



FUTURE OF BRANDING

How CMOs are committed to
building more inclusive brands

Siegel+Gale
Simple is smart.

Readers,

As the preeminent global brand experience firm, we at Siegel+Gale have made it our mission to help our clients build great brands. We believe that a brand's success is a function of people's experiences with the brand and the narrative it creates to inspire all stakeholders.

Inclusive storytelling is one of my preferred lenses through which to view and build brands. An effective way to understand a brand's story is to listen to its brand builders and, in particular, to convene CMOs to learn about the commitments they are making as individuals and as leaders.

One such stage on which we explored the priorities of CMOs was this spring at our **International Women's Day (IWD)** roundtable series. Now in its ninth year, this program has been the portal through which we examine the intersection of brand building and women's empowerment. IWD presents us with a moment to consider the immense role that storytelling in our marketing programs can have in shaping culture and public opinion. At the same time, this challenging and uncertain macroeconomic environment places into sharp relief our responsibility to evaluate the efficacy of our marketing in achieving our commercial goals.

With the topic of inclusive storytelling as the focus, we traveled to **Dubai, Dublin, London, New York, and San Francisco** to host in-person panels. And, in the spirit of inclusion, we hosted a virtual edition too. Our excitement—and that of our global community members—was palpable. Just as we traversed continents, our illustrious panelists and audiences traversed industries, spanning, for example, B2B to B2C, technology to transportation, and early-stage to enduring enterprises.

Across the globe, we examined many issues, such as why embracing gender equity supports business goals, which brand or other initiatives our panelists' companies have taken to support gender equity, and how CMOs are measuring the success of these programs. To hear the complete conversations, follow the **How CMOs Commit** podcast.

I am an ardent believer in the idea that we—as people and as brands—are largely the product of our commitments. Our pledges catalyze our behaviors and allocation of resources. So, in closing, I asked our panelists: “The IWD 2023 campaign theme is #EmbraceEquity. What is your organization's commitment (or personal commitment) to forging greater gender equity, and how will you measure progress?” *

*Panelists' quotes have been edited for clarity and brevity.

Given that our 39 panelists encompassed a variety of identities—race, gender, geography, age, to name a few—one might expect isolated pledges. It was, however, quite the contrary. Though some statements certainly were broad, the commitments coalesced into three themes:

EXAMINATION + TRACKING

EDUCATION + TRAINING

EXPOSURE + ACCESS

Alone, they elucidate the opportunities and realities facing CMOs, acting as a time capsule for the role of brands in challenging stereotypes today. Together, these themes illustrate the arc of a brand's or leader's commitment to creating a more inclusive world. For instance, the themes—to borrow a word from one of our panelists that particularly resonated with me—“cascade” from one another, marching towards a society that represents women equally and expansively and, simultaneously, advances key stakeholders and business goals.

The conversations on brand and inclusive storytelling touched on many areas, from representation of women to cross-sector collaboration, from data to intergenerational support, and from optimism to the reality of what still needs to be done to achieve gender equity.

Most of all, I was struck by the nuance of the brand initiatives and the panelists' conviction that they are at once building their brands and forging a more gender-equal world. The CMOs prioritized progress over perfection, acknowledging the long journey towards equity. This awareness is important because it anchors the commitments in pragmatism—these commitments go beyond storytelling to story-doing. They go beyond making promises to keeping promises.

As you read, I encourage you to consider your own commitment to forging inclusive brands. You might find yourself inspired by the CMOs who make this a deliberate, daily devotion. When you, as a brand leader, commit to telling inclusive stories, the brand expands from presenting its existence to revealing its reason for being.

MARGARET MOLLOY

GLOBAL CMO, SIEGEL+GALE



P.S. To join our Future of Branding community, register **here**.



EXAMINATION + TRACKING

AUTHENTICITY STARTS AT HOME.

The CMOs are committed to performing an internal examination of sorts—and tracking their progress—by, for instance, issuing gender-pay-gap reports, benchmarking representation, establishing employee resource groups (ERGs) and ensuring that the voices in those communities are not only represented but truly heard, and incentivizing employees, particularly senior leadership, on their DEI objectives.

The CMOs with commitments to turn inward demonstrated great courage. It is far too easy to highlight only certain things, cutting and pasting to tell a sunny, albeit fragmented, story. By focusing on getting it right internally, these CMOs—and, ultimately, brands—are harnessing the equity on the inside to radiate outward, enacting change beyond the four walls of a company and, as a result, driving employee and customer appreciation.



KATE THUNNISSSEN
METTLER
CHIEF MARKETING OFFICER

“Our brand is continuously hiring. We worked the numbers the other day and realized that to hit our goals by the end of the year, Mettler needs to hire at least one person a day until Christmas. So, we are measuring that, and keeping a close eye on that metric. We ask, ‘Are we bringing in the right talent?’ But we also ask,

‘ARE WE BRINGING IN WOMEN? DIVERSE TALENT? PEOPLE FROM DIVERSE CULTURES?’

Whatever it might be.”

ALICIA PARKER
TISHMAN SPEYER
CHIEF MARKETING OFFICER

“We have an ESG committee at Tishman Speyer. But instead of it just sitting at a corporate level in New York, it’s really about cascading that into each location where you can have an impact and getting more and more input across the organization from those diverse teams to see how you can do things at a local level. Despite the fact that we are part of global companies, we can really bring people along at a local basis.

THOSE SMALLER IMPACTS CASCADED CAN MAKE A BIG ONE.”





GILLIAN CULHANE

AERCAP

VICE PRESIDENT OF CORPORATE COMMUNICATIONS

“WE’RE ON A JOURNEY. WE ISSUED OUR FIRST GENDER-PAY-GAP REPORT AT THE END OF LAST YEAR.

In terms of representation at senior level, that’s what came through in the report. We have 19 leaders on our management committee and just one female. At the board level, we do a bit better: we have 30% female representation. We launched a DEI survey last year, and we’re going to develop a framework from that and put strategy behind it. Together with that, we’re working with Siegel+Gale on a new employer brand, so the culture and values marry. I chair the CSR committee at AerCap—which is where a lot of the DEI initiatives comes through—so I’ll ensure that they’re followed through.”

