

Employee Resource Group

A passionate advocate for diversity, inclusion, and belonging, Michelle actively supports the WE2 Employee Resource Group (ERG) and mentors employees from diverse backgrounds.

Personal Story

Michelle Carrillo is a first-generation Cuban-American raised in an immigrant suburb of Miami, Florida. Her parents and grandparents sacrificed everything to leave their homeland and come to the US, and from a young age, they instilled in her the importance of dreaming big and striving for a better future. Michelle has spent her career advocating for and empowering businesses and communities around the world to thrive, and now she is using her expertise and own lived experiences to improve health outcomes for all people living with serious illnesses. Michelle currently lives in California with her husband and two children, Mira and Kameron.

Who Are the Amgen Rising Star & Luminary Award Winners?

Succinct Biographies



Gwen Cummings

Amgen-HBA Luminary 2020

Currently Vice President, Global Commercial Operations Finance

Career journey	Gwen joined Amgen in 2003 and is currently head of Amgen's Global Commercial Operations Finance organization. Gwen's organization is comprised of over 500 team members located around the world who provide financial and strategic partnership for Amgen's Commercial organization. Gwen also has operational responsibility for Amgen's Capability Center in Lisbon, Portugal. She has held a variety of roles over her 20+ years at Amgen, including leadership roles in Tax, FP&A, and Global Business Solutions and prior to her current role she was the Site Lead at the Amgen Capability Center in Tampa, Florida. Prior to Amgen, Gwen was with Ernst and Young and specialized in global transfer pricing economics. Gwen received her BA in Economics from Northwestern University and her MBA in Finance and Strategy from The Wharton School.
Employee Resource Group	Gwen is a passionate leader of the company's DI&B efforts, serving as Executive Sponsor of the PRIDE ERG in Thousand Oaks and a mentor in the WE2 program.
Personal Story	Gwen grew up in a household with traditional gender roles and then started her career in male-dominated organizations. Early in her career, she struggled to find female role models who balanced career and family and later made it her mission to be that example. A pivotal moment came when her oldest son faced health issues, awakening her to the power of vulnerability. Gwen now passionately supports women in embracing their true selves, encouraging them to blend strength with openness. Her journey is a testament to the importance of authenticity and mentorship in overcoming barriers and inspiring future generations.



Rohini Deshpande

Amgen-HBA Luminary 2022

Currently Vice President Operations Commercialization

Career journey	Rohini is a visionary leader in the field of biopharmaceutical operations. She is currently leading Operations Obesity Organization. In her previous roles, Rohini and her team has developed and transferred cutting-edge Drug Substance processes to manufacturing sites, ensuring reliable supply and pioneering next-generation manufacturing technologies. Rohini's leadership has led to reduced costs and improved productivity year over year. Rohini has also played a crucial role as the site head for AMA, focusing on safety during the pandemic and enhancing the site's strategic potential through Reimagine AMA initiative. Since joining Amgen in 1997, Rohini has held numerous leadership positions, including Vice President of Attribute Sciences. Rohini's dedication and forward-thinking have consistently driven technological and operational excellence, making a lasting impact on the industry.
Employee Resource Group	A strong advocate for diversity and inclusion, she supports the WE2 ERG and the Amgen South Asian Network, mentoring many colleagues along the way.
Personal Story	Rohini grew up in Hyderabad, India. She had many role models who were pursuing careers in healthcare. Her extended family lived together and practiced strong work ethic, focused on education and also prioritized family matters. She had a lot of support to pursue education outside of her hometown and eventually come to the US to pursue a Ph.D. This shaped her career interests and her ability to raise two daughters and make sure she can balance her work and personal needs.

Who Are the Amgen Rising Star & Luminary Award Winners?

Succinct Biographies



Margaret Faul

Amgen-HBA Luminary 2018

Currently Vice President Drug Substance Technologies and AMA Site Head

Career journey

Margaret earned her Ph.D. in Synthetic Organic Chemistry from Harvard University and joined Amgen in 2003, starting in the Small Molecule Drug Substance Organization. Throughout her career she has held multiple high-responsibility roles, including Executive Director of Pivotal Drug Substance Technologies, Vice President of Drug Product Technologies, and Vice President of the Manufacturing and Clinical Supply Chain organization. Currently, she serves as Vice President of Drug Substance Technologies and the Site Head of Amgen Massachusetts (AMA). Margaret has significantly contributed to advancing Amgen's portfolio from clinical to commercial and integrating innovative technologies into the manufacturing network. Her dedication to fostering a sustainable culture has earned Amgen the prestigious Presidential Green Chemistry Challenge Award. Margaret is a highly respected figure in the scientific community, with over 100 publications. She is a Fellow of the American Chemical Society and an elected member of the National Academy of Engineering. Her leadership roles include past Chair of the Board of Directors of the International Consortium for Innovation and Quality in the Pharmaceutical Industry and founding member of the Enabling Technologies Consortium. She serves as an associate editor for *Organic Letters* and sits on the editorial boards of *Science of Synthesis*, *Organic Syntheses*, and *Advanced Synthesis and Catalysis*. Margaret also sponsors the Dr. Margaret Faul Award for Women in the Chemical Sciences in partnership with Thiéme and the *Science of Synthesis.*

Employee Resource Group

Margaret is a champion for DI&B through her sponsorship of a successful Women in the Chemical Sciences Award in collaboration with the journal *Science of Synthesis* and is a founding member of the international Empowering Women in Organic Chemistry (EWOC) conference. She sponsors the Amgen Women in Chemistry (AWIC) ERG.

