

PHILIPS

Views on leadership

Lead
your
way



Let's champion a **new way**

In this book, you'll hear from 14 different women – successful executives, creators, professionals and leaders.

These are women who've climbed the rungs in different eras and cultures. Our conversations with them were inspirational and sometimes eye-opening. "Women hold up half the sky" says one of the leaders referring to a Chinese saying. And we do this in our own, unique way. We are all equal but that does not mean we are all the same. Let's celebrate and embrace the diversity we bring. It's a business imperative and much more fun when we team up from the strength of our differences.

At Philips we've always been driven to improve lives, innovate sustainably, create change. Ask almost any of us, and you'll hear the same thing again and again: we work here because we get the chance to positively impact the world and the lives of real people. All these leaders have different stories but they all believe that success comes from doing work that matters, that impacts people – and therefore the world. Focus on what you love, be who you are and claim your space. These are some of the beliefs these successful women love and promote.

We recognize the proven benefits of enhanced innovation, greater performance and employee satisfaction that derive from a diverse and inclusive workplace. We will need to champion a new way of working, use a different lens and shift our mindsets to build and foster that inclusive culture. Leveraging our differences makes us more creative, innovative and effective. That's how we can best anticipate the needs of our customers, now and in the future – by representing them, in all their diversity, in our own teams.

We're excited to be part of this conversation, to share, connect and learn. We hope the stories of these successful leaders and role models spark something in you. May they inspire you in your career to bring your best and help us grow in new and different ways.



Astrid Balsink

Global Director Inclusion & Diversity

**Sometimes life
is a struggle,
but it's full of
possibilities too.**

**Find the energy
within yourself
to grow**

[#leadyourway](#)

This canvas is born out of my roots in dynamic graffiti. My experience **breaking the mold** and rising to the top in a field dominated by men. Finding my way, even while raising two daughters and traveling the world.

Vivid color. Transparency. It's inspired by emotions, struggles, energy and inner power. And it aims to inspire women right back – to be courageous, go your own way, and fill your life with color, in all its shades and layers.



An abstract artwork featuring bold, overlapping geometric shapes in vibrant colors like magenta, teal, and lime green, set against a dark background. The composition is dynamic and layered, with visible brushstrokes and a torn paper effect in the center.

MadC Claudia Walde
Street Artist



I've
in the



been minority *for the majority of my life*

As Chief of Operations, Sophie Bechu is responsible for executing upon almost everything that a customer could ask for. From receiving customer orders to producing end products to invoicing, Sophie's mission is to make sure Philips always delivers.

Sophie's expertise spans operations, service delivery, procurement, supply chain, engineering and strategic outsourcing. Sophie honed her skills at such places as IBM, where she was in charge of IT services delivery, managing a portfolio that included the Healthcare and Life Sciences businesses.

Sophie was born in France and holds an Engineering degree from L'École Nationale Supérieure d'Électricité. She now lives in the Netherlands with her family.

Sophie's inspiration:
Her four children

At university, I studied science and engineering, being one of the few women. And this was the same at work. Thankfully, I never experienced exclusion due to my gender or felt out of place.

That changed when I became a wife and mother. I had to balance many more priorities and the choices I made, good or bad, became important as these choices were norm setting for my female colleagues.

Like many senior women at that time, the support I got outside work helped me commit to my career. My husband looked after the family, taking care of everything as a stay-at-home dad. Back then, at least in my environment it was not the obvious choice.



I'm happy to see more women rising in the field of operations and supply chain. That diversity of background, experience and thinking has become part of how we build our teams.

Heads high and own your space

Gender most definitely doesn't stand in the way of my children's dreams – they don't see

gender as an issue. Like many young people I see in business, they step in, hold their heads high and own their space. That's something all business people need to do.

It doesn't matter who you are if you're not performing well. So, don't change your behavior or pretend to be someone you're not. Just focus on performing well.

When **someone**
trusts you *more than you*
trust
yourself,
you start to **trust**
yourself

Be yourself

It is interesting to see that sometimes people perceive the same behaviors differently when they come from women. For example being stern makes a woman dictatorial, rather than powerful. My advice: ignore any scrutiny and remain true to yourself.

The greater good

In my experience, women often take the long-term view, focused on impact and the greater good, not short-term returns. I find that a great skill for a leader.

Learn from others

I've always watched and learned from those around me. I've seen strong leaders, both male and female, and tried to understand the traits that make them good at what they do. Like treating everyone with dignity. Making everyone in the team feel respected and addressing any issues in private. Being courageous. Acting on their decisions and getting things done. I remember some of my female bosses being the most resilient and stable leaders I've known. Emotionally intelligent, taking things in their stride.

Cherish your support network

I've met some truly inspiring people through my career. Their trust in me gave me confidence in my abilities and myself as a leader. It humbles me to know there's a whole network of people out there, ready to help me if I ask them. These are the people who'll guide and support you. Cherish them.

