

PARADIGM[®]
for PARITY



2024

Impact Report

THE PARADIGM FOR PARITY DIFFERENCE

Transforming corporate cultures. Advancing gender parity.



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From the CEO

DEAR PARTNERS AND SUPPORTERS,

As we prepare this report, I find myself taking reflective stock of what we, as an organization, have endeavored to accomplish this past year—and feeling excited about what we can achieve together in 2025.

My first year as CEO of Paradigm for Parity has filled me with confidence that our community is unparalleled in providing peer-level access to practitioners spanning 28 industries across the globe. By sharing our expertise and experiences, celebrating our successes, and opening up about our vulnerabilities, we continuously innovate and evolve solutions that drive the systemic change necessary to close the gender leadership gap in business.

As a community, we have come together in 2024 to celebrate our incredible Women on the Rise; we released our first research study; graduated our third cohort of women in our signature Profit & Loss Leadership Accelerator; deepened our resources for members; and campaigned to foster understanding that true gender parity is more than just representation. We also continued to survey our member companies to evaluate our progress and reveal opportunities for work in the coming year.

In 2025, we'll focus on the persistent gaps and strategize ways to close them. Companies not hiring at or above current representation levels will lose ground, so we'll work to gain ground, especially in the following areas:

- We must improve women's representation in recruitment. Last year, representation dropped. Continuing to drive mentorship and sponsorship opportunities is critical to reverse the trend.
- Women's representation in Technical, Operations, and Profit & Loss Positions declined. Women leaders are powerfully important to our nation's corporate health. Aiming our efforts at the leadership level—especially supporting BIPOC women, who have felt this decline the most—will continue to be a priority for Paradigm for Parity.
- Work/life balance and workplace wellness are especially acute issues for women. We will brighten our spotlight on the issue and find new ways to support our coalition members in both working their dream jobs and living their dreams.

Finally, our impact not only this year but also since our founding in 2015, is largely due to the efforts and determination of our Board President and Co-Chair Emeritus, Jewelle Bickford. Jewelle's intellect, honesty, and inquisitive nature have been the driving force behind our coalition's progress. She has unfailingly recognized when and where we needed to shift, expand, and evolve. And she has always brought in the right people to drive the change and progress that constellate our vision of a more equitable workplace. Jewelle is passing the leadership baton, stepping down as President of our Board of Directors, but her presence and energy are deeply embedded in Paradigm for Parity's DNA, and she will be very much with us in perpetuity.

With gratitude,

Nadine Bullock-Pottinga
CEO | Paradigm for Parity





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Deepening the Member Experience