Personal Story

In 1987, Margaret left Ireland to pursue a PhD at Harvard, driven by her passion for early-stage drug development. With Ireland's pharmaceutical industry focused on later-stage development, the U.S. offered more opportunities in her field. Trusting her instincts, Margaret took this calculated risk, which expanded her professional horizons and built a network that propelled her career. She and her husband raised their three sons with the same spirit of courage and determination.



Janet Franklin

Amgen-HBA Luminary 2024

Currently Vice President Global Development Biosimilars

Career journey

Janet leads the biosimilar development efforts across various therapeutic areas including Inflammation and Oncology. Joining Amgen in 2007, Janet has progressed through numerous roles, starting as a Clinical Research Medical Director and advancing to significant leadership positions such as the Global Development Lead for notable programs in Hemato-Oncology. Her dedication to advancing medical research is further highlighted by her leadership in the Biosimilars Scientific Affairs group and the R&D Global Diversity, Inclusion, and Belonging initiative.

Before her impactful career at Amgen, Janet was an esteemed pediatric hematologist/oncologist. She served as an Associate Professor of Research Pediatrics at USC and played a pivotal role as Clinical Director of the Leukemia/Lymphoma program at Children's Hospital Los Angeles. Her commitment to fighting childhood leukemia and lymphoma was evident through her extensive work in clinical trials, patient care, and the education of future medical professionals. Janet's journey reflects her unwavering dedication to improving healthcare and advancing scientific knowledge, all while maintaining a humble and inspiring approach to her work.

Employee Resource Group

Since 2020, Janet is the Executive Lead for the R&D Global DI&B initiative and mentors regularly through different company programs.

Personal Story

Janet's journey as an African-American woman in science and medicine is a testament to the power of belief and support. Encouraged by her parents, teachers, and family friends, she transformed a dream into reality. Despite facing doubt, Janet's unwavering self-belief and the affirmation from her community propelled her forward, showing that with determination and support, anything is possible.

Who Are the Amgen Rising Star & Luminary Award Winners?

Succinct Biographies



Linda Lai

Amgen-HBA Rising Star 2023

Currently Executive Director,
AML6 DS Manufacturing Plant Manager, Operations

Career journey

Linda is the plant manager for the Drug substance Cell culture plant AML6 in Juncos, Puerto Rico. Prior to her move to AML, Linda was the lead for External Supply, Raw Materials, Packaging, and Devices. She led the RM Resiliency initiative, which was formed in response to the Covid raw material supply challenges and co-led raw material-related workstream for Global Supply Chain Transformation. Linda has 30 years of industry experience, with 27 years at Amgen serving in various roles in Cell culture process development, PD pilot plant engineering, and Global Process Engineering. She was the GOL for Kanjinti, Amgen's first biosimilar launched in Europe. She is passionate about developing her staff and continuing to integrate cross-functional groups to leverage the collective talent of the organization.

Employee Resource Group

Linda has been a mentor for Women Empowered to be Exceptional (ATO and ELMAC chapters, Amgen Early Career Professionals, Amgen Asian Association, and Ignite for several years.

Personal Story

Linda grew up in a suburb of San Francisco, as part of a large family of teaches. She graduated with a BS in Chemical Engineering at a time when there were very few women engineering role models. She has been fortunate to have mentors and allies, who have continued to support and challenge her growth as an individual and as a leader. To better support future leaders, Linda has focused on self-confidence with her mentees, helping them to recognize their strengths and value of diverse experiences.



Linda Louie

Amgen-HBA Rising Star 2019

Currently Vice President Finance

Career journey

Linda is currently responsible for Amgen's global FP&A functions, including Corporate FP&A.

Since joining Amgen in 2000, Linda has held numerous leadership positions in FP&A and Global Accounting, including Chief Accounting Officer, creating Finance's acquisition integration capability, and leading Finance's transition to the Amgen Capability Center in Tampa, Florida. In addition, Linda has been a leader of our continuous improvement and automation efforts.

Linda began her career in Audit at Deloitte & Touche, LLP and then as a financial analyst at Children's Hospital Los Angeles.

Employee Resource Group

Linda is a dedicated advocate for ERGs, including WE2, and an influential mentor, guiding and empowering colleagues across the entire organization.

Personal Story

Linda's journey is one of resilience and purpose. As an immigrant from Taiwan and an only child, she learned independence and accountability early on, often returning to an empty home after school. Helping her father's small business on weekends, she gained a deep appreciation for hard work and responsibility. Although she planned to return to a hospital setting after her MBA, the mission of Amgen inspired her to stay and Linda finds fulfillment in contributing to Amgen's larger purpose. As a minority woman in finance, she is driven to make a meaningful impact and support other women in her field.

Who Are the Amgen Rising Star & Luminary Award Winners?

Succinct Biographies



Ponda Motsepe-Ditshego

Amgen-HBA Rising Star 2019

Currently Vice President and Therapeutic Area Head of Global Medical, Inflammation. Member, Amgen Foundation Board of Directors.

