



# Advancing the Future of Women in Business

The 2024 KPMG Women's Leadership Summit Report

Roadmap to the C-suite



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# Welcome

A decade ago, KPMG embarked on a transformative journey, partnering with the PGA of America and the LPGA, committed to elevating women both within and beyond the realm of golf. The mission of the KPMG Women's Leadership Summit was clearly formed to empower today's women leaders and accelerate the advancement of more women to the C-suite—all while celebrating and inspiring greatness.

As we commemorate the 10th anniversary, our commitment has remained unwavering. Through the KPMG Women's Leadership Summit and the KPMG Women's PGA Championship, we've diligently worked toward greater gender equity at the highest levels over the past decade. Concurrently, our KPMG Future Leaders Program has proudly awarded collegiate scholarships and provided mentorship and leadership development to 188 young women, many majoring in STEM or business, charting new pathways for their futures and instilling hope for future generations of women leaders.

The KPMG Women's Leadership Summit has brought together nearly 3,000 executive women over the past ten years for invaluable leadership programming and networking opportunities. We are especially proud that 69% of executive women who have participated in our Summit have since been promoted, 38% of them to C-suite roles in the world's leading organizations.

Each year, the KPMG Women's Leadership Summit Study Report delves into women's journeys to the C-suite, shedding light on areas of progress as well as the areas requiring continued attention. In 2024, 78% of executive women surveyed report an increase in representation of women in their organization's C-suite over the last ten years, and

73% believe that such a role is within their grasp. While these numbers are encouraging, we know that much work lies ahead, a sentiment reinforced by this year's report.

When it comes to equity in the C-suite, workplaces must continue to build their practices and culture with a deep intentionality that supports long-lasting change. These efforts require a sense of personal and collective responsibility to carry this work forward. As we reflect on the ten years of our Summit, we recommit ourselves to women's empowerment and success, and hope this annual report continues to be a source of insight and encouragement as we champion progress and equality, together.



**Paul Knopp**  
Chair and CEO,  
KPMG U.S.



**Laura Newinski**  
Deputy Chair and  
COO, KPMG U.S.

## Key Findings



**73%**

**of executive women**

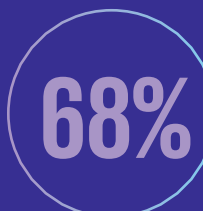
say having a C-suite title is a career aspiration and believe the C-suite role is obtainable for them.



**78%**

**of executive women**

report an increase in representation of women in their organization's C-suite over the last ten years.



**68%**

**of executive women**

report they are part of the succession plan within their organization.

### Representation

**81%**

attribute the progress of C-suite representation to the sponsorship of women in their organization.

**61%**

attribute it to holding leaders accountable for women's progress throughout the career pipeline.

**57%**

say progress is due to a focus on high-profile and stretch assignments as career accelerators for women.

**45%**

**of executive women**

believe effective succession planning is the key to helping women reach the C-suite.

**37%**

**of executive women**

say access to mentors and sponsors helps elevate them to the C-suite.







There should be in a great democracy—no lack of opportunity for anyone.”

— **Condoleezza Rice,**

66th US Secretary of State  
& Speaker at the 2023 KPMG  
Women's Leadership Summit

# KPMG WOMEN'S LEADERSHIP SUMMIT — 2023 —



## Introduction

Throughout the 20th century, the burgeoning US economy, world wars, technological advancements, and evolving societal norms set women on the path toward workplace equality. Today's American workforce reflects remarkable gender balance, with women constituting 47% of its composition.

However, disparities exist up and down the entire corporate ladder and, in particular, the upper rungs. The question persists: **where are the women at the top?**

In 2014, only 4.8% of Fortune 500 CEOs were women. Though this figure has risen to 10.6% today, the progress toward equality over the past ten years has been rather dismal. 80% of executive women agree they've seen a change in the representation of women in C-suites over the last ten years, but the majority view this progress as expected or somewhat below expectations.

Progress for other C-suite roles has increased, with the proportion of women in these positions surging from 17% in 2015 to 28% today—equating to one in four. While these statistics indicate steady change, progress remains slow, averaging just over 1 percentage point of growth per year.