Deepening the Member Experience

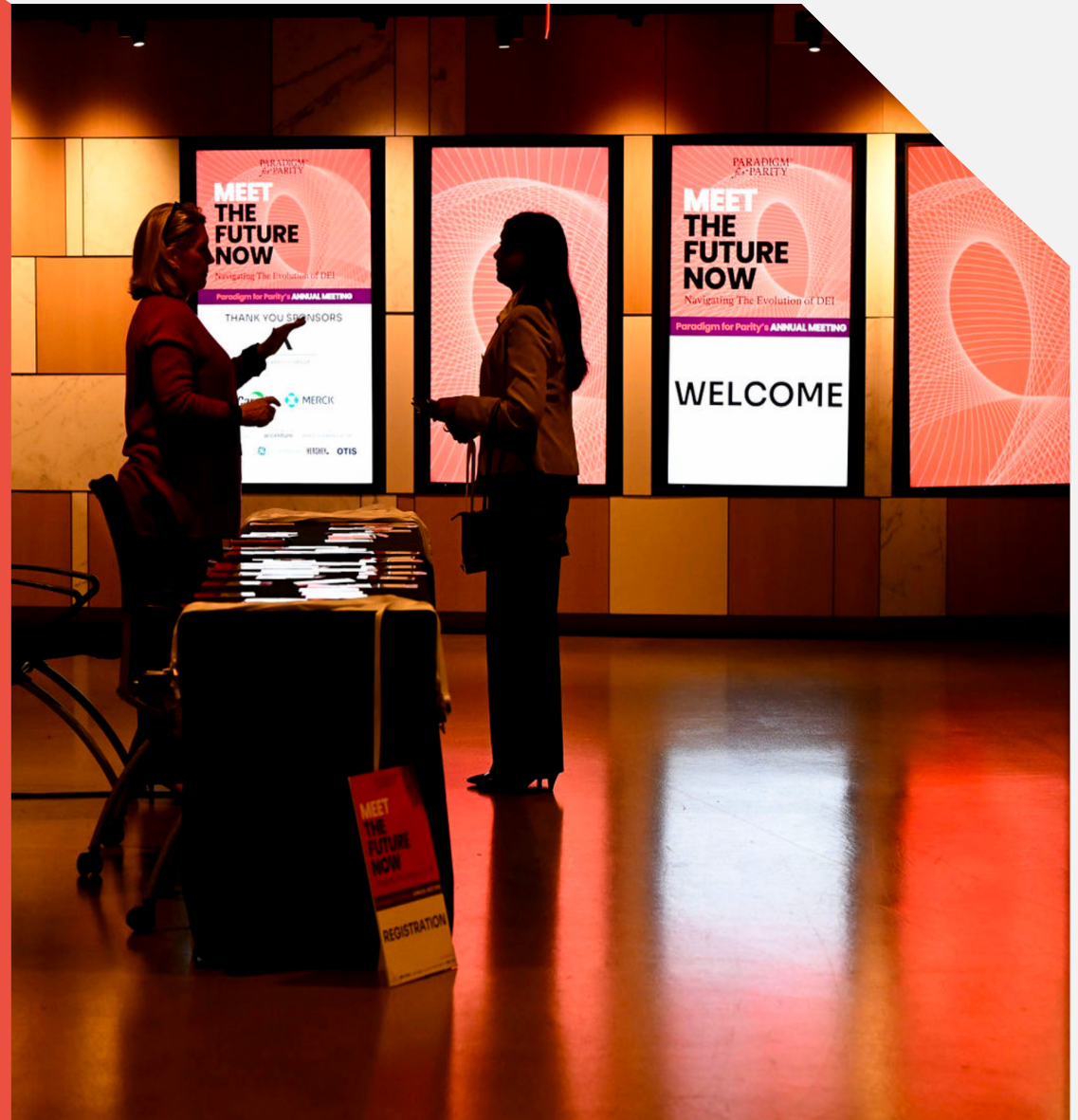
Paradigm for Parity's path forward includes developing and constantly improving our proven resources for member companies to implement to achieve gender parity. This year, we advanced the member experience in several ways.

1 NEW MEMBER PORTAL

Our all-new exclusive member portal includes membership contact information, our signature toolkits, and dozens of additional resources to guide leaders in changing their company cultures.

2 NEW GUIDE TO ACHIEVING GENDER PARITY TOOLKIT

Paradigm for Parity's Guide to Achieving Gender Parity is a comprehensive, actionable resource that brings together the elements of our 5-Point Action Plan, Master Toolkit, and Key Levers to pull for progress towards parity. In addition, we provide access to off-the-shelf resources plus four digital toolkits ready to implement and uplift inclusion at a wide range of key moments during the year.



Deepening the Member Experience

3 GROWING THE CENTER FOR ACTION

Through the Center for Action, Paradigm for Parity member companies receive special benefits and access to our partners, who are among the very best experts and most impassioned advocates for women in the corporate workplace. This year, we added three new exclusive partnerships:

CATALYST

Offering unprecedented, non-member access to its MARC immersive workshop.