Career journey

Dr. Ponda Motsepe-Ditshego is a globally recognized medical doctor and life sciences executive leader with over 21 years of experience in the biotechnology and pharmaceutical industries. Her career has included building and leading medical teams on 3 different continents and in 4 countries, including her home country of South Africa, the UK, Canada, and now in the U.S. In her current role, she leads the development and execution of Amgen's global medical strategy, scientific data dissemination, medical education, and external engagement for the inflammation therapeutic area, including dermatology, rheumatology, and respiratory conditions. She also led the launch of Amgen's Representation in Clinical Research (RISE) team, which is dedicated to improving the diversity and representation of participants and investigators in Amgen's clinical trials. In addition to the HBA Rising Star Award, her dedication to serving patients has earned her prestigious recognitions, including being nominated for *the Los Angeles Times* "Inspirational Women Leadership" Awards and being named one of the "Most Influential Black Executives in Corporate America" by Savoy Magazine and one of the "Top Blacks in Healthcare" by BlackDoctor.org.

Employee Resource Group

Ponda has founded, led, and advised many ERGs throughout her career. She serves as a global advisor for Amgen's Diversity, Inclusion, and Belonging efforts and is a member of the Amgen Foundation's Board of Directors. She established Amgen Canada's first ERG, Women Empowered to be Exceptional (WE2) and has served as Global Chair for the Amgen Black Employee Network (ABEN).

Personal Story

Ponda is an example of executive leadership, a diverse career journey, commitment to patients, and dedication to family. Ponda, who lost her father suddenly at a young age and was raised by her single mother, is the 1st physician in her immediate family and one of only 3 female physicians in the Motsepe tribe. Her family and heritage inspire her to be her best, authentic self, creating a lasting impact for those before her and those to come. This includes her daughter, who is a student at Spelman College, a global leader in the education of women of African descent and America's oldest historically Black college for women.



Nada Obeid

Amgen-HBA Luminary 2023

Currently Executive Director - U.S. Medical Value & Population Health – Amgen US Medical Organization

Career journey

Nada Obeid is an inspirational leader, currently spearheading the U.S. Medical Value & Population Health team at Amgen. In this role, she strategically addresses the evolving needs of the U.S. healthcare environment and furthers Amgen's mission to enhance patient access. Previously, Nada successfully led the US National & Regional Payer, Government & IDN segments, focusing on improving access and patient outcomes.

With over 25 years of experience, Nada has held leadership positions in US and international marketing, value and access, sales, and medical affairs across various therapeutic areas. Her 15-year tenure at Amgen has been marked by significant achievements, following a distinguished 12-year career at Pfizer where she excelled in commercial leadership, marketing, operations, and clinical account management roles.

Nada's numerous awards and honors reflect her outstanding leadership, strategic vision, and collaborative spirit, making her a role model and an inspiring figure for her colleagues.

Employee Resource Group

Nada served as the Global Chair of the Women Empowered to be exceptional (WE2) Leadership Team for 3 years (2020-2023)

Personal Story

Nada Obeid's journey is a testament to the power of perseverance and passion. Coming from an immigrant household, Nada and her sister were the first females in their family and their Middle Eastern community in New York City to attend college and pursue higher education. This achievement inspired many young women who frequently approached Nada at community events, eager to follow her path. Her corporate journey underscores the importance of striving for success while supporting & uplifting her colleagues along the way.

Who Are the Amgen Rising Star & Luminary Award Winners?

Succinct Biographies



Disha Patel

Amgen-HBA Rising Star 2022

Currently Director, Ohio Operations Digital, Technology and Innovation Site Lead

Career journey

Disha Patel serves as the Director and Ops DTI Site Lead for Amgen Ohio (AOH) Operations, where she oversees the design, development, delivery, and day to day operations of digital technologies for the AOH packaging facility. In this role, Disha collaborates with business colleagues to create Amgen's most advanced packaging operation, integrating traditional methods with cutting-edge digital innovations. Disha has partnered closely with cross functional business, the global manufacturing network, and global DTI to establish Amgen's most advanced packaging operation in record time, from groundbreaking to FDA approval to the production of commercial products. Since joining Amgen in 2006, Disha has successfully partnered with various business units, including Global Biomedical Data Sciences, Global Development Operations, and the Center for Observational Research, to implement impactful technology solutions. Her technical leadership has been instrumental in enhancing business capabilities for Commercialization and Business Development, advancing Amgen's portfolio.
Disha's career in technology began with the U.S. Air Force and Eli Lilly and Company. Her journey showcases a dedication to innovation and collaboration, inspiring others with her humility and commitment to excellence.

Employee Resource Group

Disha has been the Vice-Chair of the Women Empowered to be Exceptional (WE2) Global Leadership Team for 4 years and prior to that served as Vice-Chair of Amgen South Asian Network (ASAN - previously known as AISN). Disha previously served as Healthcare Businesswomen Association (HBA) Los Angeles President. Disha currently serves as Executive Sponsor for AOH ERGs WE2 and ASAN and Regional Deputy Chair for the HBA Midwest Region.

Personal Story

Disha Patel's journey is one of resilience and inspiration. Growing up in an Indian household, she found inspiration, guidance and support from her father, an electrical and software engineer expert who paved the way for her. She excelled in computer science despite being one of the few women in her classes. Her experiences have taught her the importance of embracing kindness and uplifting others. She aims to build a supportive network for many in their careers and fosters diversity and growth within the teams she leads.