A recent S&P Global Market Intelligence study projects women will make up half of corporate leadership as early as 2030, and while there are reasons for optimism, the path to achieve that goal is complex. Let's take a deeper look.



# Celebrating Success to Date



## The journey thus far...

Our survey highlights that for—

**73%** of executive women, obtaining a C-suite title is a career aspiration.

Of those aspiring to the C-suite,

**73%** of executive women surveyed believe such a role is within their grasp.



I am driven by the desire to enact positive change for our people. For me, that means taking charge, inspiring others, and making things happen.”

Whether they are steadfast in their current positions, actively seeking advancement within their own companies, or exploring opportunities as free agents in pursuit of C-suite positions elsewhere, executive women are optimistic about their future paths to obtaining their goal—a C-suite position.

“I am a C-suite executive, committed to this trajectory until retirement—whether within my current organization or elsewhere. I aim to serve as a beacon, illuminating the possibilities for others,” declared an executive woman who had already ascended to the top.

What’s more, over the last ten years, 78% of summit attendees have seen a change in representation of women in the C-suite. As the number of women securing these positions grows, it’s important to note the organizational catalysts that have led us here—including the sponsorship of women, holding leaders accountable for supporting women through the

career pipeline, and a focus on high-profile and stretch assignments as career accelerators for women.

These three focus areas are the same drivers expected to make the most difference in the future, propelling more women into corporate leadership roles. Those advances should be long-lasting, with nearly all respondents (96%) finding that diversifying corporate leadership, including the promotion of diversity in leadership roles, is part of organizations’ business strategies.

The culture at the top is important to sustaining this progress, too. 77% of women see their most senior counterparts better supporting each other in their goals and ambitions. As more women find seats at the table, the scarcity mindset seems to disappear. “Since you see more women in higher-level positions, women don’t feel as cutthroat for the few opportunities, allowing them to be more supportive of other women.”



Greater numbers, and a greater diversity of style and expertise, have made a significant difference.”



There can be more than one of us at the top. The false idea of scarcity led to a lack of support and created competition. Now we know what was true all along: We can support each other *and* meet our career aspirations.”



If you find yourself in a space where you are 1 of 1, this is the opportunity for you to hold the door open for the next person and create space so that we have more diverse and inclusive spaces.”

— Ibtihaj Muhammad,  
American Olympic Fencer  
& Speaker at the 2020 KPMG Women’s Leadership Summit



# The Path Forward



Growth and comfort are mutually exclusive. Embracing a vision inevitably entails discomfort. Accept that fact. They cannot coexist, whether for individuals, companies, or nations.”

— **Ginni Rometty**,

former Chairman and CEO, IBM  
& 2017 KPMG Inspire Greatness  
Recipient



I believe there are moments when we’re all pushed beyond our comfort zones. Without these challenges, reaching the C-suite would be improbable. Is it daunting? Absolutely. Do feelings of insecurity and inadequacy arise? Without a doubt. Yet, it’s precisely these emotions that fuel our personal and professional growth.”

## That growth includes refining a blend of technical and soft skills required to ascend the leadership ranks.

Contrary to popular belief, 63% of executive women are **not intimidated by being the first or only woman**. Instead, many find such situations invigorating, motivating, and even inspiring. However, they often grapple with imposter syndrome, the fear of being exposed as an imposter. They wrestle with the notion that they never anticipated achieving the levels of success they’ve deservedly attained.

An overwhelming 95% of executive women acknowledge the escalating importance of **resilience** as they have grown in their careers and navigated the complexities of corporate hierarchies.

79% of executive women identified **focus** as a key trait, especially given the recent distractions of the COVID-19 pandemic, economic uncertainty, and challenges in the workplace like the adoption of generative artificial intelligence (GenAI).

A striking 79% of executive women affirm that **prioritizing wellness** has emerged as a paramount factor for their professional success as they progress in their careers. They actively carve out time for self-care, establish boundaries, cultivate healthy habits, foster connections, and seek support to uphold their well-being.

79% of executive women emphasize that C-suite executives must **deliver measurable results**. They believe executive women must concentrate on outcomes and performance to secure their positions and excel beyond their peers.

