



A Call to Action and Model for Gender Equality

## GENDER PARITY BY 2030

A Call to Action from Women Business Leaders

We are a movement of CEOs, senior executives, founders, board members, and business academics who are committed to achieving a new norm in corporate leadership: one in which women and men have equal power, status, and opportunity. Powerful evidence links gender-balanced leadership with financial and stock market outperformance. Simply put, companies with women of all backgrounds in senior leadership positions have superior financial results.

Gender inequality in the C-Suite and on Boards is entrenched in the corporate world. We used to believe the pipeline would resolve the Problem. But, McKinsey & LeanIn.org predict that "...it will take more than 100 years for the upper reaches of US corporations to achieve gender parity."\* Is this acceptable for businesses and the economy? We believe it is not. Instead, we are enlisting CEOs to join us in the PARADIGM FOR PARITY® movement for change.

In order to speed up the pace of gender equity in senior executive roles and on corporate boards, we have created the PARADIGM FOR PARITY® roadmap. Based on our extensive discussions and research, this agenda defines bold and specific actions that, taken together and implemented as a package, will catalyze change and allow today's business executives to secure the best leaders of tomorrow, while tapping the immense potential of all women.

Swift and effective measures to address the leadership gender gap will reap huge dividends for business, the economy and society. Further delays will negatively impact the cost to corporations and our competitive position in the global economy. Now is the time to take definitive action to create the gender balance that will generate those benefits.

Jewelle Bickford, Ellen Kullman and Sandra Beach Lin, Coalition Co-Chairs

\* "Women in the Workplace," LeanIn.org & McKinsey, September, 2015  
© Paradigm for Parity LLC 2017

## THE 5-POINT PARADIGM FOR PARITY® ROADMAP

### WE CALL ON OUR FELLOW CEOs AND BUSINESS LEADERS TO:

- 1** Minimize or Eliminate Unconscious Bias. Initiate unconscious bias training. Engage men and women at all levels, starting with the CEO and senior leadership. Ensure that your company leaders comprehend, own and address the conscious and unconscious biases that prevent women from succeeding.
- 2** Significantly Increase the Number of Women in Senior Operating Roles. Make full gender parity (50/50) your ultimate goal. As a near term goal, target that a single gender will not account for more than 70% of a leadership level, from the Executive Management Group downward. Move to 60% as a medium term goal.
- 3** Measure Targets at Every Level and Communicate Progress and Results Regularly. Set measurable goals and hold yourself and your senior team accountable. Communicate results to your wider organization and board. Expect meaningful progress each year, with the aim of parity by 2030. Work with investors as they increase the pressure to measure and monitor diversity progress. Share statistics with other CEOs and consider publishing results over time.
- 4** Base Career Progress on Business Results and Performance, Not on Presence. Give women and men control over where and how they work, whenever workable. Acknowledge the needs and expectations of Millennials, an important talent pool. Find ways to work more flexibly to meet the needs of all employees. Create cultural change so that working flexibly is embraced, and not an underused and overtalked about benefit.
- 5** Identify Women of Potential and Give Them Sponsors, as well as Mentors. Meritocracy is an often used, and more importantly misused, belief because our biases affect our view of performance and merit. Women of all backgrounds need career sponsors and access to networks of influence. Men, who are still the majority of leadership, have a critical role to play in advocating for women, both internally and in the wider corporate world. Look for the best within your organization and help them to succeed by assigning each woman a mentor and a sponsor.

Working with our colleagues and others across the globe, we pledge to use all five of these action steps to establish parity in our own businesses.