I believe that the purpose of technology is a means to an end for improving healthcare, making it accessible to more people and delivering better outcomes, at lower costs

A portrait of Carla Kriwet, a woman with short grey hair, wearing a dark blue blazer over a teal top. She is standing with her arms crossed, smiling slightly, against a blurred background of a modern office interior with large windows.

Carla Kriwet *Interview*

Q What is your role in the business?

A I'm the Chief Business Leader of Connected Care and Health Informatics, which encompasses monitoring and analytics, healthcare informatics, therapeutic care and population health management. I'm a member of the Royal Philips Executive Committee and the executive sponsor of the cardiology solutions business, which crosses the company. I'm passionate about creating affordable, holistic solutions that can serve as many people as possible. I believe that the purpose of technology is a means to an end for improving healthcare, making it accessible to more people and delivering better outcomes, at lower costs.

Q What do you consider to be your greatest success?

A I always feel best when I see the talents I supported, over their careers, succeed. When I see them making bold moves, challenging the current way of thinking, stepping in to really change established processes and thinking in a sustainable way.

Q What was the pivotal moment in your life that helped you realize that life is better when you are yourself and lead your way?

A I have made many career moves in my life that were conscious decisions to either learn or to support my family life and some of them might look inconsistent from the outside.

For example, I left my previous company after only six months in the job, as I could not deal with the corporate culture and I am grateful for Philips' open transparent culture where people dare to speak up and don't spend time with political games. My first job at Philips as Market Leader DACH might look like a side-step from my previous role. And I frequently went back in my career to work for NGOs in the field, delaying the next career step. These were choices that made sense for me and my family; a career consultant would probably have advised me differently. But, I lead my life my way, and feel good about it.

Q What do you think exemplifies someone who leads their own way?

A Being driven by personal passion and inspiring others by living our Philips values, rather than only adhering to them.

Q Who or what inspires you?

A I'm inspired by the clinicians who work every day to care for people and make healthcare better. If you've ever had to care for a friend or family member, you know well that it is the nurses, doctors and other clinical professionals who give you hope.

Clinicians give compassionate care even if there won't be a happy outcome. When my aunt was dying of cancer, the clinicians were trying to give the best care possible, but it was very obvious to me that the healthcare system is fragmented and not organized around the patient. This impacts patient safety, quality of life for caregivers and creates waste in the system. The future of connected care inspires me. Meaningful innovation around the patient inspires me every day.

Q If you had a chance to redo a moment in time, what would that be?

A I would probably not study business again, but rather medicine combined with computer science.

Q What one piece of advice would you give your younger self?

A I used to put a lot of stress on myself and the people around me and still do. I have learned that sometimes taking one step back can move you two steps forward. We all need to trust our colleagues and partners and be selective about our own personal role. Pause and reflect. Life is short - carpe diem.

We all need to trust our colleagues and partners and be selective about our own personal role

In my position
at the Healthcare
Businesswoman's
Association, I
have the amazing
opportunity
to guide young
women and have
noticed that they
often ask me the
same questions

#leadyourway

Laurie Cooke
CEO, Healthcare
Businesswomen's Association

So, I chose the **Letter to My Daughter** format for two reasons. One is to share what I've learned, which I hope can help answer these questions.

And the other is because my daughter Jessica is an amazing young leader willing to learn from others.

Philadelphia,
October 2018

**What I Tell My Daughter -
21 Truths for Her 21st Birthday**

Dear Jessica -

On this special occasion of your 21st birthday, I put together a list of "My Truths" - one for every year of your life. I've compiled these truths over the many years of my career as I worked my way to the executive level. Some of these truths were learned from the school of hard knocks, but many of them came from other generous and courageous women who've paved the way for all of us. I hope these *truths* help you to navigate your career and enable you to contribute to a future state that truly values the contribution of women and you have equal access to life's opportunities. But most importantly, that you have a *purpose* that continually inspires you.

I encourage you to develop your own truths and add to this list, then share it with those just starting out in their career. By us sharing these truths with women across the generations, we give the gift of *knowledge*, and knowledge leads to confidence. And confidence is the key to unlocking the executive office door.

And when those days come - and they will - when your tank is empty or you feel you have lost your way, read through these truths and be reminded that you can do it.

I believe in you!