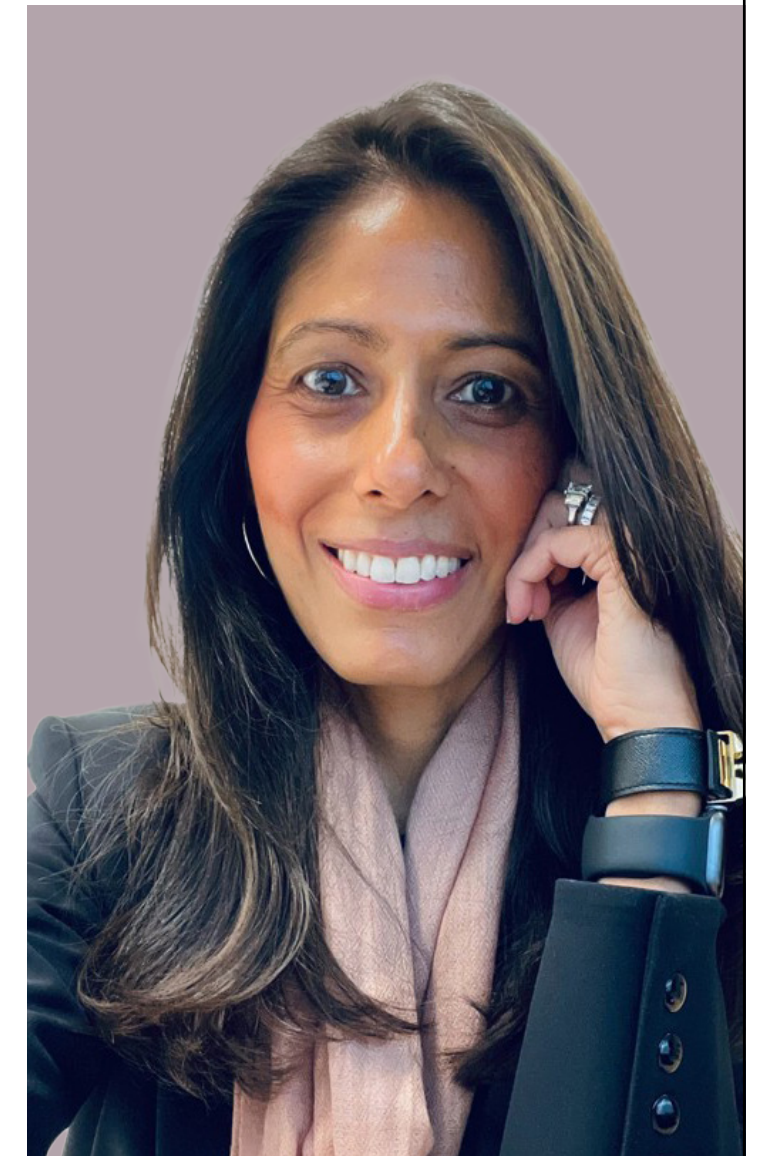
DEVIKA MATHRANI

NY PRESBYTERIAN

CHIEF MARKETING OFFICER

“At NY Presbyterian, we believe that things begin inside-out. We focus on our respect credo that we all live by internally, and it’s very much a part of daily lives. It’s our everyday commitment. It cares not just for gender equity—it cares also for social equity, racial equity, and, more broadly, how you treat other people. And

WHEN YOU MAKE EQUITY A FOCUS OF YOUR INSTITUTION INTERNALLY, THAT THEN REFLECTS IN HOW YOU CARE FOR YOUR PATIENTS AND THE SERVICE THAT YOU’RE ABLE TO GIVE TO THE COMMUNITIES THAT YOU SERVE.”





“My professional and personal commitments are very intertwined. For Nielsen overall, for our employees, and for the people I engage with personally and professionally,

IT IS ABOUT ENSURING THAT EVERYONE’S VOICE IS COUNTED— BUT, REALLY IMPORTANTLY, THAT EVERY VOICE IS HEARD.

We tend to get caught in the counted game way more than the heard game. But it’s the heard game that is the most important.”

JAMIE MOLDAFSKY
NIELSEN
CHIEF MARKETING AND COMMUNICATIONS OFFICER

CATHERINE NEWMAN

WWE

EVP, MARKETING

“We are changing the way that we look at our fans. We don’t target based on demographics—we don’t see them as male or female, young or old. We’ve just completed the biggest piece of research we’ve ever done. It’s based on psychographics—

THE WHY: WHY DOES SOMEONE COME TO WWE, WHY DO THEY SPEND X AMOUNT OF MONEY, WHY DO THEY SPEND SO MUCH TIME WITH US, WHY IS IT AN INTERGENERATIONAL BRAND, AND WHY IS IT A BRAND ALLOWED IN THE HOME.

We are committed to our fans’ purpose and making sure that we earn that because it’s a privilege every day.”





