



# DISRUPT BIAS DRIVE VALUE

2017 SUMMIT  
WEDNESDAY | 10.11.17



# WELCOME TO OUR 2017 SUMMIT

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The last few months have demonstrated, beyond a shadow of a doubt, the urgency of CTI's mission. Our values, voice and prominence have never been as important. This year, CTI's impressive community of 91 global companies has been on the vanguard: bringing down the temperature bias; underpinning the careers of people of color; safeguarding the rights of LGBT employees; fully including employees with disabilities; and demonstrating the value of women at the top. Recent confrontations at Charlottesville and anger over the tardy official response to hurricane damage in Puerto Rico, confirm CTI's 2016 decision to launch "Easing Racial Tensions at Work." This research already informs a new wave of corporate initiatives. In a similar vein, scandals in Silicon Valley have brought CTI's deep tranche of work on the challenges facing women in STEM into sharp focus—and provide ammunition for our new Wonder Women project.

CTI's flagship project for 2017, "Disrupt Bias, Drive Value," has had enormous impact, appearing in *Harvard Business Review*, *Strategy+Business*, *Fortune* and *The Huffington Post*. With frameworks and tools that can radically reduce the perception of bias in workplace cultures, this seminal study will inform business leaders and D&I experts for years to come.

We're also thrilled to launch groundbreaking research on disabilities at this year's summit. "Disabilities & Inclusion" provides much needed data

on the number of employees with visible and invisible disabilities. The study also demonstrates the relationship between inclusive leadership, engagement and disclosure rates for employees with disabilities. These insights allow employers to unlock the innovative potential of employees with disabilities.

Looking ahead, we have a remarkably rich pipeline of research projects ranging from “The Sponsor Dividend: An Investment Guide for Leaders” to “Wonder Women: Flourishing and Thriving on the Frontiers of STEM,” to “Agile Careers,” to “In Transition,” and “Faith at Work.” Please consider getting involved. Kennedy Ihezie, our VP for strategic outreach ([kihezie@talentinnovation.org](mailto:kihezie@talentinnovation.org)) has many ways for you to help lead and shape our research agenda.

CTI’s Task Force for Talent Innovation continues to grow and thrive. We’ve added 22 standout companies to our roster since our 2016 Summit. A warm welcome to Acxiom; Audible; Brown Brothers Harriman; Capital Group; Charter Communications; Danaher Corporation; Davis Polk; GLG; Honda North America; Horne LLP; Lloyds Banking Group; Lockheed Martin; New York Life; OppenheimerFunds; Oracle; PIMCO; RBC Capital Markets; Sanofi; Shearman & Sterling LLP; Skadden, Arps, Slate, Meagher & Flom LLP; United Way Worldwide; and The Walt Disney Company.

Our Co-chair group also expanded this year, with Wendy Cambor and Ellyn Shook bringing Accenture onto our leadership committee. We are

enormously grateful for the commitment and dedication of our Co-chairs. 4 They scan the horizon for trend lines and business model shifts, ensuring that we stay ahead of the curve. They also lift and polish our brand, and spearhead our actions on the ground. Their fierce loyalty to our mission and financial commitment is invaluable, and we are deeply appreciative.

I cannot stress enough how much CTI's success rests on our members—the CDOs, CHROs, talent heads, and business leaders that make up our wonderful Task Force community. In fundamental ways we depend on your expertise, enthusiasm, thought leadership and generous support and it is our partnership with you that allows us to dream big, reach high, and deliver on our promises. Thank you from the bottom of my heart.

Speaking of leadership, we are strengthening CTI's executive team going forward. On October 11, 2017, my much esteemed colleagues Ripa Rashid and Laura Sherbin will become Co-Presidents of CTI. I will continue as CEO, giving my full-throated support and all the heft I can muster to ensure that our treasured organization flourishes and thrives for many years to come. Anne Erni and Trevor Phillips (the Chairmen of CTI) are also lending hands-on energy and their very considerable clout. This gang-of-five is all set to propel CTI to new heights. I could not be more pleased.