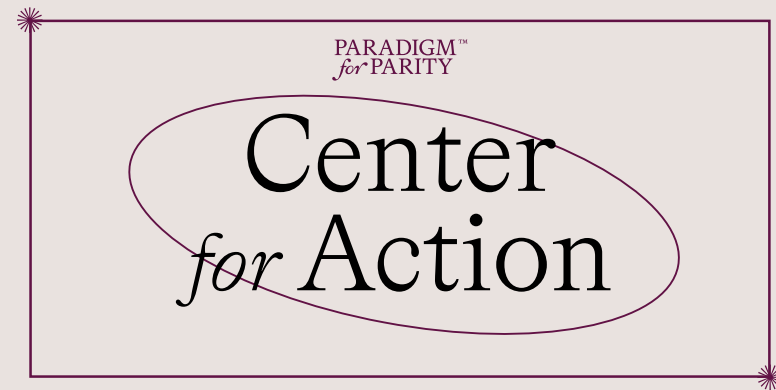
GIRLS WITH IMPACT

Focusing on very early core business skill development for those just entering the workforce.

SIMMONS UNIVERSITY INSTITUTE FOR INCLUSIVE LEADERSHIP

Driving the urgent needs of allyship and developing inclusive leaders.

[CLICK HERE TO LEARN MORE ABOUT THE CENTER FOR ACTION.](#)



NEXT GENERATION

TALENT DEVELOPMENT & SUPPORT

ALLYSHIP





2

Measuring the State of Gender Parity

Metrics Survey

Our metrics survey, now in its seventh year, continues to make a difference in supporting companies to diversify their workforce and advance women.

100% of survey participants report internal measurement of our key metrics and 86% report these metrics externally. The data shows as it has before that when companies use our 5-point action plan, gender parity improves:

- Companies with better adoption of our 5-point action plan perform better in promoting women to the Senior Manager level.
- Adoption of the 5-point action plan and use of the toolkit correlates with the promotion of women to both Middle Manager and Non-Manager levels.
- We saw a continued increase in the representation of women in succession planning for Executive and C-Suite levels. There was a correlation of greater C-Suite Succession planning with companies that showed more adoption of the 5 Point Action Plan and use of the Toolkit.

Participating member companies gain exclusive access to the aggregate, anonymous data set of survey respondents to inform decisions around hiring, retaining, promoting and sponsoring women of all ethnicities.



Study and Masterclass: The Invisible Weight

Study and Masterclass: “The Invisible Weight:

The Impact of Personal Financial Stress on Black Women in the Workplace.”

In Paradigm for Parity’s first research endeavor, we surveyed thousands of Black women across the U.S. to learn how personal financial stress is impacting how they are able to show up and focus at work, and how their aspirations and health are affected. Over 4,600 women responded and shared their experiences and what support they would like to see from employers. This research was made possible by the Black Women Impact Grant through the Goldman Sachs One Million Black Women initiative.

In tandem with the study, Paradigm for Parity partnered with financial journalist Stacey Tisdale, CEO of Mind Money Media, financial behaviorist Jacquette Timmons, and personal financial educator and author Tiffany Aliche, “The Budgetnista,” to host a virtual masterclass. Approximately 800 women and men have viewed the TIAA-sponsored event, which continues to serve as a resource for individuals and companies to better understand and support Black women in the workplace.

[CLICK HERE](#) TO DOWNLOAD A FULL COPY OF THE REPORT AND WATCH THE MASTERCLASS.



Defining Parity

In 2024, we campaigned to expand the definition and understanding of gender parity to bring about sustainable, systemic change. Parity isn't only about numbers. Improving representation is critical, but gender parity, including racial equity, means more than 50/50. Companies must be reflective of the communities they serve. Our definition of parity includes:

CULTURE

A corporate culture that provides all women equal access to opportunities to rise and thrive.

ENVIRONMENT

An environment where women in leadership stay because they have the support and benefits to meet their individual needs.

FOCUS

Intentional focus by companies on racial equity within all initiatives.

TRAINING

When companies continuously work to minimize unconscious bias.

SPONSORSHIP

Parity grows from strong mentorship and sponsorship programs for all employees.

SUPPLIER DIVERSITY

Engage suppliers that uphold the same values of diversity and equality.

[CLICK HERE](#) TO GO DEEPER INTO HOW WE DEFINE PARITY.



