

Parity.Org Best Companies for Equal Advancement Opportunity™ Key Findings



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#### INTRODUCTION

Women comprise 50% of the population and 47% of the entry-level workforce, but hold just 28% of C-Suite positions. People of Color make up roughly 40% of the U.S. population and 36% of the entry-level workforce, yet occupy just 21% of C-Suite positions. Women of color, in particular, face enormous barriers to advancement, losing more ground on each rung of the ladder than any other group. They hold 18% of entry-level jobs but just 6% of C-Suite positions.

Research consistently shows that the shortage of women and people of color in leadership is due to both individual bias as well as structural inequities—not to an insufficient pipeline of qualified and motivated talent.

Fortunately, there are many things organizations can do to ensure everyone has a fair chance to compete—and this year's Best Companies for Equal Advancement Opportunity are doing just that. From taking the time to source and interview diverse slates of candidates for all open leadership roles, to actively measuring and addressing any unexplained disparities in recruitment, promotion, attrition, or compensation, this year's ParityLIST honorees are taking concrete action to establish a more level playing field for all.

And, as we like to say...

When the playing field is truly level, it's anyone's game.

\*McKinsey, Women in the Workplace, 2024

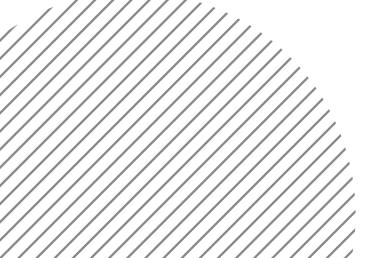


## About the ParityLIST™

The Parity.Org Best Companies for Equal Advancement Opportunity™ (also known as The ParityLIST) recognizes organizations that are creating the culture and conditions in which all employees have an equal opportunity to be considered, recognized, and promoted.

Companies are rated across a comprehensive rubric covering recruitment, promotion, and compensation practices, as well as specific employee benefits and policies that help to create a level playing field for all.

The specific questions in the assessment survey are based on the many evidence-based best practices described in our ParityMODEL™ whitepapers, available for free download at Parity.Org. Based on extensive research and in-depth conversations with organizations that have not only reached-but sustained-diversity in leadership, our ParityMODELs empower leaders with insight into the specific strategies and tactics that the most successful organizations employ to ensure that all employees have an equal shot at success.





### 2024 Best Companies for Equal Advancement Opportunity™

#### LARGE COMPANIES (>5K Employees)

**Advocate Health** 

**Alight Solutions** 

athenahealth

**Best Buy** 

**Constellation Energy** 

**Defense Counterintelligence and Security Agency** 

**Evolent** 

**Fortescue** 

Michael Kors

Pega

**PepsiCo** 

Ralph Lauren

The Clorox Company



#### MID-SIZED COMPANIES (1K-5K Employees)

**Ancestry** 

**CHG** Healthcare

**Central Ohio Transit Authority (COTA)** 

Domo

Guild

**Lucid Software** 

Motive

**PagerDuty** 

**Recorded Future** 

**Recursion Pharmaceuticals** 

#### SMALL COMPANIES (<1K Employees)

Aetion

**Beyond** 

Bowery Farming Inc.

Chatbooks

**Colorful Voices** 

Foley Hoaq

**Octane** 

**Pink Triangle Press** 

**R&P Trucking** 

Siebert

**Synctera** 

The Center for Health Affairs

**Utah's Promise** 

Weave



### Honoree Highlights



100% have a zero-tolerance policy for discrimination and harassment—and a safe reporting system that ensures employees are not punished for reporting incidents of discrimination and harassment.



97% have made a commitment to interviewing a diverse slate of candidates for every open leadership role VP and above, and 81% have made that commitment public.





















89% leverage "structured interviewing" through which all job candidates are asked the same questions in a standardized order.



97% have established formal pay ranges for all job roles and/or job bands, and consistently adhere to them.



97% have established a formal equal-pay plan to regularly measure, identify, and correct unexplained pay gaps across demographic groups.



84% have established a formal tracking system for monitoring which demographics are receiving internal promotions.



81% proactively announce and then give all high-potential employees the opportunity to apply for available job opportunities.



78% offer equal amounts of parental leave to both men and women, and actively encourage men to take their full leave.



