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| <b>NAME OF APPLICANT</b>  | Farzana Malik   |
| <b>MEMBER IN GOOD STANDING</b>  | Yes   |
| <b>RECOMMENDED BY SOCIETY MEMBERS IN GOOD STANDING</b>  | Dr. Brian O'Rourke<br>Dr. Rosella Di Bidino   |
| <b>POSITION APPLYING FOR</b>  | Secretary   |
| <b>ORGANIZATION NAME</b>  | Cogience  |
| <b>ORGANIZATION TYPE</b>  | Consulting  |
| <b>POSITION AT ORGANIZATION</b>   | Founder Managing Partner  |
| <b>Country of Residence</b>   | Switzerland   |
| <b>CONFLICT OF INTEREST</b>   |   |
| <b>ARE YOU CURRENTLY SERVING ON ANY BOARDS?</b>   | No  |
| <b>CAN THIS SERVICE ON ANOTHER BOARD GIVE RISE TO A CONFLICT OF INTEREST WITH HTAi BOARD SERVICE?</b> | No  |
| <b>DO YOU HAVE ANY CONTRACTUAL AGREEMENTS WITH HTAi FOR SERVICES?</b>                                 | No  |
| <b>OTHER COI</b>  |   |
| <b>LEADERSHIP EXPERIENCE</b>  |   |
| <b>APPLICANT EXPERTISE</b>  | Academia<br>Healthcare<br>Marketing and Communications<br>Medical Devices<br>Pharmaceutical |
| <b>PREVIOUS BOARD SERVICE</b>   | Yes - 7+  |
| <b>EXPERIENCE IN LEADERSHIP AND GOVERNANCE OF NOT-FOR-PROFIT AND FOR-PROFIT ORGANIZATIONS</b>         | Yes 7+ years  |
| <b>MANAGEMENT EXPERIENCE</b>  | Top Level of Management   |
| <b>EXPERIENCE CHAIRING BOARD OR COMMITTEE</b>   | 10  |
| <b>PUBLIC SPEAKING EXPERIENCE</b>   | Yes 20+ years (internal and external conferences including running of workshops)            |
| <b>UNDERSTANDING THE DIFFERENCE BETWEEN GOVERNANCE AND MANAGEMENT</b>                                 | Yes 15 yrs experience in governance and management in life science companies                |
| <b>STRATEGIC PLANNING</b>   | Yes 15 years developing strategic plans for specific products/disease areas                 |

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| <b>EXPERIENCE IN DEVELOPING GROWTH STRATEGIES AND PLANS</b>  | Yes 7+ years developing growth strategies for my own consulting business   |
| <b>MEMBERSHIP RECRUITMENT AND ENGAGEMENT</b>   | No   |
| <b>SPONSORSHIP AND PARTNERSHIP DEVELOPMENT</b>   | Yes - 10 years of working in partnerships (co-promotion of products with a second Pharma company)  |
| <b>PROGRAMS' EVALUATION EXPERIENCE</b>   | No   |
| <b>FINANCIAL OVERSIGHT</b>   |  |
| <b>FINANCIAL LITERACY</b>  | Yes - 20 years of budget responsibility (product/project level and team management)  |
| <b>UNDERSTANDING FINANCIAL STATEMENTS</b>  | Yes - 7+ years of managing finances for my own business  |
| <b>AUDIT AND RISK ASSESSMENT EXPERIENCE</b>  | No   |
| <b>BOARD SECRETARY TASKS</b>   |  |
| <b>MINUTE-TAKING EXPERIENCE</b>  | Yes 20+ years  |
| <b>CORPORATE DOCUMENTATION EXPERIENCE</b>  | Yes 15 years   |
| <b>EXPERIENCE IN BEST PRACTICES OF NOT-FOR-PROFIT GOVERNANCE STRUCTURE</b>                                   | Yes 7+ years   |
| <b>FAMILIARITY WITH RULES OF ORDER AT BOARD MEETING AND AGMs TO ENSURE PROCEDURES ARE FOLLOWED</b>           | Yes 15+ years  |
| <b>COMMITTEE WORK</b>  |  |
| <b>WHAT BOARD ADVISORY COMMITTEES ARE YOU INTERESTED TO SERVE ON AND WHY (SELECT ALL THAT APPLY) AND WHY</b> | <p>Finance and Audit Committee<br/> Nominating Committee<br/> Business Development Committee<br/> Scientific Development and Capacity Building Committee<br/> Interest Groups Steering Committee<br/> Annual Meeting Committee<br/> Policy Forum Advisory Committee</p> <p>I am open to chairing any of the available Board Advisory Committees and do not have a strong preference for any one topic.</p> |
| <b>WHAT BOARD ADVISORY COMMITTEE WILL YOU BE ABLE TO CHAIR (AT LEAST 1) AND WHY</b>                          | <p>Business Development Committee<br/> Scientific Development and Capacity Building Committee<br/> Annual Meeting Committee<br/> Policy Forum Advisory Committee</p> <p>I am open to chairing any of the available Board Advisory Committees and do not have a strong preference for any one topic.</p>  |

# 2024 HTAi Board Election

## Candidate Nomination: Secretary, Board of Directors

### Bio

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#### Farzana Malik, PhD

- Part-time Lecturer - University of Bern, Switzerland
- Founder of a boutique consulting company, Cogience
- Lives in Switzerland with her husband and three children



Dr Farzana Malik obtained her doctorate in Health Economics & Health Care Management from the University of St Andrews and is an accomplished health economist, pricing and market access professional with 20 years' experience in industry, academia and consulting.