Arleen Paulino

Amgen-HBA Luminary 2015

Currently senior Vice President, Manufacturing

Career journey

Arleen Paulino is a dedicated leader and inspiring advocate in the field of biomanufacturing. As the Senior Vice President of Manufacturing at Amgen, she oversees global commercial manufacturing operations and strategic supplier relationships, ensuring a reliable supply of medicines for patients worldwide. Arleen's journey at Amgen began in 2002, and her impactful career includes pivotal roles in Process Engineering, Process Development, and Clinical Operations. Notably, she led the successful licensure of Amgen's first Next-Generation Biomanufacturing plant in Singapore. Before joining Amgen, Arleen honed her expertise at Genentech and Immunex, where she managed development and scale-up operations, technology transfer, and plant management. Her commitment to innovation and change is matched by her dedication to advancing science and empowering women in STEM. Arleen passionately fosters diverse, inclusive cultures where everyone feels a sense of belonging. Her community contributions are extensive, including her role on the Board of Directors of Senior Concerns. Arleen's leadership and vision continue to inspire and drive positive change in the industry.

Employee Resource Group

Arleen is a steadfast advocate for the WE2 ERG, serving as a member of the Global WE2 Advisory Council and as the Executive Sponsor of the Amgen International Network (AIN) ERG. Her dedication has been instrumental in the establishment of DI&B councils at each of our manufacturing sites, significantly advancing our commitment to diversity, inclusion, and belonging across the organization.

Personal Story

Arleen Paulino's passion for giving back stems from her upbringing in a large family with five sisters and one brother, where her parents instilled the values of contribution and community. Observing her parents' hard work and dedication, she learned the importance of helping those around her. Often the only female in the room, Arleen was supported by mentors who reinforced her belief in her unique contributions. This inspired her to open doors for other women and change the dynamics in her field. Living in Singapore taught her the true meaning of diversity and broadened her perspective. Arleen feels a profound responsibility to make a positive impact and strives to use her position to uplift others.

Who Are the Amgen Rising Star & Luminary Award Winners?

Succinct Biographies



Susie Tappouni

Amgen-HBA Luminary 2022

Currently, Head of Corporate Affairs

Career journey

Susie is a respected leader at Amgen, overseeing all core communications groups and serving on the Operating Team and CEO Staff meetings. She manages internal and external communications, corporate reputation, and advocacy relations to elevate Amgen's global standing in biotechnology. Since joining in 2017 to lead Global Oncology Communications, Susie introduced impactful initiatives like Mission Week and led successful global portfolio communications and patient advocacy efforts, solidifying Amgen as a preferred partner in patient communities. Prior, Susie directed global communications strategy at AstraZeneca and managed scientific communications at ASCO, emphasizing her commitment to advancing healthcare communications and advocacy.

Employee Resource Group

Susie is an active member of the Global WE2 Advisory Committee and mentors regularly through different company programs.

Personal Story

As a youngster, Susie was determined to carve her own path, inspired by parents who empowered her to pursue her creative ambitions. This motivation fueled her in her younger years through more than two decades of competitive dance and performance, which developed in her a combination of skills that ultimately attracted her to the field of communications. Despite her early physical accomplishments, she felt she had to redefine herself to be taken seriously in the business world and found her voice through working with mission-driven organizations and like-minded individuals (the majority of them women) who were setting out to make a difference in the world of healthcare. Today, Susie's passion lies in fostering a supportive and inclusive environment in her field and building a team at Amgen that is dedicated to helping patients of all walks of life find their voice in pursuit of better health.

Successfully Proven Career Development Advice

At All Moments of Your Work Life Journey

In this section, we offer personal, and group advice based on our extensive collective experience in various careers. While we recognize the multitude of factors to consider at different career stages, we have selected these insights carefully, believing them to be pivotal and impactful.

By integrating these strategies, you can navigate your career with purpose and resilience, making meaningful contributions to the pharmaceutical industry while also supporting and uplifting others along the way.

1 Lift Others with You to Help Break the Glass Ceiling

Lifting others as you rise is crucial in breaking the glass ceiling. As women in the industry, our collective success can create lasting change. One powerful way to achieve this is by mentoring and supporting other women. Sharing your experiences, insights, and advice can significantly impact someone's career trajectory, fostering a more inclusive and supportive workplace.

One practical approach is to actively participate in Employee Resource Groups (ERGs). These groups provide a platform to connect with colleagues, share experiences, and advocate for policies that promote gender equality. By being involved in ERGs, you can influence positive changes within your organization, ensuring that the voices of women and colleagues from all background, representing diverse perspectives are heard and valued. For example, participating in initiatives that address work-life balance, professional development, and leadership opportunities can create a more supportive environment for all women in the workplace.

Additionally, engaging with external organizations like the Healthcare Businesswomen's Association (HBA) can broaden your impact. HBA provides networking opportunities, professional development resources, and a community of like-minded professionals. By attending events, participating in mentoring programs, and contributing to discussions, you can help shape the future of women in healthcare and other industries.

Remember, when you lift others, you also grow. The support you provide can open doors not only for others but also for yourself. Together, we can break the glass ceiling, creating a more equitable and inclusive industry for the next generation of women leaders. Let's commit to mentoring, supporting, and lifting each other, paving the way for lasting change.



By

Arleen Paulino

Amgen-HBA Luminary 2015

Successfully Proven Career Development Advice

At All Moments of Your Work Life Journey

2 **Embrace Continuous Learning:** Stay curious and seek out new knowledge and skills

Invest in your career growth by continuing to seek and take on new development opportunities

Our industry is evolving rapidly! To continue to invest in your career growth, challenge yourself to learn new skills and have new experiences that support your current position while advancing your skills for future roles. Recognize that career growth can occur not only through promotion but also by taking lateral roles such as supporting company initiatives, working on cross functional teams, or moving to a different part of the business.