Sylvia Ann Hewlett  
Founder and CEO

# TASK FORCE FOR TALENT INNOVATION

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2017 SUMMIT WEDNESDAY | 10.11.17

**5:30 PM Reception**

**6:30 PM Welcome**

YRTHYA DINZEY-FLORES  
Time Warner

**Ruby Award for Leadership  
in Talent Innovation**

ANNE ERNI  
Center for Talent Innovation

REDIA ANDERSON  
DEBORAH ELAM  
FRANCES LASERSON

**Disrupt Bias, Drive Value**

SYLVIA ANN HEWLETT  
RIPA RASHID  
LAURA SHERBIN  
Center for Talent Innovation

**Dinner**

**8:00 PM C-Suite Conversation**

BETH A. BROOKE-MARCINIAK  
EY

MICHAEL I. ROTH  
Interpublic Group

TIGER TYAGARAJAN  
Genpact

**9:00 PM Closing Remarks**

SYLVIA ANN HEWLETT

## PRESENTER

**ANNE ERNI**, co-chairman of the Center for Talent Innovation, is currently chief people officer at Audible Inc., an Amazon company. Until spring 2015 she was head of Human Resources at Bloomberg, the global business and financial information and news leader where she led the HR Business Partner function with responsibility for driving the effectiveness of the HR management strategy and building relationships with senior leaders across businesses. Before that, as head of leadership, learning and diversity, Erni led the implementation of the company's Global Leadership Forum, and their executive coaching program. Prior to joining Bloomberg, she was managing director and chief diversity officer at Lehman Brothers. Erni came to talent management with more than 15 years of front line banking experience in fixed income, prime brokerage sales, and in corporate banking. She received her BA from The Johns Hopkins University and MA from the School of Advanced International Studies of the Johns Hopkins University.

## HONOREES

**REDIA ANDERSON** recently retired as chief inclusion and diversity officer for BP America where she led the strategic development and implementation of BP America's D&I talent strategy as a sustainable business practice. Nationally recognized as a leader in the field of diversity and inclusion, she is a senior executive with more than 25 years of experience in Human Resources and inclusion management. She has coached senior executives and executives across multiple industries in

organizations including The Bill and Melinda Gates Foundation, Shell, Honda USA, PwC and Novo Nordisk. She also led efforts as chief diversity officer for Deloitte & Touche LLP, Equiva Services, Sears, Roebuck & Co., and Abbott Laboratories. Anderson is the author of *Trailblazers: How Top Business Leaders Are Accelerating Results through Inclusion and Diversity* and founder of AuthenticAllies®. She has also served on numerous boards focused on health, children's, and women's issues.

**DEBORAH ELAM**, former chief diversity officer of GE and president of the GE Foundation, retired after a thirty-year career with the multinational conglomerate. From graduate intern to GE's first-ever black female corporate officer, Elam dedicated her career to diversity, philanthropy, and inclusion. She oversaw efforts to embrace diversity in order to create an environment where GE employees are able to thrive and contribute to the company's success in the global economy. Her experience spans multiple organizations within the corporation. She was recruited by GE's Human Resources Leadership Program and progressed through larger HR roles within GE. In 2006 she was appointed chief diversity officer, GE's first black female corporate officer, making Elam one of the most senior women in the company. In 2013, she was appointed president of GE Foundation, where she spearheaded the transformation of communities and shaped the diverse workforce of tomorrow by leveraging the power of GE.