## THE TOOLKIT

1  
UNDERSTAND  
THE BASELINE



2  
IMPROVE  
YOUR INTAKE



3  
MANAGE WITH A  
DIVERSITY MINDSET

## 1. UNDERSTAND THE BASELINE

- **Current Seniority Snapshot:** Evaluate your employee gender mix by title and job code.
- **Historical Comparison Snapshot:** Examine historical statistics in relation to your current seniority snapshot to understand progression over time.
- **Time In Role Analysis:** Look across your population and understand how long individuals have been in their current roles. Average time in role by gender can help to identify where women of all backgrounds may get “stuck” in your organization.
- **Hiring (3-Year Look-Back):** Analyze the gender mix of your recent hires, by seniority, to see if your hiring process perpetuates gender bias. This can be a valuable tool for assessing the root causes of bias.
- **Promotion (3-Year Look-Back):** A gender mix analysis of recent promotions, by level, may show unconscious biases in your promotion process. Insights can be used to make changes in the process (e.g., slates, unconscious bias training, etc.).
- **Employee Engagement Survey:** Read employee engagement surveys for differences in gender perspectives. This can help to identify both the root causes impeding diversity, and managers who rank highly on diversity and inclusion.
- **Post Departure Interviews:** Conduct interviews 3 to 6 months after departure. Research shows these can help to identify root causes impeding diversity and to drive improvements in this area. (Note: insights collected from these interviews may also be beneficial in other areas.)

“ [We] have for the first time published our own data on gender diversity – 39% of our new hires and 11% of our senior leaders are women. Sharing these numbers is uncomfortable, as they are lower than we’d like. But there’s nothing like transparency and clear goals to concentrate minds and galvanize action.”

Dominic Barton

Global Managing Director, McKinsey & Co.  
Wall Street Journal, September 30, 2015

## 2. IMPROVE YOUR INTAKE

- **Institute Blind Resumes:** The removal of names for resume screening is a powerful and proven tool for achieving more gender-neutral candidate pools.
- **Create Gender-Neutral Job Descriptions:** Most corporate job descriptions are written to appeal to men. Consider hiring a consultant to help you write more gender-neutral postings; this may increase the number of qualified women applicants. Consultants can also review your promotion and evaluation forms/tools for bias, another best practice.
- **Establish Diverse Interview Panels:** Research shows a strong and constant familiarity bias in hiring decisions. Most people like to hire those who look and act like they do. To minimize this bias, engage a diverse set of interviewers. A 50/50 rule of thumb is a good place to start.
- **Utilize Pool-Based Hiring:** Pool hiring allows you to look at diversity statistics holistically – before making offers. Gender balanced pools are ideal. In cases where the population of all potential candidates is more male-biased (e.g., engineering), consider targeting the population plus 10%.
- **Create a Sourcing Mechanism for Bringing Talented Women of all Backgrounds Back on Board:** Women returning to the workforce can provide a robust pipeline of diverse talent. Effective ways to create this pipeline include: 1) active management of your alumnae network in order to maintain contact with talented women of all backgrounds; and 2) development of internship programs for qualified women who have taken time off.
- **Require Diverse Hiring Slates:** Require a diverse slate of candidates for each position. A rule of thumb is 50/50, but if that is not possible, insist on the population plus 10%. For example, if the pool of available candidates is only 20% women, require a 30% diverse slate. (Note: Some leading institutions require specific notes explaining why diversity candidates on slates are not hired.)
- **Establish a Diversity Recruiting Office:** Effective diversity recruiting requires establishing relationships and identifying qualified candidates before a role becomes available. Designate an HR team to focus on diversity recruitment. This group can develop networks to identify and attract diverse talent. Tactics may include targeting educational institutions that yield more diversity hires, and hiring executive search firms with demonstrated commitments to diversity.

### 3. MANAGE WITH A DIVERSITY MINDSET

- Combine Unconscious Bias Training and a Manager Playbook: Require unconscious bias training for all leaders. Supplement training with frequent “best practice” pushes to form a manager playbook. For example, require women to sit at the table for important group meetings. (Women often cede places of power to men, even when they are of equal status.)
- Create Clear and Accountable Diversity Objectives for Individual Managers: Hold senior management accountable for divisional progress on diversity. A portion of the compensation pool, e.g., 10%, can be set aside for divisions who achieve diversity objectives. Discrete objectives can also be utilized, e.g., require each member of your executive management group to sponsor a diversity candidate.
- Institute Slate-Based Promotion Processes with Full Consideration of All Diversity Candidates: Examine diversity candidates who were not promoted (or hired). Active decisions on diversity candidates can help to counteract unconscious bias, and direct feedback helps diversity candidates to receive the guidance required for career progression.
- Cascade the “Plus One” Tactic: The plus one” tactic requires all senior managers to add one diversity candidate to their leadership teams or executive committees. This approach quickly creates more visibility for diversity candidates and ensures a more diverse perspective.
- Create Benefits to Reduce “Other Time” Barriers: Women of all backgrounds often face more responsibilities at home (children, aging parents, etc.). Diversity may be improved by increasing benefits designed to help reduce the time requirements for these tasks, e.g., on-demand, web based medical attention or group pricing for commonly needed services.
- Adopt the 70% Rule: Make it a requirement that no single majority group (gender, ethnicity, etc.) can represent more than 70% of the participants. Showing diversity via this rule (e.g., in meetings, panels or Town Hall presentations) signals a commitment to diversity and enhances the sense of fit for diverse employees.