The benefits of taking on new and challenging roles include:

1. **Opportunity to learn a new part of the business:** It gives you a greater end-to-end understanding of the business and the potential to be included on succession plans across the organization.
2. **Advances your skills and creativity:** It challenges you mentally and engages you in new tasks and responsibilities.
3. **Expands your network:** Advances your professional connections by opening the pool of mentors and sponsors who can support your career development and growth.

To identify these opportunities, work closely with your manager, mentor, and sponsor who are your career advocates. Engage your network, be confident in your capabilities, and pursue roles that are of interest to you. Recognize there is no limit to what you can do and take the time to enjoy your journey!



By

Margaret Faul

Amgen-HBA Luminary 2018

Successfully Proven Career Development Advice

At All Moments of Your Work Life Journey

3 Strengthen your Resilience by Embracing Challenges

A key strategy for career development is to embrace challenges that push you beyond your comfort zone. In the pharmaceutical industry, where innovation and change are constant, facing these challenges head-on is crucial for developing new skills and building resilience.

Challenges come in many forms—be it adapting to new technologies like AI, handling unexpected market shifts, or integrating into a new team with different ways of working. These situations, while initially daunting, are opportunities for growth. By approaching them with curiosity and a willingness to learn, you gain new skills and build the confidence needed to face future obstacles.

Joining a new team can be particularly challenging, as each team has its own culture and dynamics. Developing strong soft skills—such as communication and flexibility—can help you adapt more quickly and strengthen your resilience. These skills are essential for thriving in diverse work environments.

Setbacks are a natural part of the growth process. Instead of seeing them as failures, view them as opportunities to learn and refine your approach. This mindset fosters resilience and empowers you to navigate adversity with greater confidence.

Supporting each other in our careers involves more than personal success—it's about fostering a culture of continuous improvement and collective empowerment. By facing challenges with a growth mindset, we can all make meaningful contributions to our field and the lives of the patients we serve.



By

Linda Louie

Amgen-HBA Rising Star 2019

Successfully Proven Career Development Advice

At All Moments of Your Work Life Journey

4 **Network with Intention:** Build relationships with purpose and authenticity.

Building meaningful connections through networking and mentoring is a powerful way to grow both personally and professionally. Networking isn't just about exchanging business cards or quick conversations—it's about cultivating genuine relationships that are mutually beneficial. By intentionally investing in these relationships, you not only gain valuable insights and resources but also offer the same in return, creating an empowering cycle of support.

The PIE Theory of career progression, introduced by Harvey Coleman, emphasizes that performance, image, and exposure play critical roles in shaping your career. Surprisingly, only 10% of career success is tied to your performance, while 30% is based on your image, and a significant 60% depends on exposure—how you present yourself and how others perceive you. This underscores the importance of purposeful networking. It's not just what you know but how you connect with others that can propel your career forward.

Here are a few tips to help you network with intention:

Build relationships with authenticity: Focus on forming connections that are both purposeful and genuine. Understand not just what you can gain but how you can support others in return.

Be curious and invested: Whether it's your cross-functional partners or teammates, stay interested in the people around you. Everyone brings a unique perspective, and your curiosity helps foster deeper, lasting relationships.

Expand your network: The more you connect, the more opportunities open up for you. Your network can become a source of growth, guidance, and new possibilities.

By approaching networking with intention and purpose, you position yourself for a rewarding and expansive career journey.



By

Ponda Motsepe-Ditshego

Amgen-HBA Rising Star 2019

Successfully Proven Career Development Advice

At All Moments of Your Work Life Journey

5 Be a Positive Role Model for Authenticity

Growing up in a household with traditional gender roles, I witnessed firsthand the expectations placed on women and the limitations those expectations could create. When I started my career, I struggled to find female role models who successfully balanced both career and family. This challenge fueled my mission to find that balance for myself and support others in finding the balance that worked for them.

Early in my journey, I often felt I had to hide the struggle to balance my professional ambitions and my family responsibilities. A pivotal moment for me came when my oldest son faced serious health issues. This experience taught me the power of vulnerability and the importance of openly acknowledging my priorities. This cemented my commitment to living and working authentically and opened up my willingness to share my journey with others. A few thoughts on this topic:

Be Authentic and Share Your Journey with Others: Authenticity is powerful. By sharing your personal and professional experiences, you not only build trust but also encourage others to open up. This can create a supportive community where everyone feels valued and understood.

Connect with People in Your Personal and Professional Life: Relationships are the cornerstone of a fulfilling career and life. Take the time to connect with those around you, understand their journeys, and find ways to support them. This mutual support can be incredibly enriching and can lead to profound personal and professional growth.

Perfection Isn't Possible: It's important to acknowledge that perfection is unattainable. Some days your focus will be on work, other days it will be on family. Finding balance means accepting that it won't look the same every day. Embrace the ebb and flow and be kind to yourself during the process.

My journey has taught me the value of authenticity and the importance of building supportive relationships. By being true to ourselves and supporting each other, we can inspire future generations of women to achieve their goals without compromising their personal values. Let's lead the way together.