NICOLA O'CONNELL
TIRLÁN
HEAD OF CONSUMER DEVELOPMENT

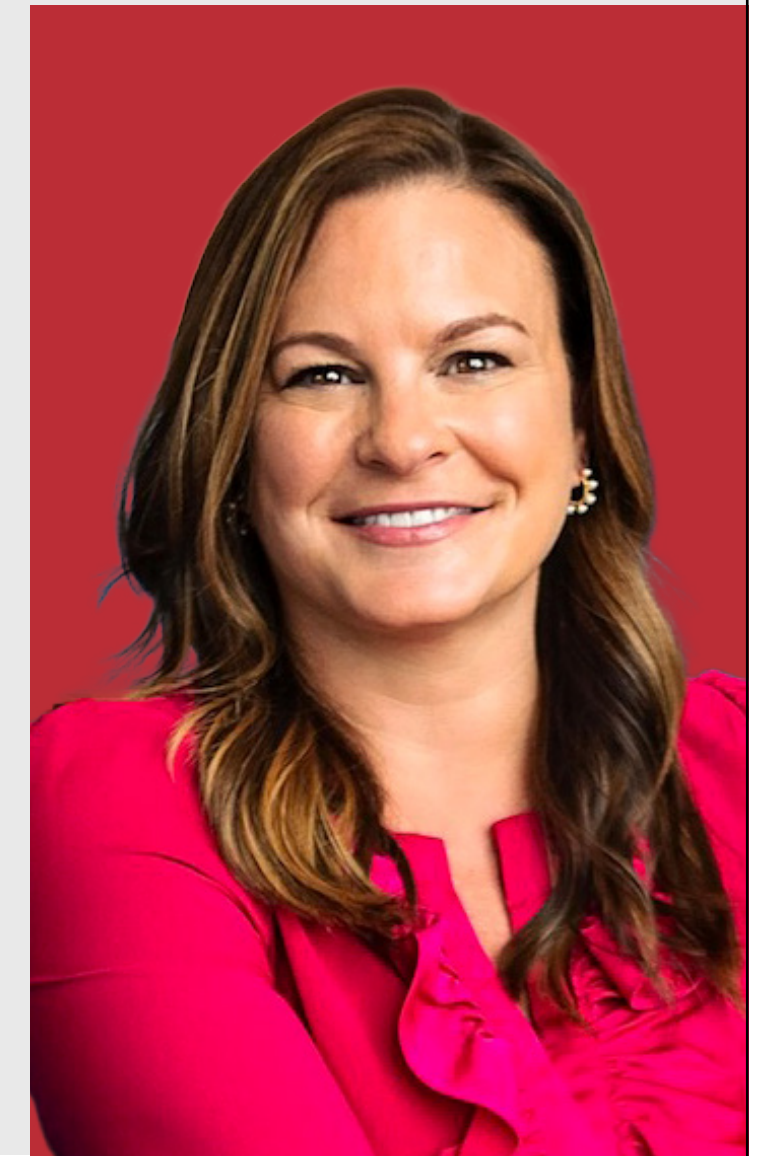
"WE HAVE COMMITTED TO A 50/50 SPLIT ON LEADERSHIP WITHIN OUR BUSINESS BY 2030.

And we've already made very good gains in that area. We've also announced that senior leadership will have a specific DEI objective against which they will be measured. And DEI is really stitched into the values we've worked through with Siegel+Gale. We've also invested a lot in coaching over the past few years, which includes a large part about DEI enablement. When it comes to graduate programs, about 27% of engineer graduates come from the female side of the house, and we underrepresent that at the moment, so we have a big focus on taking in more females for the graduate program."

MICHELLE BYRON
NASCAR
SVP, PARTNER MARKETING

"WE HAVE TO LEAD BY EXAMPLE, MEANING THAT OUR OWN OFFICES AND OUR FOUR WALLS REPRESENT WHAT WE WANT THE SPORT AND THE ENTIRE ECOSYSTEM OF THE SPORT TO REPRESENT.

We're enlisting and putting resources behind third parties to benchmark where we are now, to help us determine the best way to prioritize getting to the end result and really measuring and taking realistic looks along the way to make sure that the improvements we're wanting to make are being made and being made quickly."





TIFFANY XINGYU WANG
OPENWEB
CHIEF MARKETING OFFICER

“For hyper-growth companies like mine, women often shy away from taking maternity leave. And, if they do, they struggle when they return. It’s my personal commitment to make sure I’m not only taking maternity leave for myself, but for my entire team and company.

I WILL SET UP THAT PLAYBOOK FOR MY COMPANY— FOR EVERY SINGLE WOMAN WHO WILL TAKE MATERNITY LEAVE.

Additionally, OpenWeb is actively hiring, so I want to make sure that, as the only woman and the only diverse leader in the executive team, that our hiring is as representative as possible.”

SAM BURNS
KPMG

GLOBAL CHIEF MARKETING OFFICER

“KPMG AIMS TO HAVE 33% WOMEN IN LEADERSHIP ROLES IN OUR FIRM BY 2025.

Our global management team is already 50/50, as are some of our firms. We’re about 27.3% at the moment in terms of where we need to be. The challenge is having a road map of how we’re going to get there. KPMG is dealing with the gender pay gap, as well. That’s on the horizon for next year. We have a fabulous KPMG women’s network, KNOW, and we’re building that out. We have to get women into emerging roles, and that is where the focus needs to be.”






"THE HUMAN SPECIES THINKS IN METAPHORS AND LEARNS IN STORIES."

- MARY CATHERINE BATESON

AMERICAN WRITER,
CULTURAL ANTHROPOLOGIST



 To hear the complete NYC conversation, follow the **How CMOs Commit** podcast.

EDUCATION + TRAINING

BE A LIFE-LONG LEARNER.

The education-and-training-themed commitments were two-pronged. While some committed to doubling down on DEI-specific education for all employees, others provided skills-based training and programs to equip women with expertise and knowledge for traditionally male-dominated roles. When informing consumers about DEI programs, CMOs shared stories of women's successes, and some carried out missions to advocate for pay equity while others focused on financial literacy in the community.

The process of upskilling women took the shape of hiring women bus drivers in a city where that career is typically occupied by men or establishing call centers in regions where there was a dearth of women in the workforce. Equipping people with knowledge—in the form of education or training—is one of the most effective methods of cultivating more relevant, inclusive brands, both inside and out.



LYNN TEO

NORTHWESTERN MUTUAL

CHIEF MARKETING OFFICER



“ONE OF THE KEY PATHWAYS TO EQUITY IS TO EQUIP ALL GROUPS WITH A BASE LEVEL OF CAPABILITIES AND SKILLS THAT WILL ENABLE THEM TO REACH HIGH LEVELS OF ACHIEVEMENT.

At Northwestern Mutual, we look at some of the competencies we need to double down to give extra training. I also think about budgets and how they’re being deployed. I’m thinking very deliberately about multicultural marketing and equity in my programs. I’m always trying to think in a systematic way how I bring more impact with the resources I have.”

“Our senior managers are compensated on female representation. We are increasing dramatically our board representation. We have education programs for all our senior leaders, in which they learn about unconscious bias and gender equality.

WE HAVE AN ERG FOR WOMEN WITH OVER 400 MEMBERS—BOTH MEN AND WOMEN—AND THAT’S BEEN AN INCREDIBLE SUPPORT NETWORK FOR EVERYBODY.”