87% conduct anti-bias training for all employees, and 76% conduct more specialized training for managers.



73% provide "just in time" guidance to managers to help them mitigate bias at critical times (e.g. prior to conducting performance reviews).



97% offer flexible working arrangements (e.g. remote work, job sharing...)

#### **Practices**

Ensuring every Clorox teammate is compensated fairly, regardless of race, ethnicity or gender, is central to creating an equitable work environment. That's why it's one of our public ESG goals under Clorox's IGNITE strategy. By conducting annual pay equity analyses and equipping our people-managers with a deeper understanding of our equitable compensation philosophy, we once again achieved pay equity in fiscal year 2023 for gender globally and for race and ethnicity in the U.S.

Shanique Bonelli-Moore
Chief Diversity & Social Impact Officer
The Clorox Company



ALL COMPANIES	2024
We have committed to interviewing a demographically diverse slate of candidates for every open leadership role, VP and above.	97%
Have you made that commitment public by taking a pledge like Parity.Org's ParityPLEDGE or something similar?	81%
We require executive recruiters to provide a demographically diverse slate of candidates for every leadership role.	89%
We redact/hide demographic information for hiring managers during their initial resume review process.	49%
We ensure that all interview panels are demographically diverse.	72%
We leverage "structured interviewing" through which all job candidates are asked the same questions in a standardized order.	89%
We prioritize skills over formal educational credentials and years of experience, whenever possible	97%
We have established formal pay ranges for all jobs and/or job bands, and we consistently adhere to them.	97%
Do you transparently publish those pay ranges with all job postings, even when not required by law?	62%
We have established formal and transparent (i.e. written/documented) criteria for promotions in all jobs and/or job bands.	76%
We have established a formal equal-pay plan to regularly measure, identify, and correct any unexplained pay gaps across demographic groups.	87%
Do you regularly report to your executive team and/or Board on any pay gaps and plans for correcting them?	78%
We have established a formal tracking system for monitoring which demographics are being recruited into the organization.	95%
Does that recruitment tracking include the demographic breakdown of new hires by department and job band/level?	87%
Do you regularly report to your executive team and/or Board on these recruitment diversity metrics?	89%
We have established a formal tracking system for monitoring which demographics are receiving internal promotions.	84%
Does that promotion tracking include the demographic breakdown of promotions by department and job band/level?	76%
Do you regularly report to your executive team and/or Board on these promotion diversity metrics?	68%

ALL COMPANIES continued	2024
We have established a formal tracking system for measuring which demographics are receiving mentorship, sponsorship, and/or executive training opportunities.	84%
Does that opportunity tracking include the demographic distribution of opportunities by department and job band/level?	76%
Do you regularly report to your executive team and/or Board on these mentorship and training diversity metrics?	68%
We offer a paid internship program.	54%
Does your internship program consistently include a demographically diverse group of participants?	38%
Do you regularly report to your executive team and/or Board on these internship diversity metrics?	35%
We ensure that succession plans consider a demographically diverse pool of candidates.	83%
We proactively announce and then give all high-potential employees the opportunity to apply for available job opportunities (as opposed to a more informal process through which managers tap certain employees.)	81%
We conduct anti-bias training for ALL EMPLOYEES.	68%
Does your anti-bias training move beyond making people aware of their biases by providing concrete strategies to help them mitigate their biases?	89%
We conduct more specialized anti-bias training FOR MANAGERS.	81%
Do you also provide "just in time" guidance to managers to help them mitigate bias at critical times (e.g. prior to conducting performance reviews or when beginning a candidate search)	87%
We conduct allyship training	84%
We offer Employee Resource Groups (ERGs)	76%
Do members of your executive team regularly attend and/or sponsor those ERGs?	73%
Do you actively leverage feedback from ERGs to inform policies and benefits?	76%
We tie executive compensation, in part, to the individual's efforts to level the playing field (e.g. consistently interviewing diverse slates of candidates, addressing pay gaps, sponsoring ERGs)	87%