By

Gwen Cummings

Amgen-HBA Luminary 2020

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6 Impact Through Collaboration as Together We Are Stronger

In our journey towards professional excellence, one principle stands out: "Together, We Are Stronger." Building strong networks and fostering teamwork are essential steps toward amplifying our collective impact. Throughout my time at various Amgen sites, including Research, Process Development, ATO, and AMA, I've witnessed firsthand the power of collaboration.

Investing time and effort into teamwork with partner organizations has been critical in delivering transformational outcomes. When we share problems, brainstorm together, and challenge the status quo, we pave the way for novel approaches. This collaborative spirit not only creates a stimulating environment but also unlocks new opportunities for our talent.

In my experience, the most significant breakthroughs often emerge from diverse minds working in unison. Each of us brings unique perspectives and skills to the table, and when we combine these strengths, we can achieve remarkable results. Our collective efforts foster innovation, drive progress, and inspire growth.

Let's support each other, share our insights, and work together towards common goals. By doing so, we not only enhance our individual careers but also contribute to the success and advancement of our entire Amgen organization. Remember, it is through our collaboration that we can truly make a difference.



By

Rohini Deshpande

Amgen-HBA Luminary 2022

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7 Taking Ownership of Your Seat at the Table

In today's fast-paced and ever-changing business environment, it is essential for individuals to take ownership of their seat at the table. This means embracing your role and contributions with confidence and recognizing that your unique perspective is valuable to help drive the success of the organization and make a meaningful impact.

The Importance of Taking Ownership

Taking ownership of your seat at the table means being an active participant in discussions and decision-making processes. It means speaking up and sharing your ideas, even if they may be different from those of others. By doing so, you demonstrate your commitment to the success of the organization and show that you are a valuable member of the team.

Embracing Your Role and Contributions

To take ownership of your seat at the table and keep your seat, it is important to embrace your role and contributions. This means recognizing the value of the work that you do and the impact that it has on the organization. It also means being confident in your abilities and the unique perspective that you bring to the table.

The Value of a Unique Perspective

Each individual brings a unique perspective to the table, shaped by their experiences, background, and expertise. This diversity of thought is essential for driving innovation and finding creative solutions to complex problems. By embracing your unique perspective and sharing it with others, you can help to drive the success of the organization.



By

Disha Patel

Amgen-HBA Rising Star 2022

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8 Speak up, find your leadership style, and hold it

Each one of us has unique perspectives and ideas that deserve to be heard. Embrace the courage to voice your thoughts and contribute actively. As you do so, you'll begin to develop a leadership approach that resonates with your values and principles. Authentic leadership is powerful and inspiring, so let your true self guide your leadership journey.

Equally important is advocating for yourself. Don't wait for recognition to come to you—highlight your achievements and articulate your value. Often, our accomplishments can go unnoticed unless we make them known. Be proud of your contributions and communicate them confidently. This isn't about boasting; it's about ensuring that your hard work is acknowledged and that you receive the opportunities and rewards you deserve.

Remember, advocating for yourself and developing your leadership style are intertwined. As you assert your ideas and take ownership of your achievements, you'll naturally carve out a leadership path that is uniquely yours. This combination of self-advocacy and authentic leadership not only empowers you but also sets a powerful example for others to follow.

Stay true to your values, be vocal about your contributions, and never hesitate to claim your space. Together, we can create a supportive environment where every woman feels empowered to lead and succeed.



By

Susie Tappouni

Amgen-HBA Luminary 2022

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9 Unleashing Your Inner Drive: Discovering Your Professional Purpose

In the fast-paced world of the pharmaceutical industry, finding your professional purpose isn't just about identifying what you do well—it's about uncovering what ignites your passion and drives you to excel. Your purpose is the unique intersection of your skills, interests, and values that propels you to contribute meaningfully to your field.

To discover your purpose, start by reflecting on the moments when you felt most engaged and fulfilled in your work. Was it during collaborative problem-solving sessions? While mentoring a colleague? Or perhaps when you saw the direct impact of your work on patient lives? These instances hold clues to your professional purpose.

Embracing your purpose infuses your work with passion and enthusiasm, which is contagious and can inspire your team. It fosters a sense of ownership and dedication that accelerates personal and collective achievements. When you're driven by a deeper sense of purpose, your commitment to excellence and innovation shines through, motivating those around you and elevating team performance.

Moreover, a clear purpose provides resilience in the face of challenges. It becomes your compass, guiding you through complex projects and helping you maintain focus amidst industry pressures. By aligning your career with your inner drive, you not only achieve personal satisfaction but also contribute to a more dynamic, motivated, and effective team.

Finding your professional purpose is a journey of self-discovery and growth. It's about connecting your work to something bigger than yourself, creating a ripple effect of inspiration and success in the pharmaceutical landscape.

By



Marie-Sharmila Blandino

Amgen-HBA Rising Star 2023

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10 Stay Adaptable in a Dynamic Industry

In our rapidly evolving industry, adaptability is not just a skill, but a necessity. The accelerated pace of technological advancements, particularly in digital and artificial intelligence, is transforming the way we work and live. To thrive in this dynamic environment, we must continuously adapt and evolve.

One of the keyways to stay ahead is by blending technical expertise with practical experience. This means not only keeping up with the latest technological developments but also understanding how to apply them effectively in our roles. Embrace new tools and technologies, and don't be afraid to take calculated risks. This willingness to step out of your comfort zone can lead to significant breakthroughs and innovations.