---

# COMPANIES

---

We wish to thank the following companies for their commitment to this movement.

|   |                              |                           |
|---|------------------------------|---------------------------|
| 72andSunny                                    | Ernst & Young                | Nordstrom                 |
| Accenture                                     | Farient Advisor              | Out & Equal               |
| Adecco Group                                  | First Source, LLC.           | Perkins Fund              |
| ALOM Global                                   | Frontier Communications      | Principal                 |
| American Electric Power                       | HealthHelp                   | Project Glimmer           |
| Anthem  | Heidrick & Struggles         | Red Robin Gourmet Burgers |
| APCO Worldwide                                | Hershey                      | SAP                       |
| Assoc. of Latino Professionals<br>for America | Huffington Post              | Spencer Stuart            |
| AstraZeneca                                   | Ingersoll Rand               | Synchrony Financial       |
| Bank of America                               | KeyCorp                      | TD Industries, Inc.       |
| Bloomberg                                     | Lieberman Research Worldwide | Thrive Global             |
| Broadway Angels                               | Linkage                      | United Technologies       |
| Burson Marsteller                             | LinkedIn                     | VF Corporation            |
| Cargill                                       | Manpoer Group                | Voya Financial            |
| Co: Collective                                | Mass Mutual                  | Wal-Mart                  |
| Coca-Cola                                     | McKinsey & Company           | Willis Towers Watson      |
| DSC Logistics                                 | Meredith Corporation         |                           |
| Eastman Chemical Company                      | MetricStream                 |                           |
| Edison International                          | Monsanto                     |                           |
| Egon Zehnder                                  | NeoGenomics                  |                           |
|   | Newmont Mining Corporation   |                           |



The PARADIGM FOR PARITY Coalition is composed of CEOs, board members and senior executives from major industries in the U.S. and the U.K., as well as leading business academics. Each member fundamentally supports the 5-action steps in the Paradigm for Parity® document.

#### Linda L. Addison

- Managing Partner, Norton Rose Fullbright US LLP

#### Nicholas Akins

- Chairman, President and CEO, American Electric Power

#### Debra Apruzzese

- Founder & President, Axia11G Consulting Group, LLC
- Executive Advisor, Springboard Enterprises, Healthcare & Life Sciences Accelerator

#### Shellye Archambeau

- Chief Executive Officer, MetricStream
- Board Member, Nordstrom, Inc. and Verizon Communications Inc.

#### Jan Babiak

- Board Member, Bank of Montreal and Walgreens Boots Alliance
- Former Managing Partner, EY

#### Donald Baer

- Worldwide Chairman & CEO, Burson-Masteller

#### LeighAnne Baker

- Chief Human Resources Officer, Senior Vice President, Cargill

#### Dominic Barton

- Global Managing Director, McKinsey & Company

#### Joanne Bauer

- Board Member, Omnicell Inc. and Aurora Health Care
- Retired President, Global Health Care, Kimberly-Clark

#### Dorrit Bern

- Board Member, Wet Seal
- Former Chairman, CEO & President, Charming Shoppes, Inc.