82% of executive women emphasize the critical importance of **earning the trust of their teams**, recognizing it as fundamental to fostering stability and effective leadership. They prioritize empathy, clear communication, and agility as central tenets in nurturing team success.



What gets you to the C-suite as far as job expertise isn’t what keeps you in the C-suite. What keeps you there is the ability to have a vision and a strategy, to take on your colleagues’ problems, to collaborate, and to be part of something bigger than yourself.”



# Understanding Challenges in Getting to the C-suite



Today, **73%** of executive women say that a C-suite title is a career aspiration.

But for those 27% who say it isn't, many point toward the pressure of the role and the need for work-life balance as reasons why they don't see the C-suite as part of their future. Our tools and policies require cultural shifts to continue making a significant difference for women who aspire to the C-suite.



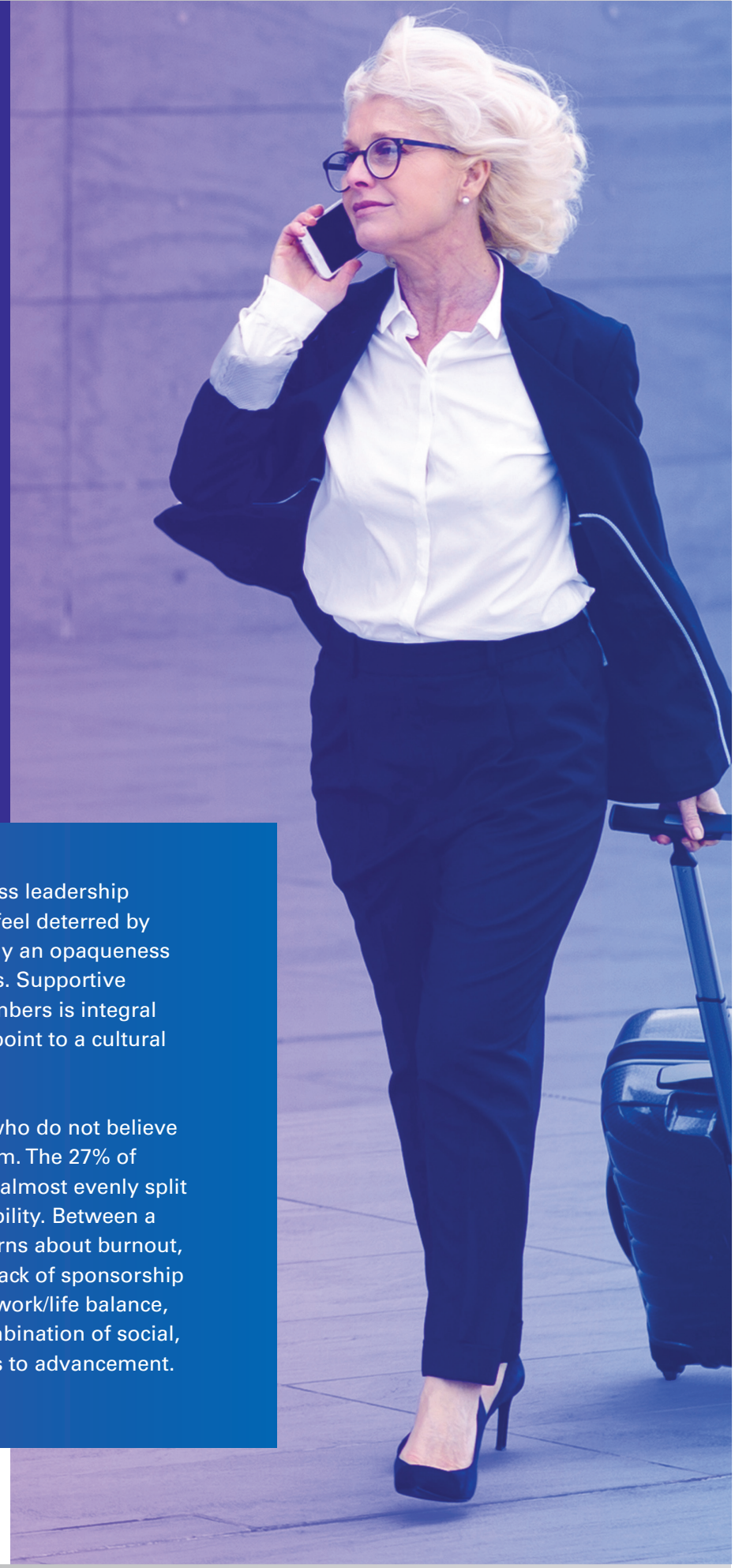
Having a C-suite title is not a goal in itself. But continuing to grow with expanding responsibilities and stretch assignments is. An outcome may be a C-suite title."