*Love,
Mum*

1

Well behaved women rarely make history

2

Trust your instincts; go with your gut and listen to your heart

3

Gender diversity is good for business - you add more value bringing your whole self to work

4

Don't let the "might happen" block you from taking a risk; you can figure it out if it does happen

5

Know your brand, and live it fully and authentically

6

Get comfortable speaking about your accomplishments; don't underestimate your value

7

Create your own board of directors with a multitude of mentors who can guide you

8

Secure a sponsor who advocates for you when opportunities become available

9

You can have it all; just not all at the same time; you can't be perfect at everything, every day

10

Never eat alone; every day is an opportunity to connect with people at all levels

11

Define your limits and don't be afraid to say no

12

Be uncomfortable with at least 30% of your job, or you're not learning enough

13

Ask for and embrace radical candor; feedback is a gift if you're willing to really listen

14

Gain experience in finance, people management, and strategy areas for a top CV

15

Never stop learning and growing; you'll contribute so much more to your team

16

Don't play into stereotypes; other people can organize the company party

17

Ask for what you need to be successful; don't be a martyr

18

Be bold, be brief, be gone; know your audience, be concise, and leave them cheering

19

You deserve to be here; shut down the negative self-talk

20

As they say in America, there's no crying in baseball, so play hard and play to win

21

And once you make it to the top, send the elevator back down for other women

This letter is a
recognition of
my daughter
and a testament
to the benefits of
seeking counsel
from mentors who
have walked the
path before you

#leadyourway

CEO, Healthcare
Businesswomen's Association
Laurie Cooke

This may sound strange, but in 21 years in Philips I've never felt particularly "female." I've always been treated with respect and, as I got more senior, simply as a leader.



Collection of Ling's family photos

In China we have a saying: **Women hold up half the sky.** And we know diverse perspectives are valuable, so we'll always seek a balance of opinions when making decisions.

Often, we say there are two types of leadership strength: male leaders are sometimes seen as tough and masculine, female leaders are perceived as tender and caring. Well I would say a strong leader needs to be both.

To make tough calls, take risks, inspire people, build relationships, lead with empathy, handle pressure and stay resilient.

None of these are specifically *male* or *female* characteristics. **They're characteristics of leadership.** There are different ways to lead, and you can and should learn from many different styles of leadership.

But don't be passive. As a female leader today you need to **claim your space.**

Be more vocal. Grab attention. And speak up for yourself. It's not about having a female view, it's about calling out, standing out, as a female leader. Sometimes that just means raising your hand and saying: "Hey, there's something you might have forgotten."

That happened to me once in a strategic discussion – the team was leaping ahead with a plan, but I felt we were missing the bigger picture. So I spoke up. And it changed the whole discussion.

From that I learned I need to claim my space; if I don't ask, people won't give it. But once I do, the space is all mine.

Make space for family

Earlier in my career I had a relocation assignment on a split-family basis with my baby girl. After a while I couldn't manage and almost considered giving up my job. But again, I spoke up and the company found me a new role back to Shanghai. I didn't need to choose.

I'm glad Philips recognizes the importance of family. My husband still remembers a special dinner one of my bosses had with him years ago, as a "thank you" for his support to me. You can't underestimate how important such appreciation is to us all.

In China we have the luxury of tremendous family support – my in-laws live with us and help take care of the family and my daughter. It's reassuring when I'm traveling, because I know everyone is taken care of at home. Without their support I couldn't have made it this far.

Family recharges me. It brings me joy to share every step of my career progress with them, knowing it makes them proud of me. They're the reason I'm successful.

Supporting women in their choice to have both a career and family is critical – for those women and for the future of female leadership.

Women hold up half the sky



Ling is the Head of Finance for Philips Greater China and a member of the Philips Finance Leadership Team. She works on accelerating growth and value creation for Philips GRC in the HealthTech space, contributing to healthier living and better healthcare in Greater China.

She has 19 years' experience at Philips across many different

finance and control roles across the full value chain of R&D, manufacturing and commercial. Ling also brings a rich experience in managing international businesses having also spent two years in Amsterdam as the Head of Finance for Global Business Group Personal Care.

Ling lives with her husband, extended family and her daughter.



**I have always
been intensely
puzzled when
people assign
color to gender.
That's why I
have opted for
gender neutral
colors in my
photography**

#leadyourway

Yet, the face I have assembled out of everyday office tools and stationery is distinguishably feminine. Why is that? My artwork is as much about

challenging our perceptions of what femininity and masculinity are as it is about encouraging us to view gender differently.

Photographer
Jenny van Sommers

Diversity makes the world go round

Diversity matters

I value inclusivity and diversity in business and in life. First, I believe it's important that as a company we are a reflection of the world around us – our customers, consumers, society in general. And secondly, I see that diversity brings the best out of a team. When you have only likeminded people, you cannot hope to optimize performance.

That's a lesson I learned in one of my earlier roles at Philips. I worked for a very strong female leader who was almost the exact opposite of me. Those multiple points of difference meant we complemented each other, sometimes to the disbelief of people around us! But it really worked, we both learned a great deal and were stronger together as a result.

The journey continues

At Philips and in some walks of life now, I like to think there is much to be optimistic about and good progress has been made.

