



2009 RESEARCH: SPONSORSHIP OPPORTUNITIES

WOMEN IN LEADERSHIP

In [this practice area](#), Catalyst documents the representation of women in the workplace and uncovers the barriers to women's advancement.



Catalyst Census of Women Corporate Officers and Top Earners of the FP500

This report will be the fourth Census of Canadian women corporate officers and top earners in the *Financial Post* 500 (FP500), allowing us to track the progress of women in corporate leadership in Canada.

Questions

1. What percentage of FP500 corporate officer positions are held by women? How does this compare to their representation in the labor force and in management positions?
2. How many companies in the FP500 have no women corporate officers, one woman corporate officer, and multiple women corporate officers?
3. What percentage of top earner and clout titles (e.g. CEO, President, COO, EVP) are held by women?

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2009 Catalyst Census of Women Board

Directors of the *Fortune* 500

2009 Catalyst Census of Women Corporate Officers and Top Earners of the *Fortune* 500

The annual [Catalyst Censuses](#) are foundational to our mission of expanding opportunities for women at work. In these reports, we gauge women's progress in *Fortune* 500 leadership, which provides a proxy for women's advancement in the workplace at large. Census data are drawn from publicly available information, such as company annual reports, proxy statements, 10-K forms, and websites. To ensure quality, Catalyst audits all of the information collected.

Questions

1. What proportion of *Fortune* 500 board director, corporate officer, and top earner positions do women hold?
2. What percentage of women corporate officers hold line positions? What percentage hold staff positions?
3. What percentage of board committees are chaired by women?

Sponsor: Ernst & Young LLP

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Generations

Multiple generations of employees (e.g., Veterans, Baby Boomers, Gen X, and Gen Y) are increasingly working side-by-side in organizations, often on the same teams. Whether as a result of changing population demographics or the flattening of organizations' hierarchies, the compression of disparate age groups in the workplace presents challenging dilemmas to companies, managers, and employers of all ages. This research explores what organizations are doing to respond to this trend and delineates the changes they are making to address intergenerational conflict, differences in communication style, and other challenges. The report will address these issues by providing an overview of practices and programs that have been adopted in workplaces across industries and geographies.

Questions

1. Do companies and firms have programs and practices that facilitate communication among employees of different generations?
2. Are organizations using the knowledge about generational trends and diversity that has been produced in the past decade? In what ways?
3. Do programs and practices focus on U.S.-specific generations, or do they address issues of age, life stage, and career stage more broadly or globally?

*Partnering Sponsor: General Motors
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Lesbian, Gay, Bisexual, and Transgender (LGBT) Employees

Continued From Previous Fiscal Year

LGBT employees are an important portion of the workforce throughout North America, yet corporate diversity strategies rarely focus on understanding and addressing their unique needs. Tracking the representation of LGBT employees, especially those in senior positions, is particularly challenging. Many companies do not include LGBT identity as part of their employee engagement surveys or their human resources policies and programs. In addition, because some LGBT employees do not disclose their sexual orientation, gender identity, and/or gender expression, they remain invisible minorities.

This report will address the significant knowledge gaps that exist between the perceptions and experiences of LGBT managers, professionals, and executives, and it will provide insight on possible differences in the experiences of women and men. Quantitative data will be augmented with an online survey of LGBT employees that allows them to share their perceptions and experiences of coming out at work, stereotypes, fitting in, interpersonal challenges at work, career advancement strategies, barriers, and workplace perceptions about LGBT issues. Recommendations specific to cultural contexts, including Canada, will be provided.

Questions

1. Are LGBT employees committed to their organizations and satisfied with their career advancement?
2. How do LGBT employees perceive their relationships with colleagues? With managers?
3. What are LGBT employees' perceptions of their organizations' career advancement processes? Are there unique career advancement challenges for LGBT employees? What strategies do they use to get ahead?
4. What can organizations do to support their LGBT employees?

*Contributing Sponsor: Scotiabank
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Snapshots of Women's Experiences in Corporate Canada

Snapshots will be five-to-six page explorations of the challenges, perceptions, and experiences of women in Canadian workplaces. They will identify barriers to career advancement and discuss how women and men may experience them differently. Additionally, *Snapshots* will examine factors that impact an organization's bottom line, including career satisfaction, employee commitment, and intent to stay at the organization. *Snapshots* will cover the law, accounting, and technology industries. Findings will be highlighted in charts and graphs, and the reports will be made available on the Catalyst website. They can be posted on sponsors' websites as well.

Questions

1. How do respondents perceive their relationships with their managers and colleagues? Are there differences between women and men's responses about how fairly their managers treat them or whether their colleagues include them in informal networks?
2. What barriers to career advancement do women and men face? Does the perception of these barriers differ by gender?
3. What is the outcome of these experiences and perceptions, and how do they relate to bottom-line metrics? For example, are women and men with productive relationships with their managers or colleagues more likely to intend to stay with their organization?

Sponsorship opportunities available.

Making Change: Effective Mentoring For Career Success

Although mentoring relationships are often cited as critical for developing and advancing women leaders, many organizations struggle to define parameters around these relationships. This booklet will provide HR practitioners and diversity leaders with step-by-step guidance about the roles of mentors and mentees, how diversity and inclusion are related to mentoring efforts, strategies to track if mentoring has career outcomes, and how individuals can assemble their "personal board of directors."

Sponsorship opportunities available.