SMALL COMPANIES (<1K Employees)	2024
We have committed to interviewing a demographically diverse slate of candidates for every open leadership role, VP and above.	100%
Have you made that commitment public by taking a pledge like Parity.Org's ParityPLEDGE or something similar?	80%
We require executive recruiters to provide a demographically diverse slate of candidates for every leadership role.	93%
We redact/hide demographic information for hiring managers during their initial resume review process.	60%
We ensure that all interview panels are demographically diverse.	87%
We leverage "structured interviewing" through which all job candidates are asked the same questions in a standardized order.	93%
We prioritize skills over formal educational credentials and years of experience, whenever possible	100%
We have established formal pay ranges for all jobs and/or job bands, and we consistently adhere to them.	93%
Do you transparently publish those pay ranges with all job postings, even when not required by law?	67%
We have established formal and transparent (i.e. written/documented) criteria for promotions in all jobs and/or job bands.	73%
We have established a formal equal-pay plan to regularly measure, identify, and correct any unexplained pay gaps across demographic groups.	73%
Do you regularly report to your executive team and/or Board on any pay gaps and plans for correcting them?	67%
We have established a formal tracking system for monitoring which demographics are being recruited into the organization.	93%
Does that recruitment tracking include the demographic breakdown of new hires by department and job band/level?	93%
Do you regularly report to your executive team and/or Board on these recruitment diversity metrics?	87%
We have established a formal tracking system for monitoring which demographics are receiving internal promotions.	73%
Does that promotion tracking include the demographic breakdown of promotions by department and job band/level?	67%
Do you regularly report to your executive team and/or Board on these promotion diversity metrics?	53%

SMALL COMPANIES continued	2024
We have established a formal tracking system for measuring which demographics are receiving mentorship, sponsorship, and/or executive training opportunities.	53%
Does that opportunity tracking include the demographic distribution of opportunities by department and job band/level?	33%
Do you regularly report to your executive team and/or Board on these mentorship and training diversity metrics?	33%
We offer a paid internship program.	73%
Does your internship program consistently include a demographically diverse group of participants?	73%
Do you regularly report to your executive team and/or Board on these internship diversity metrics?	60%
We ensure that succession plans consider a demographically diverse pool of candidates.	80%
We proactively announce and then give all high-potential employees the opportunity to apply for available job opportunities (as opposed to a more informal process through which managers tap certain employees.)	87%
We conduct anti-bias training for ALL EMPLOYEES.	80%
Does your anti-bias training move beyond making people aware of their biases by providing concrete strategies to help them mitigate their biases?	80%
We conduct more specialized anti-bias training FOR MANAGERS.	60%
Do you also provide "just in time" guidance to managers to help them mitigate bias at critical times (e.g. prior to conducting performance reviews or when beginning a candidate search)	53%
We conduct allyship training	53%
We offer Employee Resource Groups (ERGs)	73%
Do members of your executive team regularly attend and/or sponsor those ERGs?	73%
Do you actively leverage feedback from ERGs to inform policies and benefits?	73%
We tie executive compensation, in part, to the individual's efforts to level the playing field (e.g. consistently interviewing diverse slates of candidates, addressing pay gaps, sponsoring ERGs)	40%

MID-SIZED COMPANIES (1K-5K Employees)	2024
We have committed to interviewing a demographically diverse slate of candidates for every open leadership role, VP and above.	86%
Have you made that commitment public by taking a pledge like Parity.Org's ParityPLEDGE or something similar?	86%
We require executive recruiters to provide a demographically diverse slate of candidates for every leadership role.	86%
We redact/hide demographic information for hiring managers during their initial resume review process.	29%
We ensure that all interview panels are demographically diverse.	43%
We leverage "structured interviewing" through which all job candidates are asked the same questions in a standardized order.	100%
We prioritize skills over formal educational credentials and years of experience, whenever possible	100%
We have established formal pay ranges for all jobs and/or job bands, and we consistently adhere to them.	100%
Do you transparently publish those pay ranges with all job postings, even when not required by law?	71%
We have established formal and transparent (i.e. written/documented) criteria for promotions in all jobs and/or job bands.	86%
We have established a formal equal-pay plan to regularly measure, identify, and correct any unexplained pay gaps across demographic groups.	100%
Do you regularly report to your executive team and/or Board on any pay gaps and plans for correcting them?	86%
We have established a formal tracking system for monitoring which demographics are being recruited into the organization.	100%
Does that recruitment tracking include the demographic breakdown of new hires by department and job band/level?	86%
Do you regularly report to your executive team and/or Board on these recruitment diversity metrics?	100%
We have established a formal tracking system for monitoring which demographics are receiving internal promotions.	100%
Does that promotion tracking include the demographic breakdown of promotions by department and job band/level?	86%
Do you regularly report to your executive team and/or Board on these promotion diversity metrics?	86%