Not that I am opposed to it, but I have come to a level in my career where I feel satisfied with my responsibilities and team, in conjunction with the ability to feel good about how I am able to balance my personal life with family and friends."

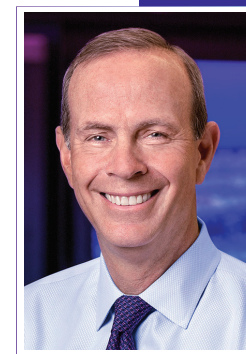
For women in executive roles—across leadership positions at their organizations—to feel deterred by the pressure of the C-suite may imply an opacity around the role and its requirements. Supportive career mentorship from C-suite members is integral to reducing this opacity, but it may point to a cultural inflexibility around balance as well.

We see this crystallized by women who do not believe the C-suite role is obtainable for them. The 27% of respondents who felt this way were almost evenly split between reasons for this unobtainability. Between a need for increased upskilling, concerns about burnout, a lack of support from managers, a lack of sponsorship or mentorship, and difficulties with work/life balance, women pointed toward a broad combination of social, structural, and workplace challenges to advancement.





# Creating More Effective Strategies



It is really important for men to become visible champions for inclusion to actively engage in conversations to better understand their own behaviors and biases, whether conscious or unconscious biases, and to become effective change agents.”

— Mike Wirth,  
Chairman of the Board and CEO, Chevron Corp.  
& Speaker at the 2020 KPMG Women’s Leadership Summit

## Navigating bias within strategies

With respondents pointing to a range of social, structural, and policy-related reasons why the C-suite does not feel obtainable, concrete and effective strategies to drive equity in leadership are key.

“Changes must necessitate this. Policies in childcare, parity in compensation, and other related matters need to be addressed to facilitate this level of change,” said one executive woman.

It’s not enough to rely on implementing one new policy alone. Take succession planning as an example. We know the importance of this tool—just under half (45%) of respondents believe effective succession planning is key to helping women reach the C-suite, more than any other policy. It’s one of the biggest tools used, with 68% of executive women reporting they are part of the succession plan within their organization.

And yet, the effectiveness of succession planning can be derailed by ineffective training and management around unconscious bias. When asked about the discrepancies in gender equity and leadership, and the reasoning for these discrepancies, the greatest plurality of respondents chose unconscious bias.

In their comments, they noted this as a cause of ineffective succession planning: It wasn’t that succession planning didn’t exist at their organization, or that a lack of succession planning was causing women to not achieve as high of a role at the firm. Rather, respondents noted that unconscious bias was getting in the way of effective succession planning and keeping women from accessing fully the necessary mentorship and development for C-suite preparation.

Most executive women identify a key unconscious bias issue with the lack of representation of women in P&L C-suite roles. Women in the C-suite hold roles with other responsibilities, though they want to see P&L C-suite roles open to more women.

“Top executives make assumptions about women’s skills and capabilities and assume women can only succeed in administrative positions rather than P&L ones, or can only take on smaller roles than men,” said one executive woman. “That needs to change.”

“Sometimes the lack of succession planning is due to the unconscious bias that women excel in non-P&L roles. Opportunities for women to lead the core business are more of an exception than the rule. This has shifted somewhat in the last few years—however, not enough at the start of the funnel,” said another.



## Skills vs. relationships

The reality may be that we're not as far as we'd like to think we are. While 56% of executive women remain optimistic that achieving gender parity in corporate leadership is an attainable goal for the future, women still perceive remnants of traditional male-dominated structures in their own workplaces when it comes to the top positions. The actions of current leaders can turn women away from what might feel like an unwelcoming C-suite.