#### Jewelle Bickford

- Partner, Evercore Wealth Management

#### Susan Bird

- Founder and Chief Executive Officer, Wf360

#### Sir Winfried Bischoff

- Chairman, Financial Reporting Council UK

#### Judith Blumenthal

- Professor Marshall School of Business  
University Southern California

#### Tamara Box

- Global Chair, Financial Industry Group, Reed Smith

#### Sheri Bronstein

- Global Human Resource Executive, Bank of America

#### Maryann Bruce

- Board Member, MBIA, Inc.
- Former President, Evergreen Investments Services, Inc.

#### Michele Buck

- President and CEO, Hershey

#### Dame Alison Carnwath

- Chairman, Land Securities Group plc
- Board Member, BASF SE, Zurich Insurance Group AG, PACCAR Inc.

#### Michelle Clayman

- Managing Partner & Chief Investment Officer,  
New Amsterdam Partners, LLC

#### Kevin Connelly

- Managing Partner and Chief Executive Officer, Spencer Stuart

#### Mark Costa

- Chairman and Chief Executive Officer,  
Eastman Chemical Company

#### Pamela Craig

- Retired Chief Financial Officer, Accenture
- Board Member, Akamai Technologies, Inc., Merck & Co., and Walmart Stores, Inc.

#### Roger Crandell

- Chairman, President and CEO, Mass Mutual

#### Alain Dehaze

- Chief Executive Officer, Adecco Group

#### Shelley Diamond

- Chief Client Officer, Young & Rubicam Advertising
- Formerly, Board Member of PAETEC

#### Noreen Doyle

- Vice Chairman, Credit Suisse Group
- Board Member, Newmont Mining Corporation

#### Ann Drake

- Chairman and Chief Executive Officer, DSC Logistics, Inc.

#### Helen Drinan

- President, Simmons College

**Candace Duncan**

- Board Member, Discover Financial Services, FTD Companies, Inc. and Teleflex
- Retired Managing Partner, KPMG

**Janice Ellig**

- Co-CEO, Chadick Ellig

**Cherrill Farnsworth**

- CEO, HealthHelp

**Robin Ferracone**

- Founder & Chief Executive Officer, Fariant Advisors

**Leura Fine**

- Founder and Chief Executive Officer, Laurel & Wolf

**Deborah First**

- President, Deborah First Communications

**Joele Frank**

- Managing Partner, Joele Frank, Wilkinson Brimmer Katcher

**Gay Gaddis**

- Founder & Chief Executive Officer, T3
- Board Member, Monotype Imaging Holdings Inc.

**Gary Goldberg**

- President and Chief Executive Officer, Newmont Mining Corporation

**Deborah Gillies**

- President & Chief Executive Officer, Catalyst

**Lisa Gordon-Hagerty**

- President, Tier Tech International, Inc.
- Board Member, Colombo Bank

**Hugh Grant**

- Chairman & Chief Executive Officer, Monsanto

**Peter Grauer**

- Chairman, Bloomberg

**Karen Greenbaum**

- President & CEO, AESC

**Veronica Hackett**

- Co-Founder and Managing Partner, The Clarett Group

**Ronee Hagen**

- Lead Director, Southern Company; Board Member, Newmont Mining Corporation
- Retired President & Chief Executive Officer, Polymer Group, Inc.

**John Haley**

- Chief Executive Officer, Willis Towers Watson

**L. Noel Harwerth**

- Chairman, GE Capital Bank Europe
- Board Member, Standard Life plc, Alent, The London Metal Exchange and Sirius Minerals

**Greg Hayes**

- Chairman and CEO, Inited Technologies Corp

**Carol Hochman**

- President, RHH Capital & Consulting Inc.
- Board Member, Blyth Inc.

**Judith Hochman**

- Senior Associate Dean for Clinical Sciences, New York University of Medicine

**Julie Fasone Holder**

- Board Member, Eastman Chemical Company
- Former Senior Vice President, Dow Chemical

**Dan Houston**

- Chairman, President & CEO, Principal

**Betty Hudson**

- President, Hudson & Associates
- Board Member, AFLAC
- Retired Chief Communications Officer, National Geographic

**Linda Parker Hudson**

- Founder, Chairman and Chief Executive Officer, The Cardea Group
- Board Member, Bank of America, Southern Company, and Ingersoll Rand

