Dear Stakeholder,

The theme of the NEW Annual Report 2016 is “our new future.” It could hardly have been anything else.

Last year we launched the NEW Future Fund capital campaign to secure the resources we need to transform our organization — and in turn, the retail and consumer goods workplace. The Future Fund will support technology to deliver a more powerful, mobile-friendly website; industry-specific data and insights; community and collaboration tools; proprietary research, industry benchmarking and best practices; and enhanced learning and training.

We also bid farewell to Joan Toth, the visionary president and CEO who served as our leader for our first 15 years and helped set us on the bold course we take today.

In the following pages you will read the personal stories of NEW members who are changing themselves and their organizations through the power of our learning and leadership community.

You’ll hear about how we met the needs of these leaders and their companies in 2016.

Most important, you’ll read about our plans for the future and learn how you can join us as we advance women’s leadership and create a workplace where everyone can be their best.

Best regards,

Karen Stuckey
Wal-Mart Stores Inc.
Board Chair
’ve never felt there was a role that was off limits because of my gender. I’ve always believed I could absolutely strive for any position. The minute you think gender is a limiting factor, it will be.

When women say they feel they have hit a glass ceiling, I’m always reminded that every ceiling I’ve encountered eventually became my floor, because I knew I could get beyond it. Women need to stop saying, ‘I can’t.’ Yes, you can! There’s no reason to stop working toward what will fulfill you. If you need help getting there, ask for it.

I’ve heard women say, ‘I was the only woman in the room.’ That has been true for me, too. I don’t see that as a negative. You may be the first woman to hold a certain role. That’s positive. That’s exciting — especially for every woman who will follow you. When you’re in that situation, never forget that your skills and abilities got you into that room. Make the most of it and be heard.

In the grocery industry, people tend to build decades-long careers with the same company. I’ve encountered more age bias than gender bias. I have had people make comments about my age relative to my role. To those comments I have said, ‘My age has nothing to do with where I am in my career. I am where I am today because of my experience, the results I drive and the awesome network of people who support me.’

Amanda Martinez
Group Vice President
Albertsons Companies
NEW isn’t satisfied with representing the retail and consumer goods industry as it is. Our goal is to create a community of leaders even more diverse than today’s industry and help drive inclusion throughout the retail and consumer goods business.

NEW reaches out to traditionally underrepresented groups, including women of color, millennials and the LGBT community, to bring them into NEW and into our
industry’s leadership. And because male support is critical to advancing women’s leadership and diversity, these initiatives include men, too.

In 2016 we created the NEW Gen Committee to represent millennials. These emerging leaders and our NEW Inclusion Committee members help ensure that diversity is embedded in every aspect of NEW — from leadership and event programming to outreach and content.

“I’m sometimes asked, ‘Can men participate in NEW?’ NEW helps women and men enhance their leadership skills, build their networks and gain perspective on the value of gender diversity and inclusion.”

Jesma Johnson
Colgate-Palmolive
Gender and racial bias are in every facet of life, even work. I am fortunate to work for a company that is committed to women in leadership and science. As a woman, it is important to see people in leadership roles who look like you.

I was raised to believe I can be whatever I want to be. However, I’m always aware there are people out there who probably thought I couldn’t. Now, I live my life to challenge those people. I was a chartering member of a Pfizer colleague resource group, the Female Leadership Initiative Program, established so that women can develop their talent and leadership skills.

I have an informal mentor, a Puerto Rican woman at the director level. She answers questions I haven’t always been comfortable asking. Finding someone who champions me, thinks about my career moves and talks to me about being a double minority and taking risks — it’s phenomenal. She encourages me to challenge the status quo and shares examples of how she did it.

I’ve used people’s curiosity as a chance to educate. I’ve been asked, ‘Why don’t you wear your hair natural? Are you ever afraid of being stereotyped as an angry black woman?’ No, I flatiron my hair because I like the way it looks — and don’t mistake assertiveness for anger.

I always assume positive intent — unless someone says something completely derogatory. If there is negative intent, I don’t give it any value. I think that is a great attitude for any woman to have.”

Kamala Payne Chapman
R&D Scientist
Pfizer Inc.
More than 22,000 industry members joined nearly 200 NEW events across the United States and Canada in 2016. They included women and men of every background and philosophy, every leadership style and life stage, every career path and job level.