MID-SIZED COMPANIES continued	2024
We have established a formal tracking system for measuring which demographics are receiving mentorship, sponsorship, and/or executive training opportunities.	71%
Does that opportunity tracking include the demographic distribution of opportunities by department and job band/level?	43%
Do you regularly report to your executive team and/or Board on these mentorship and training diversity metrics?	43%
We offer a paid internship program.	71%
Does your internship program consistently include a demographically diverse group of participants?	57%
Do you regularly report to your executive team and/or Board on these internship diversity metrics?	43%
We ensure that succession plans consider a demographically diverse pool of candidates.	86%
We proactively announce and then give all high-potential employees the opportunity to apply for available job opportunities (as opposed to a more informal process through which managers tap certain employees.)	86%
We conduct anti-bias training for ALL EMPLOYEES.	86%
Does your anti-bias training move beyond making people aware of their biases by providing concrete strategies to help them mitigate their biases?	86%
We conduct more specialized anti-bias training FOR MANAGERS.	100%
Do you also provide "just in time" guidance to managers to help them mitigate bias at critical times (e.g. prior to conducting performance reviews or when beginning a candidate search)	100%
We conduct allyship training	100%
We offer Employee Resource Groups (ERGs)	100%
Do members of your executive team regularly attend and/or sponsor those ERGs?	100%
Do you actively leverage feedback from ERGs to inform policies and benefits?	100%
We tie executive compensation, in part, to the individual's efforts to level the playing field (e.g. consistently interviewing diverse slates of candidates, addressing pay gaps, sponsoring ERGs)	29%

LARGE COMPANIES (>5K Employees)	2024
We have committed to interviewing a demographically diverse slate of candidates for every open leadership role, VP and above.	100%
Have you made that commitment public by taking a pledge like Parity.Org's ParityPLEDGE or something similar?	80%
We require executive recruiters to provide a demographically diverse slate of candidates for every leadership role.	87%
We redact/hide demographic information for hiring managers during their initial resume review process.	47%
We ensure that all interview panels are demographically diverse.	67%
We leverage "structured interviewing" through which all job candidates are asked the same questions in a standardized order.	80%
We prioritize skills over formal educational credentials and years of experience, whenever possible	93%
We have established formal pay ranges for all jobs and/or job bands, and we consistently adhere to them.	100%
Do you transparently publish those pay ranges with all job postings, even when not required by law?	53%
We have established formal and transparent (i.e. written/documented) criteria for promotions in all jobs and/or job bands.	73%
We have established a formal equal-pay plan to regularly measure, identify, and correct any unexplained pay gaps across demographic groups.	93%
Do you regularly report to your executive team and/or Board on any pay gaps and plans for correcting them?	87%
We have established a formal tracking system for monitoring which demographics are being recruited into the organization.	93%
Does that recruitment tracking include the demographic breakdown of new hires by department and job band/level?	80%
Do you regularly report to your executive team and/or Board on these recruitment diversity metrics?	87%
We have established a formal tracking system for monitoring which demographics are receiving internal promotions.	87%
Does that promotion tracking include the demographic breakdown of promotions by department and job band/level?	80%
Do you regularly report to your executive team and/or Board on these promotion diversity metrics?	73%

LARGE COMPANIES continued	2024
We have established a formal tracking system for measuring which demographics are receiving mentorship, sponsorship, and/or executive training opportunities.	47%
Does that opportunity tracking include the demographic distribution of opportunities by department and job band/level?	40%
Do you regularly report to your executive team and/or Board on these mentorship and training diversity metrics?	33%
We offer a paid internship program.	100%
Does your internship program consistently include a demographically diverse group of participants?	100%
Do you regularly report to your executive team and/or Board on these internship diversity metrics?	87%
We ensure that succession plans consider a demographically diverse pool of candidates.	100%
We proactively announce and then give all high-potential employees the opportunity to apply for available job opportunities (as opposed to a more informal process through which managers tap certain employees.)	73%
We conduct anti-bias training for ALL EMPLOYEES.	93%
Does your anti-bias training move beyond making people aware of their biases by providing concrete strategies to help them mitigate their biases?	87%
We conduct more specialized anti-bias training FOR MANAGERS.	80%
Do you also provide "just in time" guidance to managers to help them mitigate bias at critical times (e.g. prior to conducting performance reviews or when beginning a candidate search)	80%
We conduct allyship training	87%
We offer Employee Resource Groups (ERGs)	93%
Do members of your executive team regularly attend and/or sponsor those ERGs?	93%
Do you actively leverage feedback from ERGs to inform policies and benefits?	93%
We tie executive compensation, in part, to the individual's efforts to level the playing field (e.g. consistently interviewing diverse slates of candidates, addressing pay gaps, sponsoring ERGs)	67%