**Arianna Huffington**

- Founder, The Huffington Post

**Deborah Jackson**

- Founder and Chief Executive Officer, Plum Alley

**Matt Jarvis**

- Chief Executive Officer, 72 and Sunny

**Margaret Keane**

- President and CEO, Synchrony Financial

**Muhtar Kent**

- Chairman and Chief Executive Officer, Coca-Cola Company

**Margery Kraus**

- Founder and Executive Chairman, APCO Worldwide

**Ellen Kullman**

- Retired Chairman and Chief Executive Officer, DuPont
- Board Member, United Technologies Corporation

**Stephen M. Lacy**

- Chairman and CEO, Meredith Corporation

**Michael Lamach**

- Chairman and CEO, Ingersoll Rand

**Sandra Beach Lin**

- Board Member, American Electric Power, Interface Biologics, PolyOne Corporation, and WESCO International
- Retired President & Chief Executive Officer, Calisolar Inc.

**Linda Koch Lorimer**

- Director, Pearson
- Retired VP for Global and Strategic Initiatives, Yale University

### Lisa Lutoff-Perlo

- President & Chief Executive Officer, Celebrity Cruises

### Harold MacDowell

- Chief Executive Officer, TDIndustries, Inc.

### David W. MacLennan

- Chairman and Chief Executive Officer, Cargill Inc.

### Kristen Manos

- Board Member, KeyCorp, Columbia Forest Products, American Capital
- Former President, Wilsonary

### Rodney Martin

- Chairman and Chief Executive Officer. Voya Financial, Inc.

### Jacquelyn Mayfield

- Founder and President, Mayfield Consulting, Ltd.

### Daniel McCarthy

- President and Chief Executive Officer, Frontier Communications

### Bill McDermott

- Chief Executive Officer, SAP

### Nina McLemore

- Founder & CEO, Nina McLemore, LLC

### Doug McMillon

- President and CEO, Wal-Mart

### Cathy Minehan

- Dean, School of Management, Simmons College
- Retired President and Chief Executive Officer, Federal Reserve Bank of Boston

### Pat Mitchell

- Founder and Chief Executive Officer, POW! Strategies
- Senior Advisor, former President and Chief Executive Officer, Paley Center for Media

### Kristi Mitchem

- President and Chief Executive Officer, Wells Fargo Asset Management

### Beth Mooney

- Chairman & CEO, KeyCorp.

### Denise Morrison

- President & CEO, Campbell Soup Co
- Board Member, MetLife, Inc.

### Brian T. Moynihan

- Chairman of the Board and Chief Executive Officer, Bank of America

### Anne M. Mulchahy

- Former Chairperson & CEO
- Board Member, Citigroup, Fuji Xerox and Target Corporation

### Ileana Musa

- Chair, Corporate Advisor Board, ALPFA

### Liz Musch

- Board Member, ABÉO and YGEIA Group
- Retired CEO, Ipsos ASI (Paris)

### Pierre Nanterme

- Chairman and Chief Executive Officer, Accenture

### Jane Nelson

- Founding Director, Corporate Social Responsibility Initiative, Kennedy School of Government, Harvard University
- Board Member, Newmont Mining Corporation, The Abraaj Group and, FSG

### Blake Nordstrom

- Chief Executive Officer, Nordstrom

### Matt Norquist

- Chief Executive Officer, Linkage, Inc.

### Linda Paresky

- Former Co-Chairman and Owner, Thomas Cook Travel, USA
- Founding Board Member, TripAdvisor

### Sharon Lee Patrick

- President, Patrick Partners
- Co-Founder, former President and Chief Executive Officer, Martha Stewart Omnimedia

### Sonja Perkins

- Founder, Broadway Angels & Project Glimmer
- Managing Director, The Perkins Fund

### Barbara Perlmutter

- Board Member, Women for Women International
- Retired Senior Vice President, Chief Communications Officer, Marsh & McLennan Companies, Inc.

### Pedro J. Pizarro

- President & CEO, Edison International

### Karen Prange

- Senior Vice President and President, Urology & Women's Health, Boston Scientific

### Denny Marie Post

- President and CEO, Red Robin Gourmet Burgers

### Jonas Prising

- Chief Executive Office, Manpower Group

### Krishnan Rajagopaian

- President, & CEO, Heidrick & Struggles

### Victoria Reese

- Partner & Global Head of Diversity, Heidrick & Struggles

### Steve E. Rendle

- President & COO, VF Corporation

**Joyce Russell**

- President, Adecco Staffing, U.S.