NEW members and supporters met at informal mixers, learned at regional events, attended NEW meetings at their workplaces and participated in NEW panel discussions at leading industry conferences.

More than 1,100 NEW members — more than
one in 10 — attended our 16th annual NEW Leadership Summit in Orlando. Nearly 300 senior-level leaders attended our 10th annual NEW Executive Leaders Forum in Los Angeles. Our regions hosted 143 learning events and mixers, drawing more than 15,000 members and supporters across the U.S. and Canada.

NEW events are where all the pieces and all the players come together — advancing women’s leadership, developing careers, fostering connections and building business throughout the retail and consumer goods industry.

“The content and networking of the NEW Forum are invaluable. I left with energy and motivation to do more for my organization and community.”

Tracy Arsenault
Accenture
Mita Mallick, Director, Diversity Outreach & Inclusion, is fortunate to have her boss, Vice President of Human Resources Mike Clementi, as one of her male mentors and champions. Last year, Mike was looking for a person to lead the North American diversity and inclusion agenda. He had a list of external candidates with D&I experience, but he knew of her background from her other champions within the organization. He took a chance on her, someone from the business who had a passion for the job, but never worked in HR. Mike knew that his mentoring, and her drive, would help her be successful in the role.

Mike challenges her to think about what is standing in the way of her success and helps her elevate her game. ‘Feedback is a gift,’ he says. ‘You can keep it or toss it.’ In a recent conversation, she said her development area was rebuilding her team and ensuring she had the right people in the right roles. ‘I know you can accomplish that,’ he said. ‘What do you think your real development area is?’

He pushes her to dream big and allows her to envision a career full of possibilities that she had never really considered. His candor and ‘always on’ style of feedback have been two unexpected gifts in their mentor/mentee relationship.

Male champions like Mike are critical to achieving gender parity in the workplace. We need more men to coach and champion the next generation of female leaders if we want to see meaningful change in our lifetime.”

Mita Mallick
Director, Diversity Outreach & Inclusion
Unilever
NEW’s 20 volunteer-run regions are the backbone of NEW and the strong grassroots from which we grow.

NEW regional groups are a proving ground for new ideas and a training ground for the industry’s next generation of leaders (more than nine in 10 NEW members are affiliated with one of our regions).

NEW regions hosted 143 learning events and mixers in 2016 — a new record. They enlisted new members, engaged regional sponsors, fostered mentoring and conducted college and community outreach.

NEW regional events brought more than 15,000 industry members together in 2016, including first-ever events in Boise, Idaho and Nashville, Tennessee.

NEW’s 724 regional officers and volunteers contributed their time and passion to building our leadership and learning community, staging their own meetings and events, and reaching out using social media and public relations.

Three NEW regional groups celebrated 10 years of service in 2016: NEW Florida, NEW Greater Philadelphia and NEW Twin Cities. NEW will launch two new regional communities in 2017 as we expand to meet industry demand.

“Volunteering for NEW has been a game-changer. It has taught me more about collaboration, positioning and providing feedback than anything else I’ve ever done. Most important, I’ve been able to mentor other women.”

Amy Armstrong Smith
Brown-Forman
NEW Cincinnati
NEW Regional Awards

Region of the Year
NEW Cincinnati

Bobbie O’Hare Award
Regional Leader of the Year
Jody Pinson
NEW Northwest Arkansas

Outstanding Achievement
COLLEGE OUTREACH
NEW Greater Philadelphia

PUBLIC RELATIONS AND SOCIAL MEDIA
NEW North Texas

OPERATIONAL EXCELLENCE
NEW Twin Cities

FINANCIAL EXCELLENCE
NEW Southern California

SPONSORSHIP
NEW Toronto

PROGRAMMING
NEW Mid-Atlantic

Best Regional Leaders
NEW ATLANTA
Candice St. Pierre Corr-Jensen

NEW CAROLINAS
Terra Roisin Turkey Hill Dairy

NEW CHICAGO
Sue Golden The Mars Agency

NEW CINCINNATI
Amy Eskoff Garrett Procter & Gamble

NEW FLORIDA
Lucia Crater Impact 21

NEW GREATER PHILADELPHIA
Stacey Miller Ahold USA

NEW MID-ATLANTIC
Robin Moran Giant Food

NEW NEW ENGLAND
Dana Giffin The J.M. Smucker Company

NEW NEW YORK METRO
Paige Rotondo PepsiCo Inc.