For me, this cartoon sums it up when it comes to inclusion – three women represented in this group is already better than one! If we can get there, then we can start talking about five. As women, we have to start thinking like this, get on with it and do something about it. You don't climb a mountain by only thinking about the summit, you need to think about the path to get there. That should be our focus and our goal.

Leadership is more than a title

For any leader – female or male – there is so much more to leadership than hierarchy and title. As I've said, I believe that diversity is an essential component – strong leaders know how to leverage their team and appreciate diverse views. But there are other qualities which should also be in the mix – decisiveness and the ability to follow through, a willingness to listen and a continuous and life-long openness to learning and improvement. Our ever-changing environment, now faster than it's ever been, also calls for leaders who can embrace change and manage to adapt and change too.

Leading your way

By its very nature, leadership and your career in general has to start with you being yourself. In my own case Philips has given me many, many careers as well as life opportunities I couldn't have dreamed of 18 years ago. But the common thread has been to work with diverse people, teams, and situations around me – that is really what makes the world go round!

You don't climb a mountain by only thinking about the summit, you need to think about the path to get there.

Below: LeanIn.Org and McKinsey & Company, Women in the Workplace, 2017



Selina Thurer is Senior Vice President for Philips Kitchen Appliances where she leads the global team developing and marketing cutting edge innovations to help people enjoy healthier food and drink choices and live well.

Since beginning her career at Philips in 2000, Selina has worked in general management and marketing roles across the company. During that time she has been variously based in Europe,

the US and Asia, giving her valuable insight and personal experience of living and working in diverse cultures and teams.





My piece depicts the duality and equilibrium of modern women. This balance comes from the understanding that a woman can embody contrasting personas; she can have a successful, influential career while also having a well-rounded and fulfilled personal life.

Contrary to the perception that these are mutually exclusive paths for a woman, a truly powerful woman embraces and celebrates this duality in her nature. She is as hard as she is compassionate; as resilient as she is vulnerable. And it is a thing of beauty to behold.

#leadyourway





Try **enjoy** along way

Amanda DePalma

to **it** the

MedtechWOMEN
Leaders Advancing Healthcare

Amanda DePalma is the Global Marketing Leader for Ultrasound at Philips, where she drives customer-centered marketing strategies and initiatives around Philips Ultrasound solutions.

Before joining Philips, Amanda held various leadership roles in medical device marketing and sales for companies

such as Endologix, Kimberly-Clark Health Care and Abbott Vascular, where she led teams in driving worldwide growth through new product development and commercial strategies. She attended the University of Florida for her bachelors and MBA.

She lives in the Seattle area with her husband and two sons.

One of Amanda's inspirations:
MedtechWomen

Your career is a *marathon*

take it step by step Build personal and professional networks, be aware of unconscious bias and diversify those networks / **Find a group that energizes you** For me that's *MedtechWomen* **I've been inspired by some amazing women: Amy Belt Raimundo, Deborah Kilpatrick** You gave me the confidence to believe in myself and what I know—and the 'value of getting stuff done' / **Don't be afraid to take risks and speak up** Claim your seat at the table, be confident in who you are, be an authentic

Amanda DePalma

not a sprint —

leader who lifts people up
with you / **As women we face
pressure to be more masculine**

But stay true to yourself, and cut
yourself some slack / **Balancing**

career + family It's a lot of
pressure and sometimes it gets
crazy, keep marching and
support each other, life is all ebb
+ flow / My dad told me: **plan**

your work and work your plan

but remember things will
happen as they're supposed to

/ **One thing at a time / Try to
enjoy it along the way.**

Marlies spent her career in the FMCG sector before joining Philips four years ago. As a senior marketer at Philips, she oversees media strategy, delivers ambitious campaigns, and develops new markets for personal health together with her team.

She has worked internationally before and is now responsible for the PH marketing in Germany, Austria and Switzerland. Managing people with different levels of experience, she adapts her approach to help every one of them to achieve their career aims.

She lives with her husband and young son in Hamburg.



Marlies' inspiration:
Business book titled
Good to Great



**Marlies
Gebetsberger**

How
to go
from

**good
to
great**

#leadyourway
Philips leaders



Hire strong people

If we can't find a strong candidate for the role then we're not looking hard enough.
Make it happen.

Do something you love

When your job energizes you, you'll do it well naturally, people will notice and your career will develop. Remember the why behind what you're doing.

Remember there are different ways to be a leader

You don't have to be a female copy of the male leaders you see in business today.

Be modest

The best leaders I've known don't talk about what good leaders they are. You hear about it from others and, if you're lucky, you get to work with them yourself. Just lead by example and help each other along.

Trust in yourself

If you're convinced about your own strengths, you'll contribute automatically.

It's not about forcing yourself to say something, it's just about going into that meeting knowing you're great.

Do what's right for you

People have very strong opinions.

"Women should stay at home when they have a baby."

"Women should come back to work as fast as they can."