**Rosemarie Ryan**

- Co-CEO & Co-Founder, Co: Collective

**David Sackman**

- Chairman & CEO, Lieberman Research Worldwide

**Alice Schroeder**

- Chairman and Chief Executive Officer, WebTuner Corp.
- Board Member, Prudential plc

**Lorraine Segil**

- Board Member, Frontier Communications
- Former Partner and Owner, Vantage Partners

**Carol Seymour**

- Founder and Leader, The Signature Program
- Former Managing Director, G100

**Lynn Shanahan**

- Founder, C2Group LLC
- Former Chief Executive Officer, Kellwood Company

**Ellyn Shook**

- Chief Human Resources Officer, Accenture plc

**Pascal Soriot**

- CEO, Astra Zeneca

**Deborah Stiles**

- Vice President for Research Operations, Columbia University

**Perry Stuckey**

- Senior Vice President and Chief Human Resources Officer, Eastman Chemical Company

**Andrea Sugden**

- Executive Vice President, Adecco Staffing, U.S.

**Joseph R. Swedish**

- Chairman, President and CEO, Anthem Inc.

**Lynn Tetrault**

- Board Member, NeoGenomics, Inc.
- Retired Executive Vice President, Human Resources & Corporate Affairs, AstraZeneca plc

**Eugenia Ulasewicz**

- Board Member, Bunzl plc, Signet Jewelers Ltd., Vince Holding Corp.
- Former President, Burberry Americas, Burberry Group plc

**Meryl Lynn Unger**

- Partner, Katsky Korins LLP

**Lynn Utter**

- CEO & Board Member, First Source

**Douglas M. VanOort**

- Chairman and CEO, NeoGenomics Inc.

**Rajeev Vasudeva**

- CEO, Egon Zehnder.

**Mark Weinberger**

- Global Chairmand & CEO, EY

**Jeffrey Weiner**

- Chief Executive Officer, LinkedIn

**Maggie Wilderotter**

- Executive Chairman, Frontier Communications
- Board Member, Dreamworks, Costco Wholesale, Juno Therapeutics, Chobani

**Sandra Wijnberg**

- Executive Advisor, Aquiline Capital Partners
- Board Member, T. Rowe Price, Automaric Data Processing

**Kathryn B. Williams, PhD**

- Co-Founder, KRW International
- Board Member, Citigroup, Fuji Xerox and Target Corporation

**Eric C. Wiseman**

- Chairman & CEO, VF Corporation

**Tracy Wolstencroft**

- Chairman of the Board, Heidrick & Struggles

**Christine Yan**

- President, Asia, Stanley Black & Decker
- Board Member, Modine Manufacturing Company

**Donna Zarcone**

- President and Chief Executive Officer, The Economic Club of Chicago
- Board Member, Cigna Corporation, CDW, and The Duchossois Group

**Xiaoying Zhong**

- Managing Director, Corporate Advisory, Evercore Partners

---

# THANK YOU

---

We wish to thank the following individuals and firms for their commitment and extraordinary contributions to this movement.

## INDIVIDUALS

Jewelle Bickford

Susan Bird

Tamara Box

Maryann Bruce

Alison Carnwath

Elisa van Dam

Brigid Deegan

Ann Drake

Noreen Doyle

Candace Duncan

Karen Greenbaum

Ronee Hagen

Carol Hochman

Julie Fasone Holder

Ellen Kullman

Sandra Beach Lin

Alison Maitland

Kristi Mitchem

Linda Paresky

Karen Prange

Dr. Mary Shapiro

Alice Schroeder

Lorraine Segil

Lynn Shanahan

Joyce Russell

Meryl Lynn Unger

Susan Vinnicombe

Kathryn Williams

## FIRMS

Adecco

Katsky Korins, LLP

Noosphere Marketing

Simmons College of Management

State Street Corporation

Toth+Co