When asked what skills or characteristics are most valued by company leadership when promoting to C-suite, three-quarters answered: results & delivery, strategic/critical thinking, and leadership & vision.

The only other answer that more than half of respondents agreed upon? The right relationships. More than management skills and decision-making, women still face the question of who to network

with, and how they can use these relationships to their advantage when it comes to promotion to the C-suite. It implies that their male counterparts are doing the same.

But hitching one's wagon to another isn't the same as effective mentorship and sponsorship. Mentorship and sponsorship, done right, should prepare leaders for success regardless of a mentor's tenure at the organization, supporting leadership development and connections that survive beyond any single relationship. So long as connections remain a key factor for reaching the C-suite, workplace culture will not be at the inclusive place we need it to be in order to foster equity.

# Tech Transformation & Women in Leadership



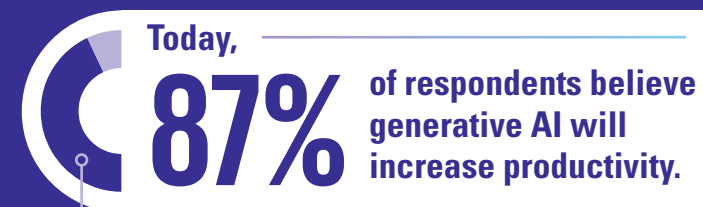
Artificial intelligence is already here—and it's launching a workplace transformation. As the skills needed for leaders across levels shift in an AI-enabled work environment, we need to find ways to ensure that technology isn't exacerbating social discrepancies and barriers.

How are businesses capitalizing on this moment and supporting their people in upskilling? How are people across all levels supported in accessing higher-value experiences? The AI revolution should feel like a rising tide, but for those in workplaces that haven't built their AI practices on a foundation of equity and trust, it may not feel that way.

of that upskilling through next-level projects or promotion. However, women perceive a disconnect between increased productivity and its actual impact on their prospects, and that it doesn't inherently translate into benefits for their careers, shedding light on underlying workplace dynamics.

Not only must organizations' AI tools reflect equity and accountability, but these tools should be carefully designed for internal use to minimize bias. Are organizations taking stock of how imbalances in leadership might lead to biased data? Are teams that are diverse across demographics supporting in the designing, building, and implementing of these tools?

We all have the goal of seeing greater productivity tie in and translate to greater equity in leadership positions and across organizations. This means doing more to support the ethical and equitable implementation of AI—from training our AI systems across a diverse range of inputs, to ensuring our technologies support varied leadership styles and career pathways.



Yet, what does it signify that only 4% of them believe GenAI is a catalyst specifically for women's advancement into corporate leadership roles in the next decade?

The promise of higher productivity should ideally afford women, as well as all employees, greater opportunities to elevate their work, engage in higher-value tasks, and see the fruit





# 5 Things Companies Can Do to Ensure Greater Diversity in the C-suite



We make better decisions with women. The quality of the dialogue and debate is better. The perspectives that each group brings to the table are better. And I think we are even better at what we do because of that."



— Peter Grauer,  
Bloomberg Chairman  
& Speaker at the  
2019 KPMG Women's  
Leadership Summit



Align recruiting, retention, and promotion efforts with diversity, equity and inclusion efforts to ensure good talent stays with your organization. Offer opportunities for robust learning and development programs to cultivate growth for all professionals.



Provide flexibility for caregiving and other at-home responsibilities.



Ensure that your AI systems are built to reduce or eliminate bias, and that employees receive training and upskilling in ways that will help maximize their career growth.



Sponsor Employee Resource Group (ERG) programs and other networking opportunities to empower and encourage diversity groups in the workplace.



Cultivate a robust pipeline of early talent and take concrete steps to reduce unconscious bias throughout your organization.



# 3

## Things Leaders Can Do to Ensure Greater Diversity in the C-suite



Commit to tangible changes that reflect a genuine commitment to diversity and inclusion, including increasing awareness about your own potential unconscious biases. Walk the walk and talk the talk.



Recruit external talent to bring more diverse and unique perspectives to the leadership table. Don't be afraid to go outside of your own talent pool to find new and fresh ideas.



