



# 2010 CATALYST Award Application

*The recognition of the annual Catalyst Award is a coveted place for any business that wishes to be a leader in global industry. Innovation and excellence are the natural results when people are engaged and feel valued for the skills and talents they bring to the table.*

Charles O. Holliday, Jr.  
Chairman, DuPont  
Chair, Catalyst Board of Directors

## Catalyst Award Winners

- 2009**  
Baxter International Inc.  
CH2M HILL  
Gibbons P.C.  
KPMG LLP
- 2008**  
ING U.S. Financial Services  
Nissan Motor Co., Ltd.
- 2007**  
The Goldman Sachs Group, Inc.  
PepsiCo, Inc.  
PricewaterhouseCoopers LLP  
Scotiabank
- 2006**  
BP p.l.c.  
The Chubb Corporation  
Safeway Inc.
- 2005**  
Georgia-Pacific Corporation  
Sidley Austin Brown & Wood LLP
- 2004**  
General Electric Company  
Harley-Davidson, Inc.  
Shell Oil Company U.S.
- 2003**  
Accenture  
Ernst & Young LLP  
WellPoint Health Networks Inc.
- 2002**  
Bayer Corporation  
Fannie Mae  
Marriott International, Inc.
- 2001**  
American Express Company  
General Mills, Inc.  
JPMorgan Chase & Co.
- 2000**  
Charles Schwab & Co.  
IBM Corporation  
The Northern Trust Company
- 1999**  
Baxter Healthcare Corporation  
Corning Incorporated  
TD Bank Financial Group
- 1998**  
The Procter & Gamble Company  
Sara Lee Corporation
- 1997**  
The Allstate Corporation  
Avon Mexico
- 1996**  
Hoechst Celanese Corporation  
Knight-Ridder, Inc.  
Texas Instruments
- 1995**  
Deloitte & Touche LLP  
The Dow Chemical Company  
J.C. Penney Company, Inc.
- 1994**  
Bank of Montreal  
McDonald's Corporation  
Pitney Bowes Inc.
- 1993**  
The American Business Collaboration  
(ABC) for Quality Dependent Care  
Con Edison  
Morrison & Foerster  
Motorola
- 1992**  
American Airlines  
Continental Insurance  
Hewlett-Packard Company
- 1991**  
Arthur Andersen & Co., S.C.  
SC Johnson Wax  
Tenneco Inc.
- 1990**  
Eastman Kodak Company  
John Hancock Financial Services  
US Sprint Communications Company
- 1989**  
Fannie Mae  
IBM Corporation  
U S WEST, Inc.
- 1988**  
Avon Products, Inc.  
Corning Glass Works  
E.I. du Pont de Nemours and Company  
Gannett Co., Inc.
- 1987**  
Connecticut Consortium for Child Care  
The Equitable Financial Companies  
IBM Corporation  
Mobil Corporation

## ABOUT THE AWARD

The Catalyst Award annually honors innovative approaches with proven results taken by organizations to address the recruitment, development, and advancement of all managerial women, including women of color. Catalyst's rigorous, year-long examination of initiatives and their measurable results culminates in intensive on-site reviews at finalist organizations. By celebrating successful initiatives, Catalyst provides organizations with replicable models to help them create initiatives that are good for women *and* good for business.

### Each initiative is evaluated against the following criteria:

- ✓ Business Rationale
- ✓ Senior Leadership Support
- ✓ Accountability
- ✓ Communication
- ✓ Replicability
- ✓ Originality
- ✓ Measurable Results

### Catalyst welcomes your application for the Catalyst Award.

Catalyst assesses a variety of strategic approaches related to women's advancement for the Catalyst Award. Discrete efforts, as well as broad initiatives such as those that facilitate cultural change, are considered. These efforts may be targeted to various underrepresented groups and may encompass a range of diversity and inclusion programs.

**Your initiative need not focus exclusively on women, but results must demonstrate that the initiative supports women's advancement, including that of women of color, and that it can be sustained over time.**

All of the information submitted will be confidential.

## YOUR APPLICATION

Please provide detailed descriptions of the components of your initiative in the following format. We will also accept other supporting materials, but you must first address the items below in the order in which they appear.

### 1. Title of Initiative

### 2. Summary of Initiative

- Provide a brief paragraph summarizing the initiative.
- Describe the specific programs and/or elements that comprise the initiative.
- What evidence is there for utilization of specific components? Is there tracking by target populations? Please describe in detail.

### 3. Organizational Structure

- Provide an organizational chart and a graphic representation of the organizational structure and major business units/divisions/regions.
- Describe how diversity and inclusion fit into this structure.