ORGANIZATIONAL CHANGE AND EFFECTIVENESS

In [this practice area](#), Catalyst examines the organizational practices and strategies that attract and leverage diversity in the workplace.

2009 Catalyst Member Benchmarking

[Catalyst Member Benchmarking](#) assesses the scope of diversity and inclusion programs, policies, and initiatives of participating member organizations that contribute confidential data. Participating members use the findings to benchmark their diversity and inclusion initiatives and workforce statistics against all respondents, industry peers, respondents from other industries, Catalyst Award-winning respondents, and respondents from global regions, including members of [Japan Women's Innovative Network \(J-Win\)](#). They also receive workforce statistics analyzed by global region, gender, managerial level, and race and ethnicity, as well as an in-depth analysis of cutting-edge issues. The Catalyst Member Benchmarking Tool provides password-protected online access to global workforce statistics, additional diversity and inclusion practices, and interactive comparisons with other respondents.

Questions

1. What percentage of leadership positions in participating companies and firms are held by women?
2. How does women's representation in benchmarked companies and firms compare across different parts of the world?
3. What resources do participating organizations invest in diversity and inclusion activities, and how are diversity and inclusion functions organized?

*Lead Sponsor: McDonald's Corporation
Contributing Sponsor: KPMG
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Combating Subtle Prejudice Against Women

Many economists believe that now, more than ever before, it is discrimination against women that accounts for gender disparities in earnings and career advancement. Because women and men have increasingly similar skills and training, human capital differences no longer provide a satisfactory explanation for why men earn more and advance faster in business than women. To reduce gender inequities in the workplace, organizations need to find more effective ways to eliminate the subtle prejudices and discriminatory behaviors that limit women's advancement. Based on a comprehensive online survey examining the factors that influence men's attitudes and beliefs about women, this study will provide insights on how organizations can combat gender-based prejudice in the workplace.

Questions

1. What experiences and belief systems increase the prejudices that some male managers have against women?
2. What experiences and belief systems decrease the prejudices that some male managers have against women in the workplace?
3. What techniques should organizations use to combat subtle prejudice of men against women?

Sponsorship opportunities available.

Gender Stereotypes Toolkit

Catalyst has documented that gender-based stereotyping is a significant barrier to women's advancement in business and that combating stereotypic bias is an imperative for organizations striving to close the gender gap in corporate leadership. To help organizations achieve this goal, the Gender Stereotypes Toolkit will include:

- A Microsoft Excel-based Stereotype Risk Assessment Tool (SRAT) that will enable practitioners to identify which talent management practices decrease or increase women's risk of experiencing stereotypic bias and which talent management practices are most vulnerable to the distorting effects of stereotypic biases.
- A step-by-step guide to reducing the specific risk factors identified by the Stereotype Risk Assessment Tool (SRAT).

*Contributing Sponsor: Shell International
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Making Change: Men Mentoring Women

Helping women find mentors is fundamental to increasing women's representation in leadership. However, many organizations find it difficult to cultivate a sufficiently large pool of mentors. To address this challenge, this booklet will examine mentoring behavior among male managers—a group that holds a disproportionately large share of corporate leadership jobs and therefore represents a significant proportion of the pool of potential mentors for women aspiring to senior positions. Specifically, the booklet will discuss what organizations can do to encourage more male managers to mentor women.

Sponsorship opportunities available.

WOMEN OF COLOR/VISIBLE MINORITIES

In [this practice area](#), Catalyst develops practical recommendations to improve the retention, development, and advancement of women of color.

Manager Relationships With Direct Reports Who Are Women of Color

Continued From Previous Fiscal Year

Many barriers for women of color—lack of mentors, lack of access to informal networks, lack of high-visibility projects—could be addressed with productive relationships between a woman and her manager. This study will provide an understanding of relationships between managers and women of color who report to them. The data will help organizations optimize these relationships, facilitate career development, and ultimately increase the number of women in color in senior management positions. The survey sample will consist of managers and the women of color who report to them, as well as white managers and the white women who report to them. Focus groups among a pre-survey sample of managers and direct reports will explore the dynamics to be measured in the survey. Post-survey interviews of manager-direct report pairs that exhibit high levels of work effectiveness and pairs that exhibit low levels of effectiveness will also be conducted.

Questions

1. To what extent do interaction dynamics vary between managers and direct reports who are women of color and managers and direct reports who are white women? How do different dynamics, if present, inform recommendations to managers and senior leadership?
2. What are some barriers that managers and direct reports who are women of color face in achieving career-enhancing relationships? How can these barriers be overcome?
3. How is career support by managers of women of color influenced by the actions and perceptions of each member of the pair? How can levels of career support be improved?

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Women of Color and Work-Life Issues

Currently, there is limited knowledge about the work-life needs and experiences of women of color in business organizations. However, women of color are more likely than white women to be working and/or single mothers; they are also more likely to maintain roles in their community or religious organizations, bear the responsibilities of eldercare, and occupy lower-wage jobs. This report will help human resources teams, diversity professionals, managers, and individuals understand the work-life challenges faced by women of color so that they can develop work-life initiatives that are effective and inclusive for all employees. Findings will be presented for women of color as a group, as well as Asian women, black women, and Latinas as separate groups.

Questions

1. To what extent do current work-life policies and practices meet the needs of women of color working in professional roles? Do women of color have personal needs that are not addressed by current organizational approaches?
2. How much do managers and organizations support the use of flexible work arrangements by women of color?
3. How does “social capital,” based partially on marital and family status, affect career outcomes for women of color?

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