**FRANCES (FRAN) G. LASERSON** served as president and CEO of The Moody's Foundation, the charitable giving arm for Moody's Corporation from its founding until 2017. In 2001 she was asked to create Moody's corporate philanthropy program and establish a foundation; and was

elected president of the foundation's board of directors. She supervised a global staff, directed grant making of \$50 million and created the company's global volunteer and board placement program, and conceived of the foundation's award-winning Moody's Mega Math Challenge, a national applied student math competition. She created the firm's Corporate Social Responsibility report highlighting Moody's contributions through new product development, stakeholder engagement and commitment to environmental, social and governance practices that garnered Moody's accolades as a top corporate citizen. In addition, Laserson served as a board member, executive committee member, and president of several non-profit organizations in a variety of fields including education, social services, healthcare, volunteerism and public relations.

We also want to express our deep gratitude to BP, GE and Moody's. The extraordinary contributions of Redia Anderson, Deborah Elam, and Fran Laserson did not happen in a vacuum, rather their accomplishments rested on the courageous commitments of leaders that believe in fully realizing the potential of their people across the divides of gender, generation, geography and culture. We applaud them.



**BETH A. BROOKE-MARCINIAK** is global vice chair - public policy at EY and a member of the firm's Global Executive Board. She has public policy responsibility for the firm's operations in over 150 countries. She is the global sponsor for EY's diversity and inclusiveness efforts. Named nine times to the list of Forbes "World's 100 Most Powerful Women," in 2017 she received the Theodore Roosevelt Award, the top individual honor bestowed by the NCAA, and she has also been inducted into the Indiana Basketball Hall of Fame. During the Clinton Administration, she worked in the US Department of the Treasury, responsible for all tax policy matters related to insurance and managed care. Throughout her career, Brooke-Marciniak has been active in numerous civic and business organizations. She co-chairs the International Council on Women's Business Leadership founded by former Secretary of State Hillary Clinton. Brooke-Marciniak earned her undergraduate degree at Purdue University with highest distinction and received an honorary doctorate.

**SYLVIA ANN HEWLETT** is an economist and the founder and CEO of the Center for Talent Innovation, where she chairs a private sector task force of ninety global companies focused on fully realizing the new streams of talent in the global marketplace. She also codirects the Women's Leadership Program at the Columbia Business School. She is the author of fourteen *Harvard Business Review* articles, thirteen critically acclaimed nonfiction books including *Winning the War for Talent in Emerging Markets*; *Forget a Mentor, Find a Sponsor* (named one of the best business books of 2013); and *Executive Presence* (an Amazon "Best Book of the Month" in June 2014). In 2014 she was recognized as the Most Influential

International Thinker by *HR Magazine* and honored by the European Diversity Awards with its Global Diversity Award. Hewlett, who has taught at Columbia, and Princeton Universities, earned her BA at Cambridge University and her PhD in economics at London University.

**RIPA RASHID** is co-president at the Center for Talent Innovation and a managing partner at Hewlett Consulting Partners, specializing in global talent and leadership strategies. She spent over a decade as a management consultant with global firms including Booz & Company, PwC, and Mitchell Madison Group, and held senior positions at MetLife and Time Warner. Rashid is coauthor of *Winning the War for Talent in Emerging Markets: Why Women are the Solution* (Harvard Business Review Press, 2011), *Asians in America: Unleashing the Potential of the "Model Minority,"* the book, *Growing Global Executives: The New Competencies* (Center for Talent Innovation, 2015), as well as numerous reports and whitepapers. Rashid has lived and worked in North America, Europe, Asia, and South America, and speaks four languages. She earned an AB cum laude in astronomy and astrophysics from Harvard University, an MA in anthropology from New York University, and an MBA from INSEAD.