COLIN WESTCOTT-PITT
GLANBIA
PERFORMANCE NUTRITION
GLOBAL CHIEF BRAND OFFICER

KATIE PURCER GOLDING

SAUDI RESEARCH AND MEDIA GROUP (SRMG)

CHIEF MARKETING OFFICER



“From an SRMG point of view, as a business, we’re only successful if we’re empowering the next generation of young leaders. So, in late 2022, we launched the SRMG Academy, a training academy to empower young people with the media skills they need to thrive. Since we launched, we’ve done several training courses, and the presence of women applying and being in those courses is immense.

TRAINING THE NEXT GENERATION AND ENCOURAGING WOMEN TO BE A PART OF IT IS ABSOLUTELY KEY.”

“The most important thing before any commitment is that we need leadership to believe in that and to openly and visibly commit to equity.

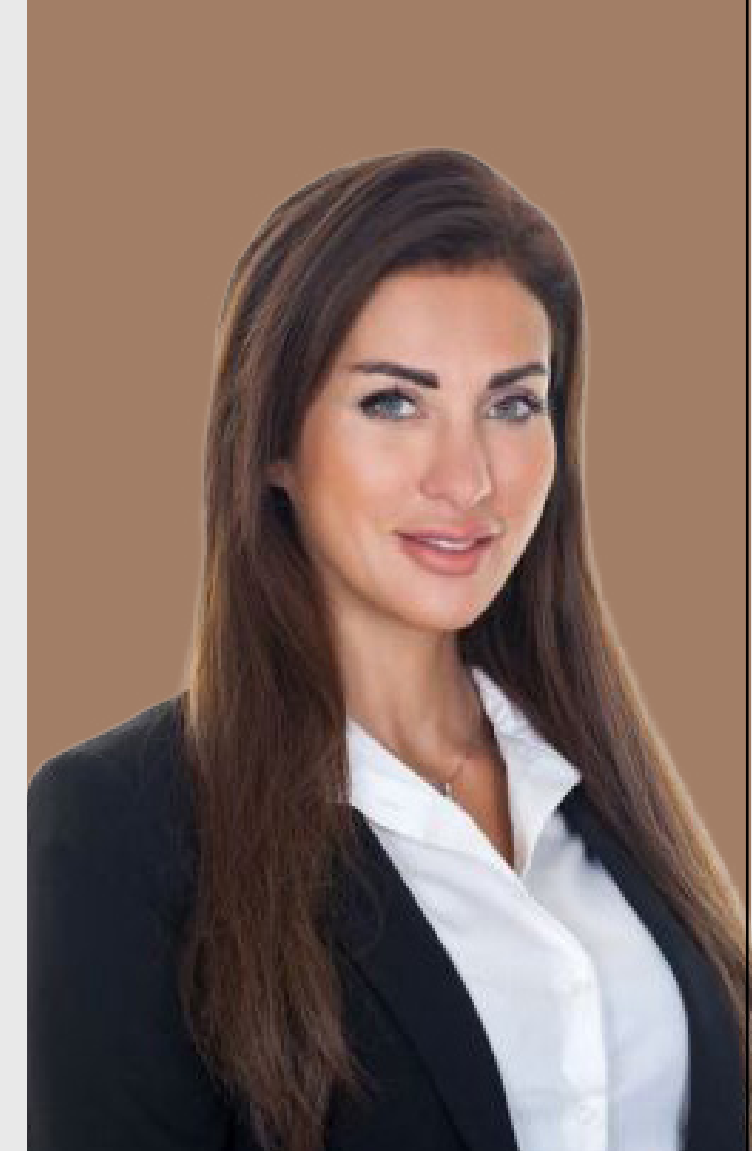
AT JLL, WE ARE INTRODUCING MANY INITIATIVES THAT SUPPORT EQUITY, SUCH AS FEMALE LEADERSHIP PROGRAMS THAT EMPOWER WOMEN TO SUCCEED.

In the real estate industry, we have a long way to go. But at JLL, we are on track to change that. There’s a lot of action to be done, and I am quite excited to be part of that journey—and part of the action-driving, not only the talking.”

ANOOD HADDAD

JLL MENA

HEAD OF MARKETING + PUBLIC RELATIONS, MEA + TURKEY



MARWA KAABOUR

AL MASAOOD

GROUP HEAD OF MARKETING AND CORPORATE COMMUNICATION

“Today, I proudly say that more than 50% of the corporate head office are females. And one example of our commitment to equity in our work is with the city of Al Ain. It has a very high number of female Emiratis that are ready to go into the workforce. However, they don’t have enough job opportunities in Al Ain. So, we created a remote call center of over 100 Emirati females.

WE DIDN’T ONLY MEET OUR 8% GOAL OF FEMALE EMPLOYEES— WE HIT A 10% TARGET. AND THE CONVERSION FROM A CALL TO A SALE HAS INCREASED BY ALMOST 50%

ever since we started the call center. The numbers speak for themselves.”



“We have brought on a senior leadership team that is fully balanced. We have committed to addressing the gender balance at the technical and operational side of our business. Throughout our company, we’ve committed to working together per our numbers, per our scale of the group, to bring more females and different ethnicities into the group in the hopes of representing all parts of the community in our workforce.

WE’RE PARTICULARLY PROUD OF THE PROGRESS THAT HAS BEEN MADE IN TERMS OF FEMALE BUS DRIVERS AND APPRENTICES,

but we also have over 80 different nationalities within our operating companies. Our commitment is to support females through their career and talent development.”



CAOIMHE DONNELLY
CIÉ GROUP

CHIEF SUSTAINABILITY OFFICER

MELANIE DE SOUZA

THE ROYAL COMMISSION FOR AIUIA

EXECUTIVE DIRECTOR DESTINATION MARKETING



“The Royal Commission of AIUIa has a bold and ambitious agenda. We want to respect our amazing heritage, and we want our people—our locals—to be at the forefront of the tourism experience. One example is our work at Madrasat Addeera, the former girls’ school, to upskill women with some of the dying handicrafts and arts from yesteryear. These women have acquired a profession, and they have a future to look forward to. There’s much to be done in the space of education and training, but,

FOR US, IT’S ALL ABOUT EQUAL OPPORTUNITY AND ABSOLUTELY SEEING WOMEN COME TO THE FOREFRONT.”