Leadership skills are also crucial. In an industry that is constantly changing, strong leaders are needed to guide teams through transitions and inspire confidence. Cultivate your leadership abilities by seeking out opportunities to lead projects, mentor colleagues, and take on new challenges. Remember, effective leadership is about being adaptable, empathetic, and decisive.

Business savviness is another important aspect. Understanding the broader business context in which we operate helps us make better decisions and anticipate future trends. Stay informed about industry developments, market dynamics, and the competitive landscape. This knowledge will enable you to navigate changes more effectively and contribute to your organization's success.

Lastly, never lose your sense of curiosity. Inquisitiveness drives innovation and keeps you engaged in your work. Ask questions, seek out new learning opportunities, and remain open to different perspectives. This mindset will help you stay adaptable and resilient in the face of change.

By combining technical skills with experience, embracing risk, developing leadership abilities, honing business acumen, and fostering curiosity, you can successfully navigate the ever-changing landscape of our industry. Stay adaptable, and you will not only survive but thrive in this dynamic environment.



By

Linda Lai

Amgen-HBA Rising Star 2023

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11 **Embrace the Squiggly Line:** Understanding Career Momentums

In the journey of our careers, it's important to recognize that paths are rarely a straight, upward trajectory. Instead, they often resemble a "squiggly" line, full of peaks and valleys. This understanding can be both humbling and empowering, reminding us that it's okay to experience periods of slower growth or even setbacks.

Career momentums fluctuate, and each phase holds value. The peaks are exciting and fulfilling, often marked by promotions, new opportunities, and achievements. These high points are the result of hard work and dedication, and they propel us forward with renewed motivation.

However, the valleys are equally important. These periods of slower progress, or even setbacks, provide essential opportunities for reflection, learning, and growth. They allow us to reassess our goals, develop new skills, and build resilience. Embracing these moments can lead to profound personal and professional development.

A "squiggly" career path strengthens our ability to succeed in future roles. Each twist and turn equips us with unique experiences and insights that make us more adaptable and resourceful. By navigating different challenges and seizing diverse opportunities, we become more well-rounded and prepared for whatever comes our way.

It's crucial to remember that everyone's career journey is unique. Comparing our path to others can be discouraging but understanding that each experience —whether a peak or a valley — contributes to our overall growth is empowering. Celebrate your achievements, but also value the lessons learned during the quieter times.

By embracing the "squiggly" line of your career, you can cultivate a mindset that appreciates the ebb and flow of professional life. This perspective will not only help you navigate the ups and downs but also prepare you for a successful and fulfilling career, no matter the direction it takes.



By

Nada Obeid

Amgen-HBA Luminary 2023

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12 **Develop Emotional Intelligence:** Be uniquely human in the age of high tech

Emotional intelligence is an essential quality for any leader, it involves the ability to recognize, understand and manage our own emotions while also empathizing with others' emotions. This emotional acumen is a critical asset to building stronger relationships, leading with authenticity and creating inclusive environments where team members feel valued and understood.

One of the key components of emotional intelligence is empathy, which involves understanding and sharing the feelings of others. Empathy is not just a soft skill but a powerful tool for effective leadership. When leaders demonstrate empathy, they are better able to connect with their team members on a personal level and foster trust. This connection encourages open communication and collaboration, as team members are more likely to share their ideas, concerns and feedback with a leader who genuinely understands and cares about their well-being. Empathy also enables leaders to navigate difficult conversations with compassion, making it easier to resolve conflicts and build a harmonious environment.

Self-awareness involves recognizing your own emotions, strengths and weaknesses. By understanding how our feels and actions impact others, you can manage your responses more effectively and make more insightful decisions. This awareness also helps in identifying areas for personal growth and seeking feedback constructively, demonstrating a commitment to continuous improvement.

Effective communication is also deeply intertwined with emotional intelligence and is vital for successful leadership. Leaders who excel in communication can clearly and persuasively convey their ideas while being attuned to the emotions and responses of their audience. This sensitivity allows them to adapt their communication style to different situations and individuals, ensuring the message resonates. Additionally, emotional intelligent leaders are skilled listeners, which fosters a culture of openness and transparency within their teams.

Lean into leading with emotional intelligence, it is a key asset if you aspire to lead with impact and authenticity.



By

Michelle Carrillo

Amgen-HBA Rising Star 2024

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13 **Leverage Your Unique Strengths:** Identify and capitalize on your distinct talents and abilities

In the dynamic landscape of today's workplace, it's crucial to recognize and harness your unique strengths. Every woman brings distinct talents and abilities to the table, and these individual traits can become powerful assets in your career journey.

Begin by identifying your unique skills and qualities. Reflect on what sets you apart—whether it's your problem-solving ability, your knack for creative thinking, or your exceptional communication skills. This self-awareness is the first step in leveraging your individuality. Embrace your strengths with confidence, knowing that they contribute to your distinctive professional identity.

Your individuality is your competitive edge. In a world where conformity often seems easier, standing out can be a game-changer. Use your unique talents to tackle challenges in innovative ways, to offer fresh perspectives, and to lead with authenticity. By doing so, you not only advance your career but also inspire those around you to embrace their uniqueness.

Moreover, capitalize on your strengths by seeking opportunities that align with them. Look for roles and projects that allow you to shine and make the most of your abilities. Don't shy away from taking on responsibilities that highlight your strengths and provide avenues for growth and learning.

Remember, your distinct talents are not just beneficial to you but also your team and organization. Diversity in skills and perspectives fosters creativity and drives success. By leveraging what makes you unique, you contribute to a more inclusive and innovative workplace.