I think the solution is just to do what's right for you.

Pitch your ideas

Exercise your entrepreneurial spirit and pitch your ideas, business cases and ways to change your company culture.

**Marlies
Gebetsberger**

Unite!

The best teams are diverse groups of people working together on a shared vision. Find those people who inspire you.

Slow down to speed up

This was one of the best pieces of advice I've ever received. If you're a big picture person, take a moment to pause and think about the gritty detail – like how to get people on board with a project and work together to deliver it.

Ask for what you need

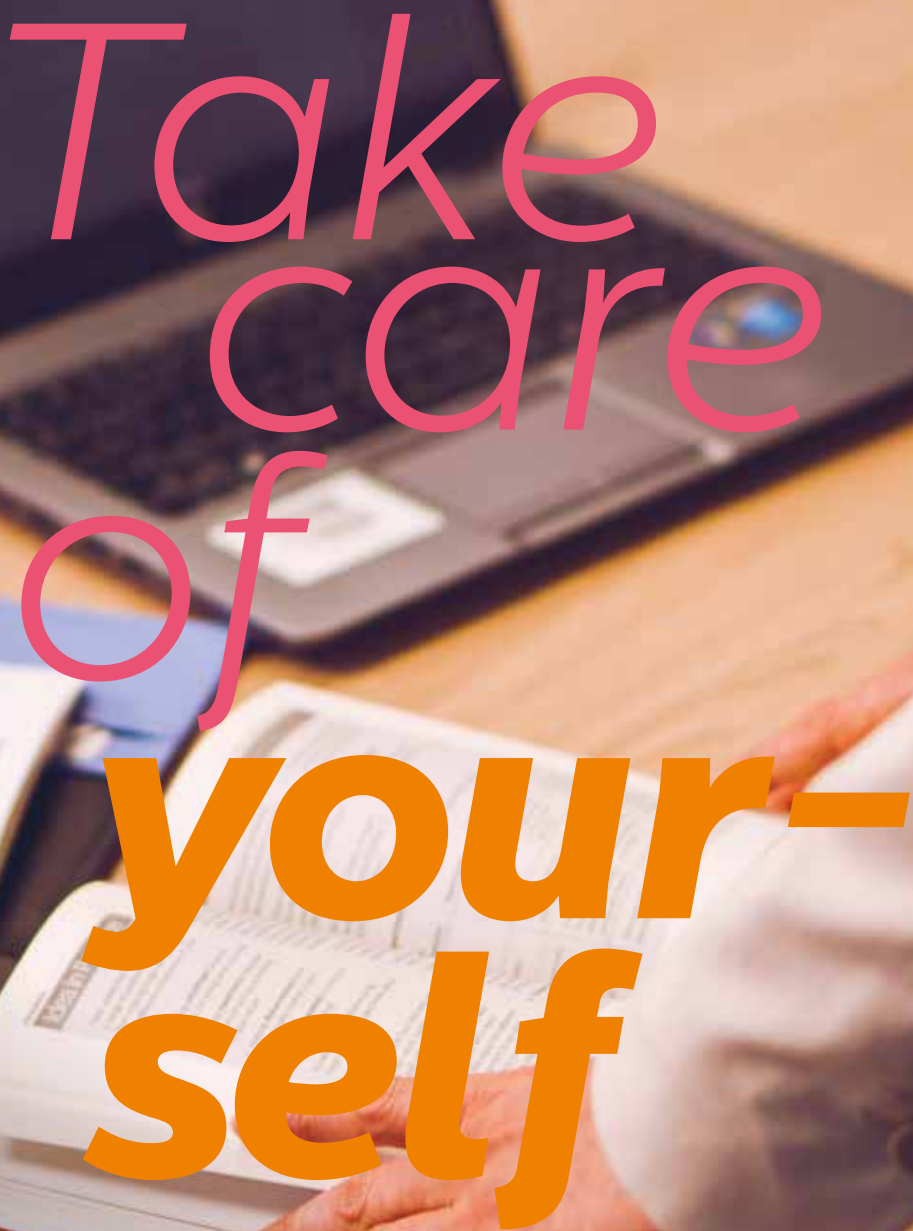
I'm not afraid to say maternity leave was different than I had expected. I love my child more than anything else, but quickly realized that I missed work a lot. Philips let me decide when and how to come back.

Be yourself

Don't try to be "be a leader."
Just be you.



#leadyourway
Philips leaders



Take care of **your- self**

When I was starting out I had no real female role models, so I had to build my career based on male leaders. It led me down a path focused only on the professional: achieving results. Then I realized that's just not possible. I'm a person. I'm a woman. That has to come together. Focus on your inner self as well as your professional ambitions.