“At DarGlobal, we encourage female empowerment on different fronts, be it internal or external activities. In terms of internal activities,

WE ENCOURAGE THE WOMEN WHO WORK WITH US AT DARGLOBAL TO BE ABLE TO SPEAK UP, THROUGH THE OPPORTUNITY TO TAKE LEARNING SEMINARS AND ATTEND CONFERENCES,

so that they could be an example for their other colleagues to be able to explain to them the gender biases of today. And we maintain 60% female staff across all markets, which we pride ourselves on. DarGlobal is committed to ensuring that we have a strong understanding of the female equity, so that we can shape a narrative and make sure that we include females in everything that we do.”

LEA HALWANI
DARGLOBAL REAL ESTATE
HEAD OF MARKETING



STEPHEN O'KELLY

DIAGEO (GUINNESS)

GLOBAL BRAND DIRECTOR

“Creativity is the lifeblood of the brand. From a commitment point of view, this is our fourth year to sponsor and partner with a program called Creative Equals, which enables, assists, and coaches female creatives who’ve been out of the creative industry for whatever reason—career break, family leave, etc.—or who are just struggling to find opportunities in the creative industry. In terms of measurement,

WE’VE PUT 160 PEOPLE THROUGH THAT PROGRAM SO FAR. AND, OF THAT, 85% HAVE SECURED NOT JUST GOOD EMPLOYMENT, BUT AMAZING EMPLOYMENT.

We also commit to getting to gender equality within brewing. We’re not yet to 50%, but 30% of our brewers are female.”



Siegel+Gale presents
CMO PANEL
International Women's Day 2023
+ Inclusive Storytelling
Stephen O'Kelly
GUINNESS, Diageo

“It’s not just about attracting women into top roles—it’s also about retaining. It’s important to create an environment where women want to stay and want to work. So,

ERICSSON HAS CREATED TRAINING PROGRAMS THAT BRING WOMEN TOGETHER AND EMPOWER THEM.

One of the things I’ve found when I talk to these groups is to be honest, because it is hard to manage a job and a family and all of the commitments that you have. As we encourage women, let’s be honest about some of the commitments you need to make.”



STELLA MEDICOTT

ERICSSON

SVP/CMO + HEAD OF CORPORATE RELATIONS

LAUREN BOYMAN

KPMG

CHIEF MARKETING OFFICER



“There’s a tremendous amount of programs under the umbrella brand of what we’re calling ‘Accelerate 2025’ that talks about how we get people to KPMG, how we help them succeed at KPMG, and how we have them lead at KPMG.

ONE PROGRAM WE DO AROUND DE&I IS TO TEACH PEOPLE HOW TO BE PSYCHOLOGICALLY SAFE, WHICH IS A REALLY UNDERAPPRECIATED ASPECT OF EQUITY ON A DAY-TO-DAY BASIS.

So, KPMG has had a program for training all employees around psychological safety, and it has made a huge difference.”

“After the murder of George Floyd, we found this powerful piece of information: in America, Black women start more businesses than anybody else. We created a program called “100 for 100,” in which we chose 100 Black-women-owned businesses—a diverse group of businesses in various fields from all over the country. And

WE DIDN'T JUST GIVE THEM MONEY, WE ALSO GAVE THEM NETWORKING, BUSINESS EDUCATION, AND SUPPORT TO HELP THEM BECOME NOT JUST SUCCESSFUL—BECAUSE THEY'RE ALREADY DOING THAT—BUT TO BE GREAT CUSTOMERS OF OURS.

American Express will continue to invest in programs like that.”

CLAYTON RUEBENSAAL

AMERICAN EXPRESS

EVP, GLOBAL B2B MARKETING



ENSHALLA ANDERSON

GOOGLE CLOUD

DIRECTOR, GLOBAL HEAD OF BRAND + CREATIVE

“Education affords opportunity, but education does not have to be the traditional format. Google has an amazing program called “Grow with Google.” Through this certification program, there’s the opportunity for lives to be transformed—for women to take on roles in tech.

75% OF PROGRAM GRADUATES REPORT AN IMPROVEMENT IN THEIR CAREER TRAJECTORY, AND THEY CAN CONNECT WITH TOP EMPLOYERS.

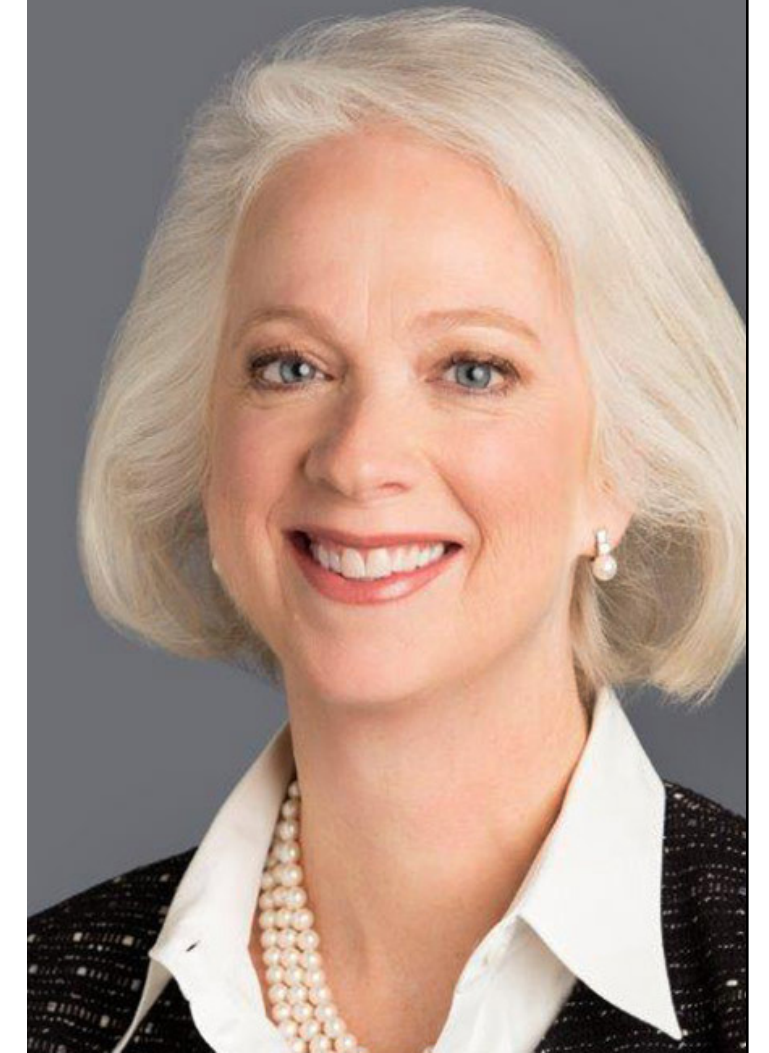
For me, the commitment to economic empowerment is so critical that I feel personally, but I’m also super excited to see all these different types of people who have traditionally been at the outskirts be brought into the center and become part of the tech world.”