#### **Benefits**

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We recognize that caregivers are the fastest workplace identity group. We provide a Dependent Back-up Care benefit connecting teammates with reliable care providers for children and elder care when unexpected circumstances disrupt regular care plans. The program ensures teammates have the needed support without disproportionately impacting a caregiver's ability to work. In 2023, the Dependent Back-up Care and Transitional Childcare benefits were launched across all four of our markets in the Southeast region. About 2,800 teammates utilized the service, 3,700 teammate days were saved from absenteeism, and participants reported a 98% satisfaction rate.

Dr. Kinneil Coltman, DHA

Executive Vice President & Chief Community
& Social Impact Officer

Advocate Health



ALL COMPANIES	2024
We offer paid sick leave to all full-time employees	100%
We offer paid sick leave to part-time employees	81%
We offer healthcare benefits to part-time employees, not strictly full-time	65%
We offer medical travel reimbursement	62%
We offer healthcare benefits that consider the unique needs of all demographics (e.g. higher rates of diabetes among black employees), not strictly the needs of the majority.	81%
We offer mental health support	100%
We offer flexible working arrangements (e.g. remote work, job sharing)	97%
We offer family/parental leave of at least 3 months	95%
We offer equal amounts of family/parental leave to both men and women	78%
Do you actively encourage men to take their full leave?	78%
Do men on your executive team model taking their full leave?	76%
We have dedicated, convenient, and private rooms for nursing mothers	92%
Does the room include a refrigerator for milk storage?	84%
We offer a policy that allows employees to take children under a certain age (along with a caregiver) with them on business trips, at no cost to them.	14%
We offer subsidized child care	30%
We offer on-site child care	24%
We offer backup child care	43%
We offer backup elder care	35%
We offer student debt relief assistance	22%
We offer financial advisement services	84%

SMALL COMPANIES (<1K Employees)	2024
We offer paid sick leave to all full-time employees	100%
We offer paid sick leave to part-time employees	79%
We offer healthcare benefits to part-time employees, not strictly full-time	47%
We offer medical travel reimbursement	27%
We offer healthcare benefits that consider the unique needs of all demographics (e.g. higher rates of diabetes among black employees), not strictly the needs of the majority.	93%
We offer mental health support	100%
We offer flexible working arrangements (e.g. remote work, job sharing)	93%
We offer family/parental leave of at least 3 months	100%
We offer equal amounts of family/parental leave to both men and women	87%
Do you actively encourage men to take their full leave?	87%
Do men on your executive team model taking their full leave?	80%
We have dedicated, convenient, and private rooms for nursing mothers	80%
Does the room include a refrigerator for milk storage?	73%
We offer a policy that allows employees to take children under a certain age (along with a caregiver) with them on business trips, at no cost to them.	13%
We offer subsidized child care	20%
We offer on-site child care	20%
We offer backup child care	7%
We offer backup elder care	7%
We offer student debt relief assistance	7%
We offer financial advisement services	87%

MID-SIZED COMPANIES (1K-5K Employees)	2024
We offer paid sick leave to all full-time employees	100%
We offer paid sick leave to part-time employees	71%
We offer healthcare benefits to part-time employees, not strictly full-time	57%
We offer medical travel reimbursement	100%
We offer healthcare benefits that consider the unique needs of all demographics (e.g. higher rates of diabetes among black employees), not strictly the needs of the majority.	86%
We offer mental health support	100%
We offer flexible working arrangements (e.g. remote work, job sharing)	100%
We offer family/parental leave of at least 3 months	100%
We offer equal amounts of family/parental leave to both men and women	57%
Do you actively encourage men to take their full leave?	57%
Do men on your executive team model taking their full leave?	57%
We have dedicated, convenient, and private rooms for nursing mothers	100%
Does the room include a refrigerator for milk storage?	100%
We offer a policy that allows employees to take children under a certain age (along with a caregiver) with them on business trips, at no cost to them.	29%
We offer subsidized child care	43%
We offer on-site child care	14%
We offer backup child care	43%
We offer backup elder care	29%
We offer student debt relief assistance	29%
We offer financial advisement services	71%