Mentor and sponsor the talent around you. Cultivate the next generation.



If you have the focus to do it right, you will have the focus to excel. In these high-profile, stressful situations, the focus to do the job is much bigger than the distractions around you."

— Kara Lawson,  
Duke Women's  
Basketball Head Coach  
& Speaker at the 2021 KPMG  
Women's Leadership Summit





# Executive Women Spotlights

In celebration of our 10-year anniversary, several executives who are past attendees of the KPMG Women's Leadership Summit graciously shared personal reflections on their rise to the C-suite and offered career advice\* for other women leaders aspiring to reach the C-suite.



## Andrea Albright

Executive Vice President of  
Sourcing, Walmart

### I am most proud of:

My family instilled in me a strong work ethic from an early age, which has been fundamental in driving my professional and personal accomplishments. I'm most proud of my role as a mom, as an engaged member of my community, and as a Walmart associate. Walmart gives me a platform to pay forward the success I've achieved, build confidence in others, and help them grow, professionally and personally. Being a part of their journey and contributing to their development brings me immense pride and is one of my greatest achievements.

### In my role, I am most inspired by:

I am inspired by the chance to make a positive impact on people's lives, both within Walmart and beyond. Whether it involves empowering associates to reach their full potential or championing inclusive initiatives, knowing that I can contribute to meaningful change motivates me to continually strive for excellence. This drive is amplified by my passion for supporting women and children, which closely aligns with my professional focus, compelling me to create opportunities for growth and development.

### One thing I do each day to be the best version of myself:

Practicing meditation and mindfulness daily is a habit that has helped in my personal growth. Taking a moment to reflect on the opportunities I've been granted, the supportive people in my life,

and the progress I've achieved helps me remain grounded and focused on what truly matters. Each day, I strive to be the best version of myself by prioritizing presence and unapologetically attending to the demands of the moment, whether at work or with my family.

### The change most needed in order for more women to advance to the C-suite is:

In order to support and develop women, it is crucial that we actively combat bias. The feedback given to men and women is frequently biased. For example, men are often seen as passionate, while women are unfairly labeled as emotional. I've noticed that society tends to overlook a man's likability if he is competent, whereas for women, likability plays a significant role in their professional growth. This disparity has to change. We must have a more fair and equitable system in assessing and promoting talent.

### In evaluating talent, the top three qualities I look for are:

In evaluating talent, I look for things that I can't teach. For example, I can't teach someone to have a strong work ethic, play well with others or have a strong value system that leads them to do things the right way and with integrity. I also look for curiosity and a desire to never stop learning. All these things are hard to teach. I can teach anyone to be a functional expert or build a tactical skillset.

### Words of advice I'd share with other women aspiring to reach the C-suite:

To women aspiring to reach the C-suite, my word of advice is to enjoy the journey and recognize the vastness of your potential. You must believe in yourself more than others believe in you. There will always be a reason why you can't, and you need to hold on to the reasons why you can. If I had listened to the people early in my career, I would not be where I am today. I believed that what I had to contribute was important. You have to believe in the impact you can make.



## Callie Field

President, T-Mobile Business  
Group, T-Mobile

### I am most proud of:

I've had the incredible opportunity to spend the last 20 years at T-Mobile, starting as a frontline sales rep and now leading as the President of the Business Group. I am most proud of the times in my life when my talents and work were deeply connected to my heart: seeing the pride on our frontline's faces when we reinvented customer service with Team of Experts and our work was published in *Harvard Business Review*, coupled with the longest (and still going!) winning streak of superior customer experience in our industry. Or, our work to give employees who have not had access to a college education the opportunity and support to break through, be a first-generation graduate, without debt, and thrive as leaders in our company and communities. Lastly, I am proud of the thousand moments as a leader when I have had the privilege to open a door for a person almost ready to give up hope ... and I get to be a partner in a colleague's second chance.

### In my role, I am most inspired by:

I am most inspired when I see customers delighted and empowered by our solutions. My team is powerfully aligned around being the growth engine for the company, and when we win with customers, they are so fired up. That energizes me!