NEW NORTH TEXAS
Carmen Fahrenthold PepsiCo Inc.

NEW NORTHERN CALIFORNIA
Anita Torrano Mondelēz International

NEW NORTHWEST ARKANSAS
Jody Pinson Wal-Mart Stores Inc.

NEW SOUTH TEXAS
Laura Wayne The Coca-Cola Co.

NEW SOUTHERN CALIFORNIA
Kelly Drew

NEW TORONTO
Sara Clarkson Storesupport Canada

NEW TWINS CITIES
Joy Simonsen Mondelēz International

NEW WESTERN MICHIGAN
Jessica Bachand Kellogg Company
As millennials have entered the workplace, there have been more conversations about how this generation is different from others. Companies are more focused on understanding millennials’ priorities and motivations. It seems millennials are often stereotyped to be job hoppers, lazy and selfish.

I believe millennials have a different definition of careers and work/life balance. For example, technology has enabled the workday to be 24/7. As long as you have an internet connection, it’s very easy to work flexible hours or remotely. However, not being in the office from 8 a.m. to 5 p.m. may come off as lacking work ethic.

Corporate culture isn’t just about a specific group, but the total organization. I truly believe that changes in corporate culture that may be geared toward millennials — flexible work options, adopting new technology, increased transparency — will benefit all employees. At P&G, I have seen initial shifts in culture in these areas. So, I’m very grateful for the amazing people I work with and to have the autonomy to own my work and my career.

It’s just as important for millennials to recognize what we need to do to succeed. Millennials are a very vocal generation because we’ve always had the stage of social media to voice our opinions. My advice for millennials is to listen and be willing to learn. Though we may have ideas about changing processes or introducing new technologies, it’s important to first understand the full picture, be willing to learn from past decisions and master fundamental skills. Then we’ll have more credibility to be able to better influence and help provide recommendations for the future.”

Paulina Lee
Account Executive
Procter & Gamble
NEW’s expanded learning programs hit full stride in 2016, graduating 14 future senior women leaders from the inaugural class of the NEW Executive Institute and training 141 mid-level leaders through our NEW Rising Stars program.

Participants in our signature learning programs traveled far – our international session in Amsterdam was sponsored by Ahold Delhaize – and dove deep, tackling the career accelerators and derailers critical to their success.

These 13 success factors comprise the NEW Career Accelerator Model,™ developed with the respected Center for Creative Leadership, and are

“NEW Executive Institute renewed me and regenerated me from a total personal and professional perspective. What I learned has been priceless.”

Chastity Stevenson Westry
PepsiCo Inc.
the basis for all NEW learning programs.

More than 2,100 NEW members attended webinars, which included the NEW Leadership Academy, NEW Summit Speaker Series and first-ever NEW Small Business Leadership webinars.

Industry panels, corporate onsite events and our “Green Lights and Stop Lights” report (developed with our CCL partners) educated thousands more about the power of women’s leadership to drive job satisfaction and business results.

With the help of NEW, women (and men) learned the most important lesson of all: You can do it — and here’s how.

“NEW Rising Stars provides a space for incredibly empowering dialogue and leadership development, a place to connect with women from across the industry.”

Lisa Fenton
Target Corporation
OUR STORIES
Being a single mother is challenging. I carefully consider the types of positions I apply for, so that I don’t disrupt my family life. If a role calls for too many early meetings or too many late nights, I can’t do it. My career needs to be fulfilling, but I’m very careful with my career steps.

I try to never let my daughter see me too disgruntled or upset, because I want her to see how women can be in strong, empowering positions. If that means I sometimes have to put my work down at 5 p.m. and start again at 9 p.m., so be it. It’s a balance.

I have a support system — my mom, friends, family — that I count on if I have to work late or be at an early-morning meeting. I also get together with friends who are single parents or who have kids my daughter’s age; we let the kids play and I use the time to finish up work.

But all of my managers have been accommodating. They encourage me to leave in the middle of the day for a school activity or, if my daughter doesn’t feel well, to work at home. There are times you have to pause, take a deep breath and not freak out. You figure out how to make it work.

My advice for other single working moms: Be true to yourself. Don’t be afraid to ask for help and don’t let your lack of help limit you. Go for that promotion or that new job. But be realistic about what you can handle with the resources you have.”