“At AARP, there are multiple layers to our commitments.

WE HAVE A COMMITMENT TO FINANCIAL EDUCATION AND TO EMPOWERING WOMEN TO MAKE GOOD FINANCIAL DECISIONS.

We also have to fight for pay-equity issues and against discrimination that allows pay inequity to go on in the workforce. Our advocacy, education, and empowerment work, are foundational to our social mission, and you can expect to see more from AARP in this area of gender equity, financial education, and helping women—and men—live their best, most secure lives over the age of 50.”



MARTHA BOUDREAU

AARP

CHIEF COMMUNICATIONS + MARKETING OFFICER

ABIGAIL COMBER

CIGNPOST DIAGNOSTIC

CHIEF MARKETING OFFICER

“Cignpost’s commitment is not about an initiative—it’s about our existence. Preventative diagnostics for people in the workplace is equality because everybody should be valued as somebody who can bring something to the business, help it grow and be part of a Team—with a capital ‘T.’ And

WE SHOULD ALL BE TREATED IN EXACTLY THE SAME WAY: WITH THE RECOGNITION OF WHAT OUR DIFFERENCES ARE AND HOW WE CAN EMBRACE THEM.

And, in our business, it’s how you can continue to embrace them by ensuring that you live a long, happy, healthy life to achieve your ultimate goals—whatever you are.”



“Sport has the power to impact and change lives, whether it’s to entertain, inform, or inspire people around the globe.

MY COMMITMENT IS TO CONTINUE TO GROW OUR GAME, THE LEAGUE, AND THE AWARENESS OF OUR PLAYERS AND TEAMS

The way we measure growth is in three areas. This first is how we’ll elevate and grow our brand. The second is how we’ll engage our core fans and attract new fans, including increasing consumption, ratings, and engagement across all of our different channels. And the third area is how we monetize, relating to, for example, sponsorships, licensing properties, and ticketing.”

JULIE HADDON
 NATIONAL WOMEN’S
 SOCCER LEAGUE
 CHIEF MARKETING OFFICER



SAMANTHA WU**BRAINTRUST**

CHIEF MARKETING OFFICER



“AT A PERSONAL AND COMPANY LEVEL, IT STARTS WITH CHALLENGING GENDER-NORMATIVE ASSUMPTIONS.

And people often think that you have to be in a certain position in order to be empowered to do that, but irrespective of your role, you need to defy those norms. I commit to challenging these assumptions because women are actively taking themselves out of the ‘race’ because they don’t feel like they have the support system to allow them to excel at the most senior levels, despite all the progress we’ve made.”

“Our commitment at Girl Scouts of the USA is to make sure that we are sharing publicly and with everybody the amazing things that our girls are doing today, so that we can scale the ways in which we show that girls are not waiting to lead tomorrow—they are already leading today.

THESE GIRLS HAVE EARNED AND DESERVE OUR RESPECT. WE WANT TO MAKE SURE THAT THOSE STORIES OF IMPACT AND INNOVATION ARE REACHING A BROADER NARRATIVE THROUGH WORD OF MOUTH, SOCIAL MEDIA, AND BOTH NATIONAL AND LOCAL PRESS.”




DANA SIEGEL
GIRL SCOUTS OF THE USA
VP, BRAND + PRODUCT MARKETING



"THE UNIVERSE IS
MADE OF STORIES,
NOT OF ATOMS."

**- MURIEL
RUKEYSER**
AMERICAN POET



 To hear the complete SF conversation, follow the **How CMOs Commit** podcast.



EXPOSURE + ACCESS

HOLD THE DOOR OPEN.

CMOs focused on granting exposure and access to women by advocating for them in a variety of realms: in offering intergenerational support through mentorships or internships, acting as role models to women inside and outside their organizations, participating in community organizations that champion women, and serving on corporate boards. It involves transforming those historically homogenous spaces into diverse environments.

“Pioneer”—used as both a noun and a verb—was a word that came to mind when hearing the commitments from this group. By paying it forward to incorporate people who have historically been excluded, these CMOs reflect the power of inclusive brands that more accurately reflect the diversity of consumers.



ZENA ARNOLD

PEPSICO

SVP, CARBONATED SOFT DRINKS

“I’m on the board of a public company, and it’s been such a fantastic professional experience. Getting that access and being representative of someone very different from a gender, race, and age standpoint than what makes up a typical board has been amazing for me—and for what I’ve been able to bring to the company and how they think about running their business.

I’M COMMITTED TO OPENING THE DOOR FOR MORE WOMEN AND MORE UNDERREPRESENTED WOMEN.”

GAIL MOODY-BYRD

LINKEDIN

VP, MARKETING, LINKEDIN SALES SOLUTIONS

“In my department at LinkedIn, we have extensive analytics on the composition of our workforce at all levels. At least once a quarter, we analyze these trends. It’s a very measurable, proactive program, and we are accountable for that. In addition to that, I am the most senior Black woman in Marketing and Communications at LinkedIn, so

I TAKE A PERSONAL RESPONSIBILITY TO NOT ONLY BE A ROLE MODEL AND TO SPONSOR AND MENTOR, BUT TO DO EXCELLENT WORK,

so that I can inspire others and show the way in terms of what the capabilities are.”





LYNN MAH

ALLIANCEBERNSTEIN

SVP MANAGING DIRECTOR, HEAD OF EMEA MARKETING

“At AllianceBernstein, DEI is two-fold.

FOR ME, IN A LEADERSHIP ROLE, IT'S MAKING SURE THAT I'M THERE TO MENTOR UP-AND-COMING, TALENTED WOMEN.