**MICHAEL I. ROTH** is chairman and CEO of Interpublic Group (IPG), one of the world's largest organizations of advertising and marketing services companies. Prior to his current role, Roth was a member of the company's Board of Directors. Since assuming leadership of Interpublic in 2005, Roth has moved to make it an industry leader by defining new models that provide value to clients in a rapidly-changing media and marketing environment. Before IPG, Roth was chairman and CEO of The

MONY Group Inc., a financial services holding company. Roth sits on the Leadership Committee of Lincoln Center for the Performing Arts; the Board of Directors of the Committee Encouraging Corporate Philanthropy and The National Center on Addiction and Substance Abuse at Columbia University. A certified public accountant, Roth holds an LLM degree from New York University Law School and a JD from Boston University Law School. He is a graduate of the City College of New York. 11

**LAURA SHERBIN** is co-president at the Center for Talent Innovation and a managing partner at Hewlett Consulting Partners. She is an economist who specializes in the creation of competitive advantage through inclusion and diversity. She taught “Women and Globalization” at the School of International and Public Affairs at Columbia University, and is a coauthor of *Harvard Business Review* articles “How Diversity Can Drive Innovation,” “How Gen Y and Boomers Will Reshape Your Agenda,” “Off-Ramps and On-Ramps Revisited,” and *Harvard Business Manager* article “Letzte Ausfahrt Babypause” as well as the Harvard Business Review Research Reports *The Athena Factor: Reversing the Brain Drain in Science, Engineering, and Technology* and *The Sponsor Effect: Breaking Through the Last Glass Ceiling* and CTI reports including *Executive Presence*, among many others. She earned her PhD in economics from American University.

**TIGER TYAGARAJAN**, president and CEO of Genpact, is credited as one of the pioneers who transformed a division of GE into Genpact, a leading business process management and technology services company. With \$2.28 billion in annual revenues and more than 70,000 employees across 25 countries, Genpact designs, transforms, and runs intelligent

business operations for more than 800 clients worldwide. He began his career with Unilever and Citibank in India before joining GE Capital in India, and went on to become CEO for GE Capital's Global Consumer Finance and Auto Financial Services operations and CEO of GE Capital International Services. In 2002, he transferred within GE to the Global Commercial Lending Businesses in the US as global head of Six Sigma and Global Operations before rejoining Genpact in 2005 as executive vice president and was named CEO in June 2011. Tyagarajan has a degree in mechanical engineering from the Indian Institute of Technology, and an MBA, majoring in finance and marketing, from the Indian Institute of Management.

## KEEPING TALENTED WOMEN ON THE ROAD TO SUCCESS

### **The Power of the Purse: Engaging Women Decision Makers for Healthy Outcomes**

SPONSORS: Aetna, Bristol-Myers Squibb, Cardinal Health, Eli Lilly and Company, Johnson & Johnson, Merck & Co., Merck KGaA, MetLife, Pfizer, PwC, Strategy&, Teva, WPP (2015)

### **Women Want Five Things**

SPONSORS: American Express, AT&T, Bank of America, Boehringer Ingelheim USA, Merck KGaA, The Moody's Foundation (2014)

### **Harnessing the Power of the Purse: Female Investors and Global Opportunities for Growth**

SPONSORS: Credit Suisse, Deutsche Bank, Goldman Sachs, Morgan Stanley, Standard Chartered Bank, UBS (2014)

### **Executive Presence: The Missing Link Between Merit and Success** HarperCollins (2014)

### **Forget a Mentor, Find a Sponsor: The New Way to Fast-Track Your Career**

Harvard Business Review Press (2013)

### **On-Ramps and Up-Ramps India**

SPONSORS: Citi, Genpact, Sodexo, Standard Chartered Bank, Unilever (2013)

### **Executive Presence**

SPONSORS: American Express, Bloomberg LP, Credit Suisse, Ernst & Young, Gap Inc., Goldman Sachs, Interpublic Group, Marie Claire, The Moody's Foundation (2012)

### **Sponsor Effect 2.0: Road Maps for Sponsors and Protégés**

SPONSORS: American Express, AT&T, Booz Allen Hamilton, Deloitte, Freddie Mac, Genentech, Morgan Stanley (2012)

### **Off-Ramps and On-Ramps Japan: Keeping Talented Women on the Road to Success**

SPONSORS: Bank of America Merrill Lynch, Cisco, Goldman Sachs (2011)