Sheronda Sweet
Sales Capability Manager
The Coca-Cola Company
In 2016 NEW expanded its engagement to deliver our vision of “a workplace with no limits” across the retail and consumer goods business.

Our outreach reached more than 1.8 million industry members with print and digital advertising and content that included more than a dozen bylined columns and our 44-page “NEW Leader” magazine on women’s leadership.

We published 50 online blogs and expanded our social media content. NEW social media followers grew 51 percent to more than 44,000 (our regions had an
additional 20,000 followers), making NEW one of the industry’s largest social communities online.

Our three newsletters — NEW Daily, NEW SmartBrief and NEW Times — delivered our message to 60,000 subscribers each issue. We connected with hundreds of thousands more through our websites, apps and email campaigns.

NEW laid the foundation for new levels of engagement in 2017-2018, developing a new database, insights, website, community and technologies to engage our stakeholders as never before.

“At the NEW Leadership Summit I engaged with other men to discuss the reality of gender disparity and the need to educate.”

Bobby Hoang
Walgreens
Because NEW transforms the industry through widening circles of influence, the NEW member is at the center of everything we do. Growing our membership is critical to our impact, so NEW kicked off our 15th anniversary with a year-long campaign that attracted more than 500 new members and increased our membership to more than 10,500 for the first time.

“NEW membership has been a phenomenal experience for personal growth. I’ve had exceptional opportunities for building relationships and mentoring other women.”

Tracy Joshua
Kellogg Company

Total membership increased nearly 9 percent in 2016, and individual membership increased 78 percent, helping grow the number of industry organizations represented by NEW by more than a third.

Growing the NEW community — and increasing our impact — is a key goal of our organization as we move toward 2020 and beyond.
NEW’s 103 corporate partners are the collaborative core of our community. They make up more than 80 percent of our membership, lead our Board and committees, attend our national conferences and regional events, and share their passion and diversity best practices with other NEW members.

Direct contributions from NEW partner companies made up nearly 42 percent of our revenue in 2016. These partners also sponsored NEW events and drove attendance at our signature learning programs and webinars. Most tellingly, they volunteered thousands of hours in service to NEW.

Our partners appeared as keynotes and panelists, welcomed us at their companies and championed NEW throughout the industry.

NEW corporate partners are our allies for women’s leadership, diversity and workplace transformation. Small wonder they are regularly ranked as the best companies for diversity and women leaders each year.

“Arla Foods is supporting women in our workforce because we understand a diverse organization is much stronger and more competitive.”

John Kennington
Arla Foods Inc.
The Ahold USA team embraced gender diversity at the NEW Summit.

Partners

**Foundation**
Ahold USA / Delhaize
Altria
The Coca-Cola Company
Kimberly-Clark
The Kraft Heinz Company
Mars Inc.
Nestlé Group
PepsiCo Inc.
Procter & Gamble
Wal-Mart Stores Inc./Sam’s Club

**Gold**
Advantage Solutions
Arla Foods Inc.
Barilla
BISSELL Home Care Inc.
BJ’s Wholesale Club
BP/ampm
Brown-Forman
Catalina
Clif Bar & Company
ConAgra Brands
Costco Wholesale Corporation
CPGjobs
CROSSMARK
CVS Health
Danone North America
Diageo
Duracell
E. & J. Gallo Winery
EY
Family Dollar Stores Inc.
Ferrero
Heineken USA
The Home Depot
Hormel Foods Corporation
Hy-Vee
Inmar
IRI
J. C. Penney Company
Kalypso
KeHE Distributors Inc.
Keurig Green Mountain Inc.
Lavazza
McCormick & Company Inc.
Mead Johnson Nutrition
Michaels Stores Inc.
MillerCoors
MorningNewsBeat.com
The Nature’s Bounty Co.
Newell Brands
Ocean Spray Cranberries Inc.
Office Depot Office Max
Perdue Farms Inc.
PetSmart Inc.
Post Consumer Brands
Reckitt Benckiser
S & D Coffee Inc.
Sabra Dipping Company
SAP
Schwan’s Consumer Brands
7-Eleven Inc.
Smithfield Foods Inc.
Southern Glazer’s Wine & Spirits
Starbucks Coffee Company
Supermarket News
SUPERVALU Inc.
3M
Valassis
WinCo Foods
Young’s Market Company

As of December 31, 2016. Partners highlighted joined or rejoined NEW in 2016.
**OUR NUMBERS**