Dr. Eva Gattnar has led Philips' long-term strategic partnerships team for the German, Austrian and Swiss market (DACH market) since June 2017. Eva and her team develop holistic solutions for long-standing partnerships between Philips and healthcare providers. She has been leading healthcare projects for over 10 years with the goal of improving operational, clinical and financial outcomes.

Her main areas of expertise include business development and innovative business models, addressing the C-level of strategic key accounts and the inclusion of co-creation to develop sustainable partnerships with healthcare providers. With over 13 years of experience in healthcare, Dr. Gattnar has gained extensive experience in healthcare management.

Change yourself

In business there's no such thing as stability. In fact, the only thing that's sustainable in the corporate world is change. In my career, I made sure to embrace change and trends, and always position myself as the first person in a new space. Expect to change your role every few years, as the company moves into new spaces, and there'll be new opportunities for you. You'll also learn from all the different leadership styles you encounter.

Don't change yourself

A directive style is what some people think true leadership looks like – even though a collaborative, empowering style is better for team members and company culture. As a woman in business, you might face pressure to become more “male.” But you don't have to change who you are to succeed. Stay true to yourself and find your own leadership style.

Manage yourself

Focus on managing and leading yourself first. Then everything else will follow. Learn to market yourself. Build a strong network around you. Set boundaries. Ultimately, you're responsible for how much you do and don't take on. Help your team stay self-motivated, and give them space to make their own decisions, with support whenever they need it.

break the
change the
don't judge
for what
given
age
already

we
would
rhythm
gettle
you're
we
strong

Change the rhythm

#leadyourway

Painted With The Same Brush

*Break the mould, change the rhythm
Don't just settle for what you're given
We are already strong
Why don't we all be the change
that we've been waiting on*

*My pen may have the power
To inspire others
Unite crusaders
When it hits that paper*

*Something's false, don't dismiss it
What's to lose, why don't you risk it*

This song definitely comes from the heart. It's me speaking honestly about what I feel. I hope that women of any age, any ethnicity, any background, can relate to the idea that we come from the same place even if we have differences to our individuality.

I believe that this is a pivotal moment in time, not just for women but for society as a whole. I truly believe what I write: the time is now. We need to encourage all women to believe in themselves, speak out and make change happen. We need equality.

The time is now.

**Some people say,
That's just the way it is right
We could let things play out,
Let it all be black and white**

**We've all been painted with the same brush
So what's the fuss, what's the fuss?
I said I don't need no expertise,
I wanna be treated like an equal please
You know what I mean**

**The time is now
Change will come
Do your thing
Let your thoughts come undone**



Mum



inspiring women



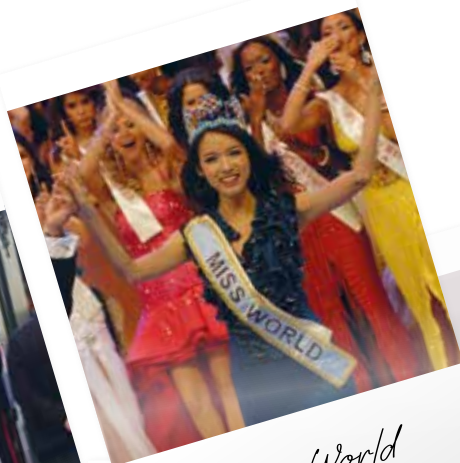
Actress



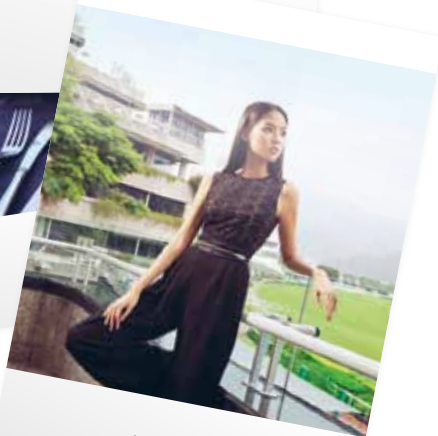
Miss China



influencer



Miss World



Model

As women we should keep inspiring each other to do great things – it's so important.

I think the number of working mums is going up, and I'm glad. I went back to work after having my daughter – at a time when most new mothers would choose to stay at home. I hope this can inspire other women to keep pursuing their dreams, after having children.

My inspiration?

Miss World Chairwoman, Julia Morley. She's so enthusiastic, so dedicated to charity and helping other people – wherever in the world you are. She gives women a voice.

A voice women need

In my industry, there's less inequality than you'd think. We need to make regulations more powerful. Protect working mums better. That's better for women, men – everyone.

#leadyourway



My biggest challenge has been **work/life balance**

Mona has over 20 years of industry experience in Healthtech, Semiconductor and Consumer electronics businesses primarily in engineering and program management.

Currently heading a team of over 150 people in Philips Innovation Campus Bangalore she is responsible for engineering management and delivery of business-specific solutions for Personal Health businesses of Philips.