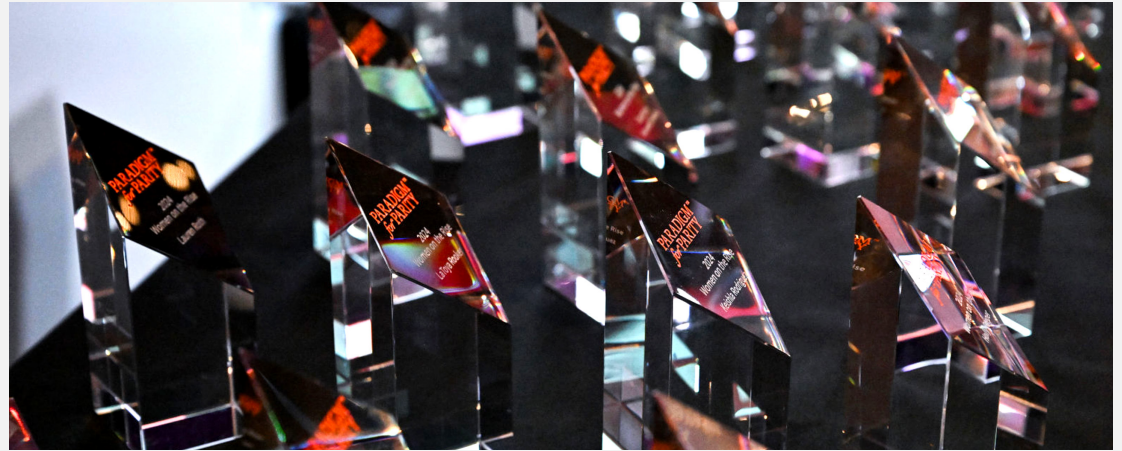


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Elevating Future Leaders

Women on the Rise

WOMEN ON THE RISE was inaugurated in 2019 to anticipate and celebrate the 100th anniversary of the ratification of the 19th Amendment in 2020. The initiative now serves as an annual reminder of the power and value that women's voices, perspectives, and contributions bring to society, community, and business. To date, we've elevated and celebrated approximately 130 Women on the Rise, including **a record number** of 29 in 2024.



Profit & Loss Leadership Accelerator Program

Our signature **PROFIT AND LOSS LEADERSHIP ACCELERATOR** program continued to deliver immediate impact by empowering high-potential women with the skills and strategies they need to advance in leadership roles. This training prepares diverse participants for executive success, directly increasing their visibility and promotability within their organizations.

In July, we graduated our third cohort of 17 women. In just three short years, we've equipped 49 women with the financial skills and leadership development to achieve coveted senior operating roles. By the end of the 2024 program, **27% of the cohort had already been promoted**, and the cohort reported **12% growth** in Time Management, Organization, and Productivity. Meanwhile, 67% of the 2023 cohort reported that they continued to meet with their sponsors, and 67% have earned additional responsibilities or role expansions.





4

Building the Movement

Building the Movement

1

DIGITAL PROGRAMS:

RAISING VISIBILITY, CREATING OPPORTUNITY, LEVELING THE FIELD

In 2024, Paradigm for Parity elevated our intentional programming. Free virtual events provided access to information and resources for more than 1500 women, while archived events continue to attract visitors to our site, increasing our notability and impact. Meanwhile, our newly designed member portal offers our coalition direct and rich access to toolkits, resources, and engagement with other member companies.