**OVERVIEW**

10,516 Members

103 Corporate partners

967 Organizations

18 Staff

**REGIONS**

20 Regional groups

724 Regional volunteers

40 Learning events

103 Mixers

**EVENTS**

15,624 Regional events and mixers

290 NEW Executive Leaders Forum

1,145 NEW Leadership Summit

2,275 Partner events

3,335 Industry outreach

22,669 TOTAL

1. By invitation. 2. Estimated attendance at 30 events at partner companies. 3. Estimated attendance at 15 NEW-hosted sessions and networking events, such as Category Management Association Conference, FMI Midwinter Executive Conference, GMA Leadership Forum, Inmar Analytics Forum, IRI Growth Summit, National Confectioners Association State of the Industry, Nielsen 360, SAP Retail Forum, Top Women in Grocery and Top Women in Convenience.

### Engagement

<table>
<thead>
<tr>
<th>Metric</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total volunteers</td>
<td>44,106</td>
</tr>
<tr>
<td>Social media followers</td>
<td>20,096</td>
</tr>
<tr>
<td>Regional social media followers</td>
<td>12,189</td>
</tr>
<tr>
<td>NEW SmartBrief subscribers</td>
<td>33,244</td>
</tr>
<tr>
<td>NEW Times subscribers</td>
<td>1,2 million</td>
</tr>
<tr>
<td>Website visits</td>
<td>257,480</td>
</tr>
<tr>
<td>Website users</td>
<td>145,513</td>
</tr>
<tr>
<td>Print and digital trade ads reach</td>
<td>965,400</td>
</tr>
<tr>
<td>Bylined industry columns reach</td>
<td>833,000</td>
</tr>
<tr>
<td>Emails</td>
<td>1,236</td>
</tr>
<tr>
<td>Conference apps</td>
<td>51</td>
</tr>
<tr>
<td>Blogs</td>
<td>3</td>
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**Notes:**
1. Active users.
2. “Green Lights and Stop Signs” women’s learning series report, NEW Leader supplement to Progressive Grocer and Retail Leader, “Chutes & Ladders” career guide.

### Learning

<table>
<thead>
<tr>
<th>Metric</th>
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<tbody>
<tr>
<td>Learning webinars</td>
<td>2,111</td>
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<tr>
<td>NEW Executive Institute</td>
<td>14</td>
</tr>
<tr>
<td>NEW Rising Stars</td>
<td>141</td>
</tr>
<tr>
<td>TOTAL</td>
<td>2,266</td>
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**Notes:**
1. Includes members registered for NEW Leadership Academy, NEW Summit Speaker Series and NEW Small Business Leadership Series.
2. Inaugural class.
3. Inaugural class, includes NEW Rising Stars and NEW Rising Stars Online participants.

### Volunteers

<table>
<thead>
<tr>
<th>Volunteer Type</th>
<th>Number</th>
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</thead>
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<tr>
<td>NEW Board</td>
<td>18</td>
</tr>
<tr>
<td>National committee members</td>
<td>26</td>
</tr>
<tr>
<td>Regional volunteers</td>
<td>724</td>
</tr>
<tr>
<td>Corporate Ambassadors</td>
<td>205</td>
</tr>
<tr>
<td>Champions</td>
<td>27</td>
</tr>
<tr>
<td>TOTAL</td>
<td>1,000</td>
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</table>

**Notes:**
1. Members who signed a regional participation agreement.
NEW invests in the retail and consumer goods industry — and the industry invests in us. Our income grew more than 12 percent to a record $7 million in 2016, driven by a 5.5 percent increase in partner contributions, a 6.4 percent increase in Summit revenue and an impressive 34.7 increase in membership dues. NEW’s signature learning programs fully ramped up in 2016, more than tripling their 2015 income.