Mona lives with her husband, mother-in-law and teenage daughter.

Mona Shivaramakrishnan

In senior positions, you have to be available.
You have to be there for the team.
You have to take calls.

But you want to have time for home life at the same time. Women tend to take more responsibility at home and want to do justice to both work and home life. I think that's something a lot of women struggle with personally.

The start to my second stint at Philips wasn't smooth. I was part of an underperforming team. Soon I was given the opportunity to head the team and I had a lot to get my teeth into. Within six months, improvements started becoming visible and I was able to turn around the team within a year.

I know I am a strong woman. I was raised to be independent. My dad always told me: "Mona, you want to be treated like an equal? Work as one."

That's what I tell women at work: approach every role as an equal. You've earned your place. Find your own style. Take risks. Learn to communicate well and enjoy what you're doing. Set boundaries. I created a rule for my team: no meetings after 7pm.

That means I can be at home in time to see my daughter and cook with her before she settles down for the night. That act of cooking together – it's nourishing. Energizing.

That energy feeds back into my work life.

I treasure family vacations. You get to relax and spend some quality time with family.

Employers could support everyone better. Change the focus from hours spent at our desk – to output. How impactful you are versus how long you are at your desk.

It's OK to not do everything yourself. I rely on my family's support to do my job.

It's a shift in mindset, but a vital step toward a **work**

life

balance

Contributing artists and Philips leaders – Biographies



Claudia Walde

Claudia Walde is one of the world's most sought-after street artists, using the moniker MadC.

Claudia has made it to the pinnacle of this male-dominated field through years of honing her skills and an unwavering confidence to follow her passion and do it her own way. Over 21 years she has developed from a teenager with a spray can to a leading global street artist, responsible for some of the most important contemporary commissions. All while traveling the world and raising two daughters.

Claudia holds multiple degrees in graphic design and has written three books on street art. Her unique style, with its roots in graffiti art, pairs a use of color, composition and layering with the spontaneous line work of a calligrapher. Her canvases have been exhibited in solo and group shows worldwide, and her murals are displayed in cities around the world. Claudia is based in Germany, but travels extensively.

madc.tv



Sophie Bechu

Chief of Operations, Order to Cash Excellence, Procurement, Global Services & Solutions

Executive Vice President Sophie Bechu is Chief of Operations and responsible for driving operational excellence in everything from the way the company receives a customer order, to producing the goods or services, to delivery, invoicing, collecting payments and offering a global, consistent service experience to customers. It is her mission to make sure Philips delivers as promised; thinking from a customer perspective and applying excellence in execution.



Carla Kriwet

Dr. Carla Kriwet is Executive Vice President and Chief Business Leader of Connected Care and Health Informatics, and a member of the Royal Philips Executive Committee. With more than 20 years of experience in business strategy and operational execution in the medical device and medical service industries, Carla has a successful record of achieving ambitious targets, delivering double-digit growth and leading organizations through transformation.

In her current role Carla is responsible for population health programs, healthcare informatics, patient monitoring, therapeutic care, hospital IT, ventilation devices, automatic external defibrillators and medical consumables and sensors. She is also the executive sponsor for the Cardiology Solutions Business across all Philips divisions. A passionate advocate for patients and caregivers, Carla cares deeply about how digital innovation can radically change care delivery inside and outside the hospital, improving clinical and operational outcomes.



Laurie Cooke

Laurie Cooke is the President and CEO of the Healthcare Businesswomen's Association, a nonprofit representing over 50,000 women and men and 125 corporate partners.

Laurie is a leading advocate, speaker and thought leader for gender parity, having been twice recognized as a PharmaVOICE 100 most inspiring people in life sciences, among other awards.

Laurie holds degrees in Microbiology, Pharmacy and Software Engineering Management, and her career has spanned everything from pharmacy to executive leadership. She is a licensed pharmacist, certified association executive, mother of two and wife. She resides in Philadelphia, USA.

hbanet.org



Ling Liu

Ling is the Head of Finance for Philips Greater China and a member of the Philips Finance Leadership Team. She works on accelerating growth and value creation for Philips GRC in the HealthTech space, contributing to healthier living and better healthcare in Greater China.

She has 19 years' experience at Philips across many different finance and control roles across the full value chain of R&D, manufacturing and commercial. Ling also brings a rich experience in managing international businesses having also spent two years in Amsterdam as the Head of Finance for Global Business Group Personal Care.

Ling lives with her husband, extended family and her daughter.



Jenny van Sommers

Jenny van Sommers is an award-winning photographer and art director.

As a child, van Sommers grew up in a home environment she describes as "shielded...from any gender-bias information." She credits this and her parents for instilling a sense of confidence and self-determination that eventually led her to a career in art and photography.