## **The Sponsor Effect: Breaking Through the Last Glass Ceiling**

Harvard Business Review Research Report

SPONSORS: American Express, Deloitte, Intel, Morgan Stanley (2010)

## **Off-Ramps and On-Ramps Revisited**

SPONSORS: Cisco, Ernst & Young, The Moody's Foundation (2010)

## **Off-Ramps and On-Ramps Germany**

SPONSORS: Boehringer Ingelheim, Deutsche Bank, Siemens AG (2010)

## **Off-Ramps and On-Ramps: Keeping Talented Women on the Road to Success**

Harvard Business Review Press (2007)

## **The Hidden Brain Drain: Off-Ramps and On-Ramps in Women's Careers**

Harvard Business Review Research Report

SPONSORS: Ernst & Young, Goldman Sachs, Lehman Brothers (2005)

## **LEVERAGING MINORITY AND MULTICULTURAL TALENT**

### **Disabilities and Inclusion**

SPONSORS: Accenture, Aetna, Bloomberg LP, Johnson & Johnson, KPMG, Lime Connect, McKesson, Prudential, PwC, Unilever, USBLN, Wells Fargo (2017)

### **Disrupt Bias, Drive Value**

SPONSORS: AllianceBernstein, Bank of America, Bloomberg LP, BP, Cardinal Health, Deutsche Bank, Ernst & Young LLP, Freddie Mac, GlaxoSmithKline, Interpublic Group, Intuit, Johnson & Johnson, Ogilvy & Mather, Sodexo, Swiss Re (2017)

### **Easing Racial Tensions at Work**

SPONSORS: BP, Crowell & Moring, Ernst & Young LLP, Interpublic Group, Johnson & Johnson, New York Life, PwC (2017)

### **Latinos at Work: Unleashing the Power of Culture**

SPONSORS: American Express, Bank of America, BP, Chubb, Freddie Mac, MetLife, Morgan Stanley, Wells Fargo (2016)

### **Mission Critical: Unlocking the Value of Veterans in the Workforce**

SPONSORS: Boehringer Ingelheim USA, Booz Allen Hamilton, Fordham University, Intercontinental Exchange/NYSE, Prudential Financial, The Moody's Foundation, Wounded Warrior Project (2015)

## **Black Women: Ready to Lead**

SPONSORS: American Express, AT&T, Bank of America, Chubb Group of Insurance Companies, The Depository Trust & Clearing Corporation, Intel, Morgan Stanley, White & Case LLP (2015)

## **Cracking the Code: Executive Presence and Multicultural Professionals**

SPONSORS: Bank of America, Chubb Group of Insurance Companies, Deloitte, GE, Intel Corporation, McKesson Corporation (2013)

## **Innovation, Diversity and Market Growth**

SPONSORS: Bloomberg LP, Bristol-Myers Squibb, Cisco, Deutsche Bank, EY, Siemens AG, Time Warner (2013)

## **Vaulting the Color Bar: How Sponsorship Levers Multicultural Professionals into Leadership**

SPONSORS: American Express, Bank of America, Bristol-Myers Squibb, Deloitte, Intel, Morgan Stanley, NBCUniversal (2012)

## **Asians in America: Unleashing the Potential of the “Model Minority”**

SPONSORS: Deloitte, Goldman Sachs, Pfizer, Time Warner (2011)

## **Sin Fronteras: Celebrating and Capitalizing on the Strengths of Latina Executives**

SPONSORS: Booz Allen Hamilton, Cisco, Credit Suisse, General Electric, Goldman Sachs, Johnson & Johnson, Time Warner (2007)

## **Global Multicultural Executives and the Talent Pipeline**

SPONSORS: Citigroup, General Electric, PepsiCo, Time Warner, Unilever (2006 and 2008)