NEW spent these investments wisely, increasing spending less than 2.6 percent.
INCOME

<table>
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<tr>
<th>Description</th>
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<tbody>
<tr>
<td>Partner contributions</td>
<td>$2,965,417</td>
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<tr>
<td>Regional sponsorship</td>
<td>242,458</td>
</tr>
<tr>
<td>Membership dues¹</td>
<td>218,169</td>
</tr>
<tr>
<td>NEW learning programs</td>
<td>577,481</td>
</tr>
<tr>
<td>NEW Executive Leaders Forum²</td>
<td>845,836</td>
</tr>
<tr>
<td>NEW Leadership Summit²</td>
<td>1,331,208</td>
</tr>
<tr>
<td>Regional event registration</td>
<td>579,216</td>
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<tr>
<td>Other³</td>
<td>388,150</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$7,147,935</strong></td>
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EXPENSES

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<th>Description</th>
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</thead>
<tbody>
<tr>
<td>Services, staffing and support⁴</td>
<td>$3,875,469</td>
</tr>
<tr>
<td>Conference expenses</td>
<td>2,714,326</td>
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<tr>
<td>Association expenses⁵</td>
<td>427,936</td>
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<td><strong>Total</strong></td>
<td><strong>$7,017,731</strong></td>
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CHANGE IN NET ASSETS

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<tr>
<th>Description</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td><strong>CHANGE IN NET ASSETS</strong></td>
<td><strong>$130,204</strong></td>
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ASSETS

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<tr>
<th>Description</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Cash - checking/savings⁶</td>
<td>$2,839,651</td>
</tr>
<tr>
<td>Total accounts receivable (net of allowance)</td>
<td>1,344,001</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>137,899</td>
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<tr>
<td><strong>Total current assets</strong></td>
<td><strong>$4,321,551</strong></td>
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<tr>
<td>Property and equipment (net)</td>
<td>24,479</td>
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<tr>
<td><strong>Total assets</strong></td>
<td><strong>$4,346,030</strong></td>
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LIABILITIES

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<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Accounts payable</td>
<td>$145,416</td>
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<tr>
<td>Other current liabilities⁷</td>
<td>642,142</td>
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<tr>
<td><strong>Total current liabilities</strong></td>
<td><strong>$787,558</strong></td>
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<tr>
<td>Unearned/deferred revenue⁸</td>
<td>$2,047,982</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>$2,835,540</strong></td>
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NET ASSETS

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<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Temporarily restricted net assets⁹</td>
<td>$946,828</td>
</tr>
<tr>
<td>Unrestricted</td>
<td>563,662</td>
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<tr>
<td><strong>Total Net Assets</strong></td>
<td><strong>$1,510,490</strong></td>
</tr>
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**TOTAL LIABILITIES AND NET ASSETS**

**$4,346,030**

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1. Includes individual and corporate membership dues. 2. Includes sponsorship fees. 3. Includes scholarship donations, interest income, currency gain/loss, other income and in-kind contributions of $377,553. 4. Includes sales, marketing, accounting, strategic planning and organizational development, regional support, public relations and advertising, education and program development, legal services, staff salaries and benefits. 5. Includes insurance, depreciation, bad debt, in-kind rent, computer services, telephone and other. 6. Includes NEW Future Fund contributions received of $1,387,371. 7. Includes payroll liabilities, accrued payroll and vacation, credit card, sales taxes. 8. Includes unearned membership dues, sponsorship and event revenue. 9. Includes funds restricted for scholarships and NEW Future Fund.

“I’ve seen up close how NEW gives women tools, support and confidence to change their careers and transform their lives. I feel privileged to help further those efforts through Board service.”

Maria Thompson
Angie’s List
Executive Committee

BOARD CHAIR
Karen Stuckey
SVP, Private Brands, General Merchandise
Wal-Mart Stores Inc.

IMMEDIATE PAST CHAIR
Elizabeth “Betsy” Hosick
GM, Procurement
Downstream, Midstream & Services
Chevron Corporation

VICE CHAIR
Lisa Walsh
SVP and GM
PepsiCo Sales
PepsiCo Inc.

TREASURER
Erby Foster Jr.
Director, Diversity & Inclusion
The Clorox Company

SECRETARY
Regenia Stein
Principal
Ingenuity Consulting

Committee Chairs

INCLUSION
Ken Charles
VP, Global Inclusion and Staffing
General Mills Inc.

TRANSFORMATION
Vicki Felker
VP, Market Development Organization
Nestlé Purina PetCare

CHAIR, MARKETING AND COMMUNICATIONS
Amy Hahn
SVP, Marketing
Ahold USA

REGIONAL ADVISORY
Marla Thompson
SVP, Partnership
Angie’s List

PARTNERSHIP
Monica Turner
VP, Customer Business Development
Procter & Gamble

Directors At-Large
Trish Adams
EVP, Merchandising Product Group
Target Corporation

Dorria Ball
President and Founder
Global Ballance Group

Dagmar Boggs
President, 7-Eleven
Global Team
The Coca-Cola Company

Nicola Johnson
Principal
Consumer & Industrial Products Practice
Deloitte Consulting

Suzan Kereere
Head of Global Merchant Client Group
Visa Inc.