As leaders, it's about teaching them how to have a voice and how to use that voice. The other half of this is that we, optically, seem to attract the same people from the same private schools. So, how do you get diversity of thought? How do you challenge consensus when you don't have varied decision-making? We've been participating in programs with other peers to give internships to people from diverse, less-affluent backgrounds. Over time, showing and creating that opportunity will permeate.”

MAURICE JONES

ONETEN

FORMER CEO

“The commitment from OneTen is to pursue our goal for at least a decade. Let's really, as a coalition, work for a decade. And the big metrics are hiring and promoting.

SINCE OUR FOUNDING IN 2020, WE HAVE HIRED, PROMOTED, OR ADVANCED MORE THAN 70,000 BLACK INDIVIDUALS.

It's one million Black talent in the next ten years who don't have four-year degrees to family-sustaining jobs and careers.”





PENNY WISE

3 M

PRESIDENT + MANAGING DIRECTOR

“I’m co-chair of the Council for Women’s Advocacy in the Canadian Chamber of Commerce, and we work on making sure that entrepreneurs are supported, that the business community is listening and that we’re helping change policy for government.

I ALSO HAVE GOALS TO NOT ONLY BE A MENTOR TO WOMEN INSIDE 3M, BUT ALSO EXTERNALLY. I WILL CHAMPION THEM AND LIFT THEM UP AND MAKE CONNECTIONS, SO THAT THEY CAN FIND THEIR WAY IN THE WORLD AND BE VERY SUCCESSFUL.”

JENNIFER DURGIN

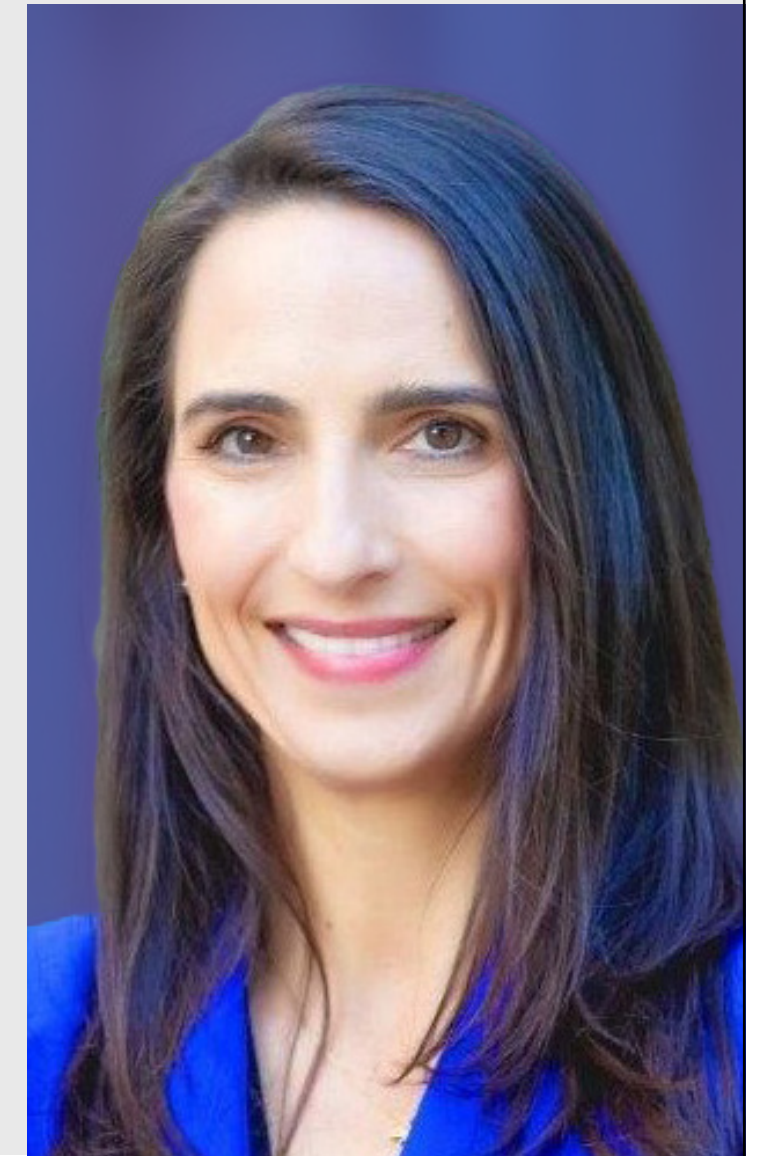
EXXONMOBILE

NORTH AMERICAN LUBRICANTS MARKETING DIRECTOR

“For the first 10 years of my 30 years at ExxonMobil, I was the only woman in the room. So,

THE BIG COMMITMENT FOR US IS TO GET MORE FEMALES AND MINORITY CANDIDATES TO BE MAKING BIG DECISIONS AT THE TOP.

We’ve made a lot of headway, but we’ve still got a long way to go. And it’s measured by a very intentional pipeline to make strides in that area. And our male ambassadors are helping champion that cause.”





SIMON GERAGHTY

UNILEVER

VP, PORTFOLIO STRA

“I’m going to do a personal commitment. I’m grateful that I’ve spent my entire career with female consumers and female founders, as well as working with amazing female leaders and colleagues.

I AM PART OF A MENTOR PROGRAM, AND I AM WORKING WITH FOUR FEMALE FOUNDERS OVER THE NEXT YEAR TO HELP THEM ACHIEVE THEIR GOALS.

And my metric will be hours and days and sweat put into the system.”

ELLE MCCARTHY

ELECTRONIC ARTS (EA)

FORMER VP, BRAND + SOCIAL IMPACT

“What I’ve realized is that a lot of people who have as strongly held beliefs as I tend to leave corporate businesses, take career breaks, or consult from afar. And I admire these people so much. But they tend to start equity-driving businesses from the outside. My personal commitment is that I’m going to stay.

I’M GOING TO BE A CMO AND THEN A CEO IN CORPORATE BUSINESSES—NOT IN THE IMPACT SPACE—AND CONNECT COMMERCIALITY AND GROWTH TO DOING GOOD AND BUILDING A MORE EQUITABLE CAPITALISM.”