### One thing I do each day to be the best version of myself:

One thing I do each day to be the best version of myself is work out in the morning. I like to lift weights because it makes me feel strong and happy, knowing that I'm doing something for my future self. And I like to hike in the woods by my house. The massive trees remind me to keep things in perspective!

### The change most needed in order for more women to advance to the C-suite is:

At the end of the day, people decide who sits at the table—directors, CEOs, heads of HR, and the shared endorsements of the senior management team—we are the people who have to choose women, and then we have to be open-eyed and honest about existing norms that exclude or subvert the success of those who are underrepresented. It's crucial to challenge the parts of the established practices that work against women succeeding. This will likely differ across companies, but may include programs that address healthcare, childcare, maternity and paternity leave, and re-entry to workforce resources.

### In evaluating talent, the top three qualities I look for are:

The top three qualities I look for are: relentless dissatisfaction with the status quo, high motivation to develop talent and success at promoting their people, and the desire and ability to be an expert.

### Words of advice I'd share with other women aspiring to reach the C-suite:

Be clear on why you want this. The C-suite will come with a number of sacrifices.



## Monica Mijaleski

Chief Financial Officer,  
Yahoo!

### I am most proud of:

My life.

### In my role, I am most inspired by:

My leadership team at Yahoo! - working with a group of fellow leaders with exceptionally high EQ makes a massive difference. We all have positive intent, a low threshold for politics and BS, and in turn, we inspire each other to drive for progress. We all have a common goal.

### One thing I do each day to be the best version of myself:

I meditate for a few minutes after I wake up; the breathing and focus helps me get prepared for the day. Then the first cup of coffee.

### The change most needed in order for more women to advance to the C-suite is:

Honestly, I think it comes from the expectations that women put on themselves. We need to give ourselves more grace and go easier on ourselves. It's possible to have a happy family, life, and a successful career, but we need to be okay with not being perfect and ensure that we set realistic expectations for ourselves. Many times (and it was the case with me earlier in my career and being a new mom), we set others' expectations on ourselves, that we will be perfect at everything. We either need to redefine what we mean by "perfect" or not give off that impression in the first place. Many women give up or fear advancing because they think they will fail, thinking that they can't possibly step into that person's shoes or take on that additional responsibility.

### In evaluating talent, the top three qualities I look for are:

1. High EQ - always #1 criteria.
2. Subject matter expertise.
3. Potential.

### Words of advice I'd share with other women aspiring to reach the C-suite:

Don't let fear stop you. Be brave, learn, be bloody good at your skill, and then have a voice, because none of it will matter if people don't see or hear you. But make sure what you have to say matters and is meaningful.

\*Opinions expressed within this content are solely the authors' and do not necessarily reflect the opinions and beliefs of KPMG



## Victoria De La Huerga

President, Commercial Strategy, ADM

**I am most proud of:**

Taking on a broad array of assignments that were outside of my comfort zone and experience base, and leading teams to advance our business.

**In my role, I am most inspired by:**

The opportunity to advance our talent and our business.

**One thing I do each day to be the best version of myself:**

Always be professional and respectful in my interactions.

**The change most needed in order for more women to advance to the C-suite is:**

Take more risks and make sure you have champions advocating for you.

**In evaluating talent, the top three qualities I look for are:**

Confidence, humbleness and ability to influence others.

**Words of advice I'd share with other women aspiring to reach the C-suite:**

You must be resilient and effect change.



## Alethia Jackson

Senior Vice President, ESG and Chief DEI Officer, Walgreens Boots Alliance

**I am most proud of:**

Mentoring younger women along their career and leadership journey.

**In my role, I am most inspired by:**

The commitment of our team members across the global enterprise to creating a sustainable and inclusive workplace to help our company grow and thrive.

**One thing I do each day to be the best version of myself:**

Pray and meditate.

**The change most needed in order for more women to advance to the C-suite is:**

More women and allies in the C-suite.

**In evaluating talent, the top three qualities I look for are:**

Emotional intelligence, drive, and adaptability.

**Words of advice I'd share with other women aspiring to reach the C-suite:**

When invited into a room, take a seat at the table and let your voice be heard.