Elizabeth “Beth” Marrion
Managing Director, Retail Accenture

Bobbie O’Hare
(member emeritus)
VP, Business Development
JOH

Valerie Oswalt
President, US Sales
Mondelēz International
NEW Board, January 1, 2017

Inclusion Committee
CHAIR
Ken Charles
General Mills Inc.

Millette Granville
Delhaize America

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Tarren Law
Lindsey Schradle
Debbie Rienzi

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Thea McDevitt
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John Kennington
Silvana Ialeggio

Barilla
Margaret Fillman

BJ’s Wholesale Club
Lauren Walker

BP/ampm
Megan Davidson
Sandy Govind
Donna Sanker

Brown-Forman
Amy Armstrong Smith
Sol Clahane

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Lisa Cristantiello
Morgan Murrin
Laurie Wajda

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Joni Elmore

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Clif Bar & Company
Amber Balestrieri
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The Clorox Company
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The Coca-Cola Company
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Kelly Iacobelli
Kathy Williams

Colgate-Palmolive
Colleen Brodbeck
Jesma Johnson

ConAgra Brands
Sheila Cross
Jill Shoush

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Erin Bradley

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Sarah Rack

CPGjobs
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CROSSMARK
Kallie Millar
Michelle Sutter

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Tom Ashworth

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Andrea Snider

EnsembleIQ
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Lourdes Canizares-Bidwa
Ginny McGarrity

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Tammy DeBoer

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Ellen Siebenborn-Forsyth

GSK Consumer Healthcare
Phyllisann Fobian
Jacque Franklin

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Karmelita Middlemiss
Acosta Sales & Marketing

TREASURER
Jessica Bachand
Kellogg Company

1 Also served as co-chair, logistics for NEW Carolinas in 2016.

Regional officers who served for all or part of 2016.