Embrace your individuality with humility and pride. Celebrate your strengths, work on your weaknesses, and always strive to be the best version of yourself. Your unique abilities are your greatest asset—use them to carve out a fulfilling and impactful career.



By

Janet Franklin

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14 Seek Out Mentors and Sponsors

In navigating a successful career path, especially for women, seeking out mentors and sponsors is pivotal. While both play crucial roles in professional development, they serve distinct purposes that are equally valuable.

Mentors are seasoned guides who offer wisdom, advice, and perspective based on their own experiences. They provide invaluable insights into navigating challenges, making strategic decisions, and honing skills essential for career growth. Establishing a mentorship relationship involves mutual trust and respect, where learning flows bidirectionally through shared experiences and dialogue.

On the other hand, sponsors are proactive advocates who actively promote and endorse your career advancement within organizational circles. They leverage their influence and networks to open doors to new opportunities, visibility, and career progression. Securing a sponsor involves demonstrating competence and potential while building a strong professional rapport.

Reverse mentoring, a concept gaining traction flips traditional mentorship dynamics by pairing younger or less experienced employees with senior executives. This fosters cross-generational learning, where junior employees offer fresh perspectives on technology, market trends, and cultural insights, benefiting both parties.

Central to effective mentorship and sponsorship is reciprocity. It's crucial to reciprocate by being receptive to feedback, actively seeking growth opportunities, and delivering results that reflect their investment in your development. Expressing gratitude through sincere appreciation and acknowledgment reinforces the relationship's strength and encourages ongoing support.

In essence, cultivating relationships with mentors for guidance and sponsors for advocacy empowers women to navigate and excel in their careers. Embracing these roles not only enriches professional journeys but also fosters a supportive community where achievements are celebrated, challenges are overcome, and aspirations are realized.

By

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15 Get Involved! Join Employee Resource Groups

To expand your network, to fulfill your curiosity and elevate your corporate company understanding:

Joining Employee Resource Groups (ERGs) can be a transformative step in your career journey. ERGs offer a unique opportunity to connect with colleagues who share similar interests, backgrounds, and experiences. By participating in these groups, you can significantly expand your professional network, creating meaningful relationships that can provide support, mentorship, and collaboration opportunities. These connections can be invaluable in navigating your career path and finding allies within your organization.

ERGs also serve as a platform to fulfill your curiosity about different aspects of your corporate environment. Engaging with an ERG allows you to explore new ideas, understand diverse perspectives, and gain insights into various departments and functions within your company. This broadened understanding can enhance your ability to contribute effectively and innovate in your role. Moreover, it can expose you to career opportunities you might not have considered otherwise, opening doors to new and exciting paths.

Furthermore, being active in ERGs can elevate your understanding of your company's culture and values. It offers a closer look at the organization's commitment to diversity, equity, inclusion and belonging. This involvement not only reinforces your alignment with these values but also positions you as a proactive and engaged employee. By contributing to ERG initiatives, you demonstrate leadership and a commitment to fostering a safe and positive workplace culture, which can be recognized and rewarded by your employer.

Embrace the opportunities ERGs provide. They are not just groups but powerful networks that can help you grow, learn, and succeed in your corporate journey.

By

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16 **Lift Each Other Up:** A Call to Women to Mentor, Sponsor, and Empower

As women, one of the greatest gifts we can give is to lift each other up. Mentoring and sponsoring other women isn't just a generous act – it's a vital responsibility. When we take the time to support our colleagues, we help create an inclusive, thriving workplace that allows all of us to unlock our full potential.

Whether through small acts of kindness, a thoughtful question, or offering insight during a difficult time, never underestimate the power of showing up for others. These moments of connection can be the catalyst for someone's confidence and growth, helping them to speak up, take risks, and reach new heights in their career. By being a role model, we inspire others to become one as well.

Remember, creating a sisterhood where women encourage, uplift, and support one another is key to strengthening the workforce. We need each other on this journey, and through mentorship and sponsorship, we can truly make a difference.

For those receiving guidance, never forget the value of gratitude. Be thankful to your mentors, sponsors, and anyone who offers a helping hand. This spirit of appreciation strengthens relationships and fuels the cycle of support that benefits everyone. Together, we can cultivate a culture that empowers all women to succeed. Let's rise by lifting others.

By

Amgen-HBA Luminary and Rising Stars Awardees Sisterhood group

What's Next? And What You Can Do?

Looking Forward

By incorporating these strategies, we hope you feel empowered to navigate your career with purpose and resilience, making significant contributions to both the pharmaceutical industry and Amgen, while also supporting and uplifting others along the way.

As you progress in your journey, remember that being a mentor and sponsor to other women and colleagues is not just an opportunity but a responsibility. By guiding and championing others, you help build a more inclusive and supportive environment for everyone.

Our journey doesn't end with the release of this white paper. We are committed to amplifying our voices, sharing these insights, and receiving feedback on the first set of advice presented here.

Thank you for taking the time to read this. We eagerly anticipate fostering mutual support and encouragement in the workplace, regardless of your location, role, or career stage.

Our final message is this: We all have something to learn from each other, and it's essential for everyone to contribute to the ongoing evolution of our workplace. Together, we can ensure that everyone feels empowered to achieve outstanding results in fulfilling Amgen's commitment to fighting the world's toughest diseases and advancing health access to serve patients.

Thank You!