RACHEL FAIRLEY

HPE

GLOBAL VICE PRESIDENT, BRAND MARKETING + EXPERIENCE

“I was talking to a young woman I know in my office, and I could see she was not getting along with another woman in the group. I said to her, ‘Are you okay?’ And she said, ‘Yes, because I will never throw another woman under the bus. We are absolutely allowed to have different opinions—we are allowed to argue, to thrash it out. We will always commit, and we are always committed to each other.’

THAT’S THE PERSONAL COMMITMENT WE HAVE TO MAKE: TO SUPPORT EACH OTHER AND TO SUPPORT THE MEN AROUND US TO SUPPORT THE WOMEN.

And see this as a proper way to encourage each other to do brilliantly—and not at the expense of each other.”

ANA VILLEGAS AFFINIPAY

CHIEF MARKETING OFFICER, EVP

“Affinipay is not only committed to bringing the talent to ensure that we have a diverse workforce, but actually giving them the resources and tools to have the same chance to be successful as everybody else, so they feel that sense of belonging—that’s from what you pay to who you promote. I also have a personal commitment:

BEING A WOMAN OF COLOR AND AN IMMIGRANT, IT WAS NOT EASY TO GET WHERE I AM. I FEEL RESPONSIBLE TO HELP OTHERS HAVE THAT SENSE OF BELONGING.”





“One of our commitments is to continue to advocate for equity in voice technology, which is necessary because AI and voice AI is becoming so pervasive. And if that equity doesn’t exist in technology, then people are already disadvantaged of all kinds: race, gender, etc. When it comes to gender equity in the company, we never take it for granted that our founder and CTO are women.

ONE OF MY COMMITMENTS IS TO PROMOTE THE OTHER WOMEN WHO ARE BUILDING OUR TECHNOLOGY AND MODELING OUR AI.

And then I’ll also give the men who surround them—whether on the business or engineering side—a place on the platform to talk about voice technology for kids and equity because it’s a conversation for all of us to have together.”

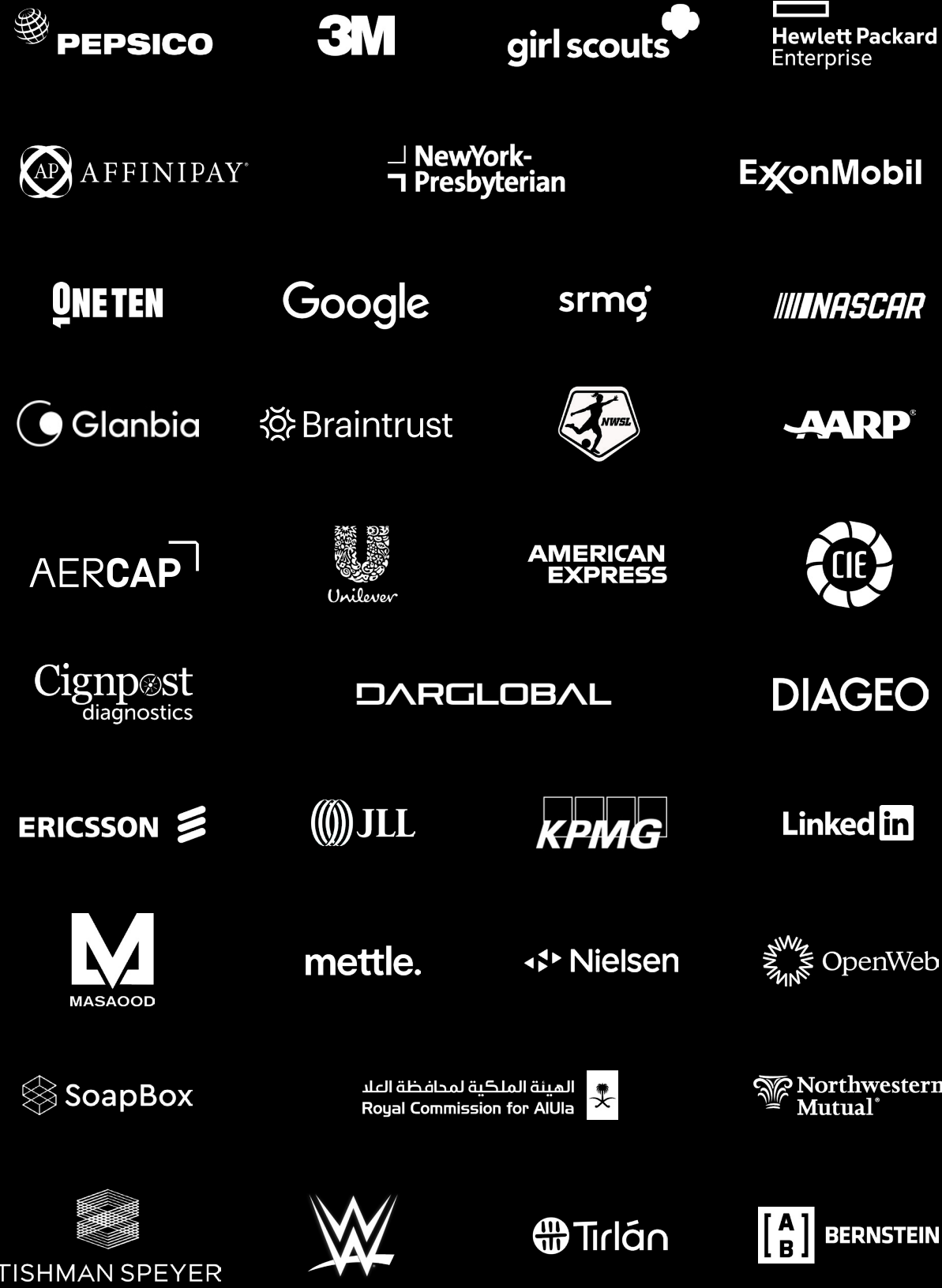
NIAMH BUSHNELL

SOAPBOX LABS

CHIEF MARKETING OFFICER

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For over 50 years, we have championed simplicity for leading corporations, nonprofits and government organizations worldwide.

No matter the brand challenge, we activate our brand purpose: to make it simpler for our clients and colleagues to succeed. We're a community of brand builders who are committed to our core values: smart, nice, unstoppable and inclusive.

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CRAFTING EMPLOYEE VALUE PROPOSITIONS + EXPERIENCES

ACTIVATING AND GOVERNING BRANDS

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