LARGE COMPANIES (>5K Employees)	2024
We offer paid sick leave to all full-time employees	100%
We offer paid sick leave to part-time employees	87%
We offer healthcare benefits to part-time employees, not strictly full-time	87%
We offer medical travel reimbursement	80%
We offer healthcare benefits that consider the unique needs of all demographics (e.g. higher rates of diabetes among black employees), not strictly the needs of the majority.	67%
We offer mental health support	100%
We offer flexible working arrangements (e.g. remote work, job sharing)	100%
We offer family/parental leave of at least 3 months	87%
We offer equal amounts of family/parental leave to both men and women	80%
Do you actively encourage men to take their full leave?	80%
Do men on your executive team model taking their full leave?	80%
We have dedicated, convenient, and private rooms for nursing mothers	100%
Does the room include a refrigerator for milk storage?	87%
We offer a policy that allows employees to take children under a certain age (along with a caregiver) with them on business trips, at no cost to them.	7%
We offer subsidized child care	33%
We offer on-site child care	33%
We offer backup child care	80%
We offer backup elder care	67%
We offer student debt relief assistance	33%
We offer financial advisement services	87%

#### **Policies**

We're proud signatories of the ParityPLEDGE at Parity.Org, promising to interview and consider at least one qualified woman and person of color for every director and above role. Under the leadership of Ancestry's CEO Deb Liu, we have also signed the CEO Action Pledge for Diversity & Inclusion, a commitment to advance diversity, equity and inclusion (DEI) in the workplace by expanding education and training and cultivating an environment that promotes both equity and belonging to better serve each other and our customers.

Ashlee Davis
Global Head of Diversity, Equity & Inclusion
Ancestry



ALL COMPANIES	2024
We have a zero-tolerance policy for discrimination and harassment	100%
We have a safe reporting system that ensures that employees are not punished in any way for reporting incidents of discrimination and harassment	100%
Things like equality and/or diversity, inclusion, and belonging are specifically stated in our organizational Values.	95%
Members of the leadership team consistently model values like respect, celebrating differences, and providing equal opportunities for all.	97%

SMALL COMPANIES (<1K Employees)	2024
We have a zero-tolerance policy for discrimination and harassment	100%
We have a safe reporting system that ensures that employees are not punished in any way for reporting incidents of discrimination and harassment	100%
Things like equality and/or diversity, inclusion, and belonging are specifically stated in our organizational Values.	100%
Members of the leadership team consistently model values like respect, celebrating differences, and providing equal opportunities for all.	100%

MID-SIZED COMPANIES (1K-5K Employees)	2024
We have a zero-tolerance policy for discrimination and harassment	100%
We have a safe reporting system that ensures that employees are not punished in any way for reporting incidents of discrimination and harassment	100%
Things like equality and/or diversity, inclusion, and belonging are specifically stated in our organizational Values.	71%
Members of the leadership team consistently model values like respect, celebrating differences, and providing equal opportunities for all.	86%

LARGE COMPANIES (>5K Employees)	2024
We have a zero-tolerance policy for discrimination and harassment	100%
We have a safe reporting system that ensures that employees are not punished in any way for reporting incidents of discrimination and harassment	100%
Things like equality and/or diversity, inclusion, and belonging are specifically stated in our organizational Values.	100%
Members of the leadership team consistently model values like respect, celebrating differences, and providing equal opportunities for all.	100%



# LEARN FROM THE BEST

"Advocate Health has an unwavering commitment to building and implementing intentional strategies and tactics that can advance our bold Diversity, Equity, and Inclusion (DEI) goal of achieving transformative equity in healthcare, leadership, workforce, learners, and community. Our DEI strategy is anchored in the delivery of safe, consistent, and equitable health outcomes and experiences FOR ALL.