Throughout her career, Farzana has developed a reputation for being a problem-solver, getting things done and effective communicator, with a keen eye for detail and the ability to work under pressure.

Farzana has experience leading teams, budget management, chairing meetings, project management and coordinating tasks to ensure follow up on actions. Farzana is a self-disciplined and highly motivated individual who thrives in organisations where she can make a positive contribution through her commitment and dedication to both strategic and operational tasks.

As an entrepreneur, setting up her own consulting business, Farzana is also experienced in developing strategic goals, marketing and sponsorship activities. Her public speaking skills have been perfected over 20 years of delivering presentations and workshops for both internal audiences and at international conferences.

Farzana's first role in industry (Pfizer) was coincidentally at the same time as when the National Institute of Clinical Excellence was set up in England in 1999 where she was responsible for preparing the submission for a treatment in Alzheimer-s disease in collaboration with internal and external, cross functional stakeholders. Thereafter, Farzana held a series of roles, with increasing levels of responsibility for a range of companies including Alexion, Merck Serono, Medtronic and start-up companies including Vicarius Pharma and Sequana Medical.

In addition, Farzana has extensive experience in more than a dozen rare diseases and on a personal level, her youngest child was diagnosed with a rare condition at the age of four months.

Farzana is currently a Steering Committee Member for the Rare Disease Interest Group (RDIG) for HTAi and additionally co-project lead for the economic methods in evaluating rare diseases sub-committee. The work of this sub-committee has been accepted for presentation at HTAi 2024 in Seville in both a panel and workshop sessions.

In her spare time, Farzana enjoys socialising with friends, cooking, salsa dancing, hiking and skiing.

**How does your experience relate to the core competencies of a Board Director/Officer position?**

18th February 2024

**Subject: Secretary for the Board of Directors**

Dear Board of Directors

I write to express my candidature for the position of Secretary for the Board of Directors.

I believe that my skills, experience and personal traits are an excellent match for the role of Board Secretary and would be delighted to accept, should I be offered the opportunity.

I have a wealth of knowledge regarding corporate governance and regulations. I have significant experience in preparing agendas, scheduling meetings, tracking actions and project management skills. I am also familiar with applications, tools, and software needed for the smooth execution of board meetings including MS Teams, sharepoint sites, AI software to take minutes etc.

During my time in industry, I held several senior level positions including as Vice President for Pricing & Market Access at Alexion. This position also required acting as the Secretary to the Board responsible for making all decisions regarding pricing & reimbursement, comprising the CEO, CFO, Legal, Clinical and Commercial executives. During this role, I was also responsible for project management of global reimbursement submissions and liaising with country managers.

In addition, I have extensive experience in start-up environments including having worked for start-up life science companies and having set up my own consulting business in market access.

My accomplishments relevant for the position of Secretary include the following:

I have successfully overseen more than 100 Board level meetings, while I was working for (Alexion) which enhanced efficiency of decision-making due to my excellent working relationships with internal stakeholders.

Expertise in drafting documents and task delegation while ensuring all staff receive timely support and guidance in completion of allocated tasks.

Fostered relationships with all relevant stakeholders including Chairperson, CEO, and CFO and ensured relevant information including draft agenda is shared with participants before the commencement of meetings and follow up of all agreed actions.

**How does your experience relate to the core competencies of a Board Director/Officer position?**

In my current (voluntary) role as co-lead of the Economic Methods in Rare Diseases sub-committee, of the Rare Disease Interest Group of HTAi, I developed, designed and am now implementing the strategy for this sub-committee. This role also includes providing strategic guidance, project management, scheduling of meetings, taking minutes and tracking of actions.

Experience in marketing and sponsorship activities. One of these activities was running a highly successful workshop at the World Orphan Drug Congress in Europe where participation vastly exceeded expectations. Participants stayed throughout the three-hour workshop, without a break. Furthermore, participant feedback was highly positive. Fund raising activities for primarily non-profit purposes including patient associations. One of these events was organisation of a college disco to raise funds for a sports player affected by a medical condition.

I enjoy working in a fast-paced environment and have a keen eye for detail. I have a track record of managing all records of the meeting and hence the management can confidently plan for a last-minute meeting as well. I am adept at keeping detailed records of board activities and I am confident in my ability to maintain accurate minutes, complete necessary fillings and handle administrative tasks.

Earned a Ph.D. in healthcare management and a Masters in Management, Economics and Politics from the University of St Andrews, Scotland.

On a personal level, I am a bi-lingual {English/French} speaker and have extensive cross-cultural and international experience. I was born in Pakistan, lived in London from the age of 7 yrs, studied at post graduate level in Scotland and have lived in Switzerland for the past 20 years. I am used to and very much enjoy working in international environments.

Last but not least, as the parent of a child who was diagnosed with a rare, I have both a personal and professional interest in all matters related to patients. Given that HTAi plays a critical role in ensuring that patients receive appropriate treatments, I would very much welcome an opportunity to support the excellent work of the HTAi Board of Directors.

Thank you for your consideration of my candidature for the role of Secretary. I would very much welcome an opportunity to discuss this further.

Yours faithfully

Dr Farzana Malik