Performance coach Ted Ryce offered advice for taking smart risks at a NEW Greater Philadelphia learning event.
Hallmark Cards Inc.
Stacey Bishop
Susan McKinley
Kim Newton
Shauna Schwartz
Heineken USA
Kelly Drew
Michele Nachtweih
The Hershey Company
Alexandra Oles
The Home Depot
Myra Reeves
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Sheila Laing
Janae Lynch
Inmar
Kate Barnhill
Marian Hall
Tori McGillen
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J. C. Penney Company
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Sage Onderdonk
The J.M. Smucker Company
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Carrie Mathews
Jill Renee Penrose
Lindsey Tomaszewski
JOH
Bobbie O’Hare
Johnson & Johnson
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Kalypso
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Carol Lewis
Keurig Green Mountain Inc.
Julie Kurchak
Kimberly-Clark Corporation
Sherry Ellies
Kraft Heinz Company
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Mike Ridenour
Lavazza
Michele Abo
Marie Stabile
The Kroger Co.
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Veronica Nester
Teresa Turley
The Mars Agency
Sue Golden
Beth Gross
Mars Inc.
Mars Chocolate NA
Yanick Wilson
Mars Food
Katie Doyle
Mars Petcare
Carrie Deshaw
Mars, Wrigley
Tiffany Menyhart
MaxPoint
Emily Stephen
Monica Telese
McCormick & Company Inc.
Lori Robinson
Mead Johnson Nutrition
Sarah Wagoner
Meijer
Meg Lehig
Amanda McVay
Michaels Stores Inc.
Tracy Goyne
Denise Hunter
MillerCoors
Mary Bayazid
Tawanna Jackson
Mondelēz International Inc.
Jill Riemenschneider
MorningNewsBeat.com
Luci Sheehan
The Nature’s Bounty Co.
Kathleen Cultrone
Karen Matijak
Nestlé Nutrition
Kerri Petrakis
Denise Willson
Nestlé Purina PetCare
Heidi Carter
Alyssa Miller
Whitney Stone
Nestlé USA
Stephen A. Leach
Nestlé Waters NA
Vanessa Lecorps
Newell Brands
Regina Bailey
Nielsen
Tom Duffy
JoAnn Piedmont
Ocean Spray Cranberries
Jennifer Moore
Office Depot Office Max
Danielle Mazza
PepsiCo Inc.
Deanna Jurgens
PepsiCo North American Beverages
Heather Hoytink
Toby Johnson
PepsiCo, Frito-Lay NA
Maria Daudelin
PepsiCo Warehouse Sales
Emma Smith
Perdue Farms Inc.
Kathy Campbell
Tara Campbell
PetSmart Inc.
Christina Hunter
Jessie Thomas
Pfizer
Amy Reibrich
Post Consumer Brands
Julie Lutz
Peggy Sowden
Procter & Gamble
Amy Alt
Reckitt Benckiser
Vanessa Clark
Sophia Cuniff
S & D Coffee Inc.
Jenni Jones
Leslie Stilwell
Sabra
Stephanie Allen
SAP
Stacy Ries
SC Johnson
Amy Dragland-Johnson
Kristie Hoerres
Texanna Reeves
Roberto Sepulveda
Schwan’s Consumer Brands
Diane Cooke
Vicki Schwartz
7-Eleven Inc.
Angela Carrales
Ena Williams
Smithfield Foods
Elizabeth Darden
Southern Glazer’s Wine & Spirits
Mary Barranco
Andrew Harman
Laurie Mack
Rachel Seder
Starbucks Coffee Company
Sarah McKenzie
Supermarket News
Jason Bogovic
SUPervalu Inc.
Vivian Rank
Target Corporation
Jenine Anderson
Katie Fettig
Angie Molina
3M
Martha Claire Bennett
Trilliant
Sharon Belto
Kate Bons
Tyson Foods Inc.
Leslie Drish
Noreen Tunney
Unilever
Vallari Aigaonkar
Alison Castillo
Dasha Perez
Valassis
Melanie Bauman
Barbara Labadie
Walgreen Company
Melissa Donaldson
Stephanie Johnson
Wal-Mart Stores Inc./Sam’s Club
Ashley Taylor
Bridgette Woodell
Walmart Stores, Canada
Richard Pinnock
WhiteWave Foods Company
Kristina Cole
Sarah Feltham
WinCo Foods
Valerie Davis
Young’s Market Company
Jennifer DePaola
*Ambassadors who served all or part of 2016.
More than 1,100 NEW members celebrated women’s leadership at the NEW Summit.

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Garb-Ko Inc.

Hank Armour  
President and CEO  
NACS

Chris Baldwin  
President and CEO  
BJ’s Wholesale Club

Mark W. Baum  
SVP and CCO  
Food Marketing Institute

Dennis J. Belcastro  
VP, Industry and Customer Collaboration  
Kimberly-Clark Corporation

Michele G. Buck  
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The Hershey Company

Joseph M. DePinto  
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7-Eleven Inc.

Sandy Douglas  
EVP and President  
Coca-Cola North America  
The Coca-Cola Company

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Retired  
Bacardi International

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Global Foodservice  
PepsiCo Inc.

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Former Global Chief Customer Officer  
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Rita Donnelly  
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Megan Gatwood  
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Katie Jacob  
Executive Assistant to the President and CEO

Sarah Sapp  
Registration Specialist
Women account for more than half of our industry’s workforce and make almost two-thirds of the shopping trips. But despite years of well-meaning effort, women in our industry are still vastly underrepresented in senior leadership positions. The key to diverse leadership sounds simple — but requires hard work. We must transform our industry’s workplace to reflect the workforce and the shopper we serve.

That’s why NEW embarked on a bold new journey in 2016: To transform the industry and transform ourselves.

In April we launched the NEW Future Fund, a $5 million capital campaign to fund this transformation and deliver the technology, insights, learning and community resources the industry needs to finally move the needle on women’s leadership.

Industry leaders and advocates have risen to the challenge and recognize that diversity yields growth. Co-chaired by Indra Nooyi of PepsiCo and Brian Cornell of Target, with the passionate support of NEW Secretary Regenia Stein of Ingenuity Consulting and Board member Trish Adams of Target, the NEW Future Fund has received broad support throughout the industry. Our partners, members and other stakeholders are eager for solutions and ready for action.

Powered by the NEW Future Fund, work has already begun on the NEW platforms that will transform our organization — and the industry — in the months and years to come.

Our future has never looked brighter.

Lisa Walsh
PepsiCo Inc.
Board Vice Chair