Jenny honed her skills behind the camera for a decade before beginning work in advertising in London, where she soon won a prestigious Cannes Golden Lion award. Her clients now include some of the world's most recognizable brands and her work has appeared in numerous magazines. Born in Australia, she now lives and works in London and Paris.

jennyvansommers.com

Contributing artists and Philips leaders – Biographies



Selina Thurer

Selina Thurer is Senior Vice President for Philips Kitchen Appliances where she leads the global team developing and marketing cutting edge innovations to help people enjoy healthier food and drink choices and live well.

Since beginning her career at Philips in 2000, Selina has worked in general management and marketing roles across the company. During that time she has been variously based in Europe, the US and Asia, giving her valuable insight and personal experience of living and working in diverse cultures and teams.



Nupur Panemanglor

Nupur Panemanglor is an illustrator, visual artist and graphic designer whose distinctive, detailed work is inspired by patterns, textures and forms in nature.

Nupur's illustrations are often focused on the subject of women, highlighting their grace, intrigue and the relationship between them and their surroundings. Art, films and media that center on the complexity and sensuality of feminine nature and form have had deep influences on her work. She is a strong supporter of women's rights, equality and entrepreneurship.

Nupur has worked on numerous multidisciplinary design and illustration projects since graduating from Srishti School of Art, Design and Technology in 2012. She has been featured in a number of publications including the Times of India, The Dieline, Kyoorius Awards, BuzzFeed etc. She currently divides her time between Pune and Bangalore.

[behance.net/nupurpanemanglor](https://www.behance.net/nupurpanemanglor)



Amanda DePalma

Amanda DePalma is the Global Marketing Leader for Ultrasound at Philips, where she drives customer-centered marketing strategies and initiatives around Philips Ultrasound solutions.

Before joining Philips, Amanda held various leadership roles in medical device marketing and sales for companies such as Endologix, Kimberly-Clark Health Care and Abbott Vascular, where she led teams in driving worldwide growth through new product development and commercial strategies. She attended the University of Florida for her bachelors and MBA.

She lives in the Seattle area with her husband and two sons.



Marlies Gebetsberger

Marlies spent her career in the FMCG sector before joining Philips four years ago. As a senior marketer at Philips, she oversees media strategy, delivers ambitious campaigns, and develops new markets for personal health together with her team.

She has worked internationally before and is now responsible for the PH marketing in Germany, Austria and Switzerland. Managing people with different levels of experience, she adapts her approach to help every one of them to achieve their career aims.

She lives with her husband and young son in Hamburg.



Indira May

Indira May is a singer-songwriter who has generated considerable online buzz with her unique blend of jazz, neo-soul and rhythm and blues with an experimental twist.

Indira is passionate about female equality, and her previous music has focused on issues faced by women of all backgrounds and social classes. She draws inspiration from books such as *Women and Power* by Mary Beard and *Herland* by Charlotte Perkins Gilman. Indira is also an avid champion of other female singer-songwriters, particularly boundary-pushing artists such as IAMDDDB and Noname.

Indira grew up in the rural Cotswolds, where she began writing her own songs at a young age, inspired by other professional musician friends who visited, and by various artists she would watch on YouTube. Her music has been played on Jazz FM, BBC radio and multiple online stations. She lives in Brighton, UK.

soundcloud.com/indie-may

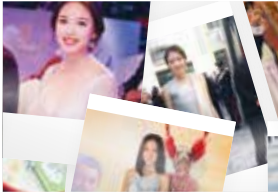


Eva Gattnar

Dr. Eva Gattnar has led Philips' long-term strategic partnerships team for the German, Austrian and Swiss market (DACH market) since June 2017. Eva and her team develop holistic solutions for long-standing partnerships between Philips and healthcare providers.

She has been leading healthcare projects for over 10 years with the goal of improving operational, clinical and financial outcomes. Her main areas of expertise include business development and innovative business models, addressing the C-level of strategic key accounts and the inclusion of co-creation to develop sustainable partnerships with healthcare providers. With over 13 years of experience in healthcare, Dr. Gattnar has gained extensive experience in healthcare management.

Contributing artists and Philips leaders – Biographies



Zhang Zilin

Zhang found success at an early age. She was a champion hurdler in the Beijing Games at 14. She then became a model, eventually winning Miss World in 2007 – the first Chinese woman to win on a world stage.

In 2011, she debuted her acting skills in 'He-Man 2'. She's seen how the entertainment industry treats women and understands the need for better regulations. She's married, has one daughter – and hopes to inspire others with her dedicated work ethic.



Mona Shivaramakrishnan

Mona has over 20 years of industry experience in Healthtech, Semiconductor and Consumer electronics businesses primarily in engineering and program management.

Currently heading a team of over 150 people in Philips Innovation Campus Bangalore she is responsible for engineering management and delivery of business-specific solutions for Personal Health businesses of Philips.

Mona lives with her husband, mother-in-law and teenage daughter.