## **REALIZING THE FULL POTENTIAL OF LGBT TALENT**

### **Out in the World: Securing LGBT Rights in the Global Marketplace**

SPONSORS: American Express, Bank of America, Barclays, Bloomberg LP, BNY Mellon, BP, Chubb, Deutsche Bank, Eli Lilly and Company, Ernst & Young LLP, Out Leadership (2016)

### **The Power of “Out” 2.0: LGBT in the Workplace**

SPONSORS: Deloitte, Out on the Street, Time Warner (2013)

### **The Power of “Out”: LGBT in the Workplace**

SPONSORS: American Express, Boehringer Ingelheim USA, Cisco, Credit Suisse, Deloitte, Google (2011)

**Top Talent: Keeping Performance Up When Business Is Down**

Harvard Business Press (2009)

**Sustaining High Performance in Difficult Times**

SPONSOR: The Moody's Foundation (2008)

**Seduction and Risk: The Emergence of Extreme Jobs**

SPONSORS: American Express, BP plc, ProLogis, UBS (2007)

TAPPING INTO THE STRENGTHS OF GEN Y, GEN X, AND BOOMERS

**Misunderstood Millennial Talent: The Other Ninety-One Percent**

SPONSORS: American Express, Baxalta, Ernst & Young LLP, The Moody's Foundation, NovoNordisk, S&P Global (2016)

**The X Factor: Tapping into the Strengths of the 33- to 46- Year-Old Generation**

SPONSORS: American Express, Boehringer Ingelheim USA, Cisco, Credit Suisse, Google (2011)

**Bookend Generations: Leveraging Talent and Finding Common Ground**

SPONSORS: Booz Allen Hamilton, Ernst & Young, Lehman Brothers, Time Warner, UBS (2009)

BECOMING A TALENT MAGNET IN EMERGING MARKETS

**Growing Global Executives: The New Competencies**

SPONSORS: American Express, Bloomberg, Cisco, Ernst & Young LLP, Genpact, Goldman Sachs, Intel, Pearson, Sodexo, The Moody's Foundation (2015)

**The Battle for Female Talent in Brazil**

SPONSORS: Bloomberg LP, Booz & Company, Intel, Pfizer, Siemens AG (2011)

**Winning the War for Talent in Emerging Markets**

Harvard Business Press (2011)

**The Battle for Female Talent in China**

SPONSORS: Bloomberg LP, Booz & Company, Intel, Pfizer, Siemens AG (2010)



## **The Battle for Female Talent in India**

SPONSORS: Bloomberg LP, Booz & Company, Intel, Pfizer, Siemens AG (2010)

### **PREVENTING THE EXODUS OF WOMEN IN SET**

## **The Athena Factor 2.0: Accelerating Female Talent in Science, Engineering & Technology**

SPONSORS: American Express, Boehringer Ingelheim USA, BP, Genentech, McKesson Corporation, Merck Serono, Schlumberger, Siemens AG (2014)

## **The Under-Leveraged Talent Pool: Women Technologists on Wall Street**

SPONSORS: Bank of America, Credit Suisse, Goldman Sachs, Intel, Merrill Lynch, NYSE Euronext (2008)

## **The Athena Factor: Reversing the Brain Drain in Science, Engineering, and Technology**

*Harvard Business Review* Research Report

SPONSORS: Alcoa, Cisco, Johnson & Johnson, Microsoft, Pfizer (2008)

For complete list of publications: [TalentInnovation.org](http://TalentInnovation.org)

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As of October 2, 2017

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The Center for Talent Innovation is a nonprofit think tank based in New York City. CTI's flagship project is the Task Force for Talent Innovation—a private sector task force focused on helping organizations leverage their talent across the divides of gender, generation, geography and culture. The more than 90 global corporations and organizations that constitute the Task Force, representing nearly six million employees and operating in 192 countries around the world, are united by an understanding that the full realization of the talent pool is at the heart of competitive advantage and economic success.