## Sue Hohenleitner

Vice President of Finance and Chief Financial Officer of North America Innovative Medicine, Johnson & Johnson

**I am most proud of:**

The impacts I have on our business, particularly our patients, through the lens of finance.

**In my role, I am most inspired by:**

I am inspired by my team, those that show resilience in the face of adversity, and people that can keep it light and laugh sometimes. :)

**One thing I do each day to be the best version of myself:**

I try to exercise, even if it's a walk or short run before I start my day. It starts me off on the right foot and gets me ready to tackle anything!

**The change most needed in order for more women to advance to the C-suite is:**

CONFIDENCE - we need to stay resilient, scrappy, and confident in our journey to the C-suite. Don't give up if a small setback happens. Keep your eye on the goal and be OK with yourself as you are!

**In evaluating talent, the top three qualities I look for are:**

Curiosity in the business, strong acumen, and presence.

**Words of advice I'd share with other women aspiring to reach the C-suite:**

Trust your mentors and sponsors (sometimes they see more than you can). Don't give up, and don't assume that rising to a certain job is the end goal - you NEED to enjoy the journey!



## Pilar Cruz

Corporate Senior Vice President and Chief Sustainability Officer, Cargill

**I am most proud of:**

The meaningful impact I am able to drive, in partnership with Cargill's teams, to help solve some of the world's most complex challenges including food security for a growing population and climate change. From building schools in Vietnam, to providing birth certificates to children in the communities in Ghana, to empowering women in Mexico, to providing meals to children in Nicaragua.

**In my role, I am most inspired by:**

The 165,000 Cargill employees who wake up every single day to help feed the world, protect the planet, and empower local communities. It is a tall order, but our colleagues are relentless and determined to increase food security—it is a powerful motivator!

**One thing I do each day to be the best version of myself:**

Prioritize what matters, accept help from others, don't delay, celebrate small victories, and recognize your team. Outside of work, spending time with my husband and children, as well as exercising, are my priorities.

**The change most needed in order for more women to advance to the C-suite is:**

More leaders sponsoring women. When both men and women leaders sponsor rising female talent, they lift them up and advocate for them, increasing their courage and confidence.

**In evaluating talent, the top three qualities I look for are:**

Adaptability, execution, and resilience.

**Words of advice I'd share with other women aspiring to reach the C-suite:**

Attitude is everything: challenge yourself and keep growing, develop a strong support system, and be your authentic self.



## Julie Parsons

Executive Vice President and Chief Operating Officer of Property-Liability, Allstate

**I am most proud of:**

Raising two awesome humans.

**In my role, I am most inspired by:**

My team's commitment to our customers and delivering results.

**One thing I do each day to be the best version of myself:**

Read.

**The change most needed in order for more women to advance to the C-suite is:**

One change? Requiring a diverse slate of candidates for all roles and ensuring objective consideration for the unique value different leaders bring.

**In evaluating talent, the top three qualities I look for are:**

Systems thinking, curiosity, execution. Things like integrity are non-negotiable.

**Words of advice I'd share with other women aspiring to reach the C-suite:**

Don't sell yourself short. If your organization doesn't value what you bring to the table, look for another one that does.



# Our Study

This survey's qualitative and quantitative data provided perspectives of executive women in the workplace. As women move closer to C-suite leadership levels, ongoing research remains beneficial to help women progress within an evolving marketplace and changing corporate cultures.

It is recommended that research continue regarding executive women's path to the C-suite, as the work is far from done. Does progress accelerate? Are executive women able to overcome societal norms? Are executive women able to change business practices to suit their needs better? How do women continue to improve business? Research could also examine new diversity practices and other initiatives put in place by organizations to enable women to excel.

As the business and economic landscape evolves, this report provides insights to assist women as they grow their careers. We hope women, CEOs, business leaders, and others will consider all of this data, conclusions, and recommendations.

## Resources

Thank you for reading *Advancing the Future of Women in Business: The 2024 KPMG Women's Leadership Summit Report*. For questions or comments on this report or to engage with KPMG further on these issues, please feel free to email us at [us-monkpmgwlms@kpmg.com](mailto:us-monkpmgwlms@kpmg.com).

To learn more, visit [kpmg.com/womensleadership](https://kpmg.com/womensleadership).

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