We believe that leveling the playing field drives inclusion which fuels the wellbeing of those we serve. Our robust DEI engagement ecosystem that includes system resource groups and DEI councils and committees, fosters inclusion which ultimately fosters a culture of belonging, trust, innovation, teamwork, collaboration, and better decision-making."

Dr. Kinneil Coltman, DHA
Executive Vice President &
Chief Community & Social Impact Officer
Advocate Health

"Innovation thrives when there are diverse perspectives around the decision making table. Our products are stronger and more viable in the market when they reflect the global customers we serve. By creating a safe space for diverse voices and ideas to be inclusively shared, and removing barriers to access, we in turn create a better product experience for all."

#### Ashlee Davis Global Head of Diversity, Equity & Inclusion Ancestry

"We have created divisional, regional, and employee-led diversity, equity, and inclusion working groups that are positioned to work in collaboration to action our DEI strategy in ways that are bespoke to their expertise while driving our overall mission. This "ecosystem model" is a top-down and bottom-up effort that allows employees to take ownership of their role in fostering a culture of belonging, growth, and innovation."

Allyson Livingstone
Executive Director of Diversity, Equity,
and Inclusion
Athena Health

# LEARN FROM THE BEST

"At CHG Healthcare, leveling the playing field is crucial because we recognize the unique challenges women often face in their careers. Women are more likely to choose "pink collar jobs" which typically offer lower pay, and are more likely to leave the workforce for caregiving, resulting in employment gaps that can impact long-term compensation."

Marie Kimble
VP, Talent Acquisition and DEI
CHG Healthcare

"Our ability to build a diverse workplace where every person can feel respected, valued and fully able to participate in our Clorox community is critical to our success. We aim to be a leader in inclusion, diversity, equity and allyship, what we call IDEA, because we believe that diverse backgrounds and perspectives create stronger teams, unlock more innovation, and ultimately lead to better products for consumers all over the world."

Shanique Bonelli-Moore Chief Diversity & Social Impact Officer The Clorox Company "Constellation established our core values, broadened our understanding of workplace diversity to be more inclusive based on employee feedback, and updated our DEI performance goal to focus on belonging. These actions not only reinforce our commitment to our core values, but also increase accountability for every employee and leader in our organization to foster a workplace culture that upholds these values."

Joe Dominguez
President and CEO
Constellation

"Decades of research have proven that diverse teams drive innovation, better decision-making and more profits. To improve health outcomes across diverse populations, we need people with diverse perspectives, and an atmosphere that encourages them to bring their full selves to work. By empowering diverse voices, fostering inclusion, and achieving gender parity, we enhance our workplace culture and strengthen our business, which ultimately leads to improved outcomes for our clients and communities."

Naprisha Taylor VP, DE&I Evolent Health



### LEARN FROM THE BEST

"In 2024, we launched Global Fortescue Women, a transformative initiative aimed at advancing gender diversity across our global operations. Led by our Chief Corporate Officer, Shelley Robertson, this program provides a platform for networking, mentorship, and career development opportunities for women within Fortescue. The global network also encompasses our Women in Mining groups on each of our Pilbara sites who provide a supportive network and promotes women's contributions at Fortescue. By fostering a supportive environment and promoting women's contributions we're creating pathways for female talent to thrive and ascend into leadership roles."

Jackie Donnan Head of Global People Fortescue

"We are most proud of our comprehensive parental leave policy, which offers equal leave to all new parents, regardless of gender. This benefit supports work-life balance and promotes gender equality by ensuring that all parents can bond with their new child and share caregiving responsibilities. This policy helps to dismantle traditional gender roles and fosters a more inclusive workplace culture."

Brooke Shreeve Chief People Officer Weave "We believe that leveling the playing field is not only a moral imperative but also a strategic one. We are an entrepreneurial law firm with innovation at our core and understand that diverse perspectives foster innovative (and better) decision-making.

A commitment to diversity, equity and inclusion was one of the firm's founding principles and has remained that way for over eighty years. We have been trailblazers in hiring and promoting women and people of color, which is reflected in the firm's overall demographics and leadership ranks. DE&I is embedded in our firm's ethos and is a critical component of our competitive edge, both in attracting lawyers and other talented professionals to come to Foley Hoag and in serving our clients."

Jim Bucking Managing Partner Foley Hoag