2

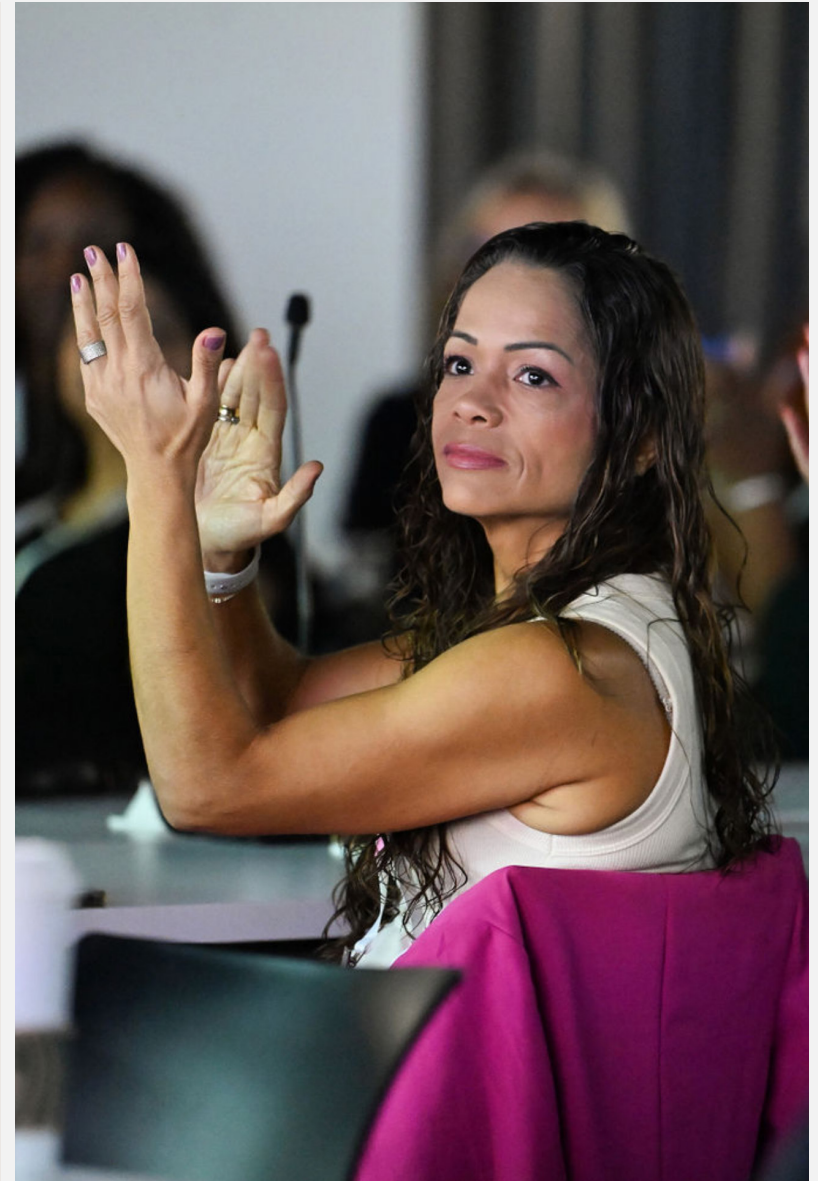
MULTICULTURAL AND INTERGENERATIONAL WOMEN'S EVENT

This annual event focuses on women of color across multiple generations to address the unique challenges they face in navigating their careers. The theme for 2024 was **Leveling Up: Unleashing Potential and Inspiring Change**. 830 women registered for the event.

3

ACCELERATING PROGRESS TOGETHER SESSIONS

APT—Accelerating Progress Together—was a series of five sessions we hosted in 2024 with peer-level executive DEI practitioners. The sessions covered topics such as Disability Inclusion, Supplier Diversity, and Respecting Opinions in the Workplace. We also convened LinkedIn Live conversations on Mentorship and Women Veterans, co-sponsored a live coaching event on Pay Equity with TONE Networks, and held a Women's History Month partner event with LiveGirl and Girls With Impact, moderated by Lt. Governor of Connecticut Susan Bysiewicz and featuring Paradigm for Parity member company Hartford Healthcare.

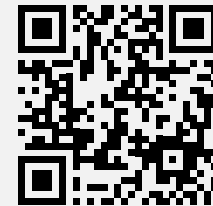


PARADIGM[®] *for* PARITY

As a nonprofit founded by a group of women executives in 2015, the Paradigm for Parity[®] coalition supports its member companies around the world in achieving gender parity in their corporate leadership within 15 years of joining the coalition.

In partnership with member company executives and recognized experts, Paradigm for Parity[®] develops and promotes actionable strategies that transform corporate culture, so that women of all races, cultures and backgrounds have equal power and opportunity.

Join us or request
more information:



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