### 4. Business Rationale

- What is the business rationale for the initiative?
- How was it developed, and who was involved?
- How is the initiative integrated with the overall business strategy?

### 5. Senior Leadership Support

- Who are the leaders of the initiative, and what are their roles in the organization as well as in relation to the initiative?
- What is the role of the CEO or Managing Partner/Director?
- What evidence can you provide to show that senior leadership commitment will be sustained over time?

### 6. Accountability

- Who is held accountable for the success of the initiative? Please describe in detail how this occurs.
- How are managers held accountable for results?
- What specific mechanisms or tools are used to ensure accountability and/or to measure progress?
- How do those mechanisms ensure the sustainability of the initiative?

### 7. Communication of Initiative

- How have the business rationale and initiative components been communicated to management and employees?
- How does the organization's leadership communicate its commitment to the initiative?
- What evidence exists of employee engagement in initiative components?

### 8. Replicability

- What are the key elements of the initiative that make it effective and must be present for the initiative to be successfully replicated?
- What challenges may exist in replicating this initiative in different contexts (e.g., industry, geography, corporate structure)?

### 9. Originality

- Which aspect(s) of this initiative can be described as innovative?
- How does this initiative provide new knowledge to the business community?

## 10. Measurable Results

- How do women, including women of color, benefit?
- Please include Change Outcomes and Target Population data as specified below.

### Change Outcomes

- Please provide comparative data that demonstrate the impact of the initiative on women overall and on women of color for at least two points in time: 1) the year the initiative commenced and 2) the current year. **These data should be related to aspects of the initiative and should illustrate how the initiative has positively affected women.** Because each initiative is different, appropriate metrics will vary, but they may include:
  - Attrition data (both voluntary and involuntary losses, including retirement, throughout the fiscal year)
  - Employee survey results
  - Recruitment data
  - Representation data for leadership positions, by gender
  - Promotion data
  - Other specialized data related to the change effort, programs, and/or policies

### Target Population: Executive and Managerial-Level Workforce

- Using the table format below, please provide **workforce representation data** identifying the number of individuals by relevant levels for two points in time: 1) the year the initiative commenced and 2) the current year. For example, use the top row for the most senior level applicable to the initiative and/or target group(s), and indicate other levels below that. Please provide the terminology that is used to identify each level (e.g., job, band, grade, title). For people of color categories, provide race/ethnicity if applicable and use categories that apply to your country. **Indicate the number (not the percentage)** of individuals in each category, and specify the scope of the workforce data (e.g., global or headquarters country only).

REPRESENTATION DATA: (1) START OF INITIATIVE \_\_\_\_\_ (Specify year)  
 (2) CURRENT YEAR \_\_\_\_\_ (Specify year)

Workforce Level	Total Number		Number of White Women		Number of Women of Color		Number of White Men		Number of Men of Color	
	Start Year	Current Year	Start Year	Current Year	Start Year	Current Year	Start Year	Current Year	Start Year	Current Year
<b>Band 1</b> (e.g., President, EVP, Partner)										
<b>Band 2</b> (e.g., SVP, VP, Managing Director)										
<b>Band 3</b> (e.g., Senior Director, Director, Senior Associate/ Associate)										

- Using the table format below, please provide the demographic composition of the **Board of Directors** and **Corporate Officers** for two points in time: 1) the year the initiative commenced and 2) the current year. For professional services firms, comparable levels may include **Management Committee** and/or **Executive Committee**. There must be at least one woman in either category in the year of application. Please **indicate the number (not the percentage)** of individuals in each category.

BOARD OF DIRECTORS AND CORPORATE OFFICERS: (1) START OF INITIATIVE \_\_\_\_\_ (Specify year)  
 (2) CURRENT YEAR \_\_\_\_\_ (Specify year)

Governance Level	Total Number		Number of White Women		Number of Women of Color		Number of White Men		Number of Men of Color	
	Start Year	Current Year	Start Year	Current Year	Start Year	Current Year	Start Year	Current Year	Start Year	Current Year
<b>Board of Directors</b>										
<b>Corporate Officers</b>										

## ELIGIBILITY REQUIREMENTS

- Due to the rigorous evaluation process, a \$2,500 nomination fee must be included as part of the completed application packet. You can find the nomination fee form online; please submit the fee and completed form with the application.
- CEOs or Managing Partners/Directors of winning organizations must be present to accept the Catalyst Award in person at the 2010 Catalyst Awards Dinner on **March 24, 2010**. You can find the CEO and Managing Partner/Director attendance verification forms online; please submit a signed copy with the application.
- Any organization that has previously applied for the Catalyst Award may not reapply for any initiative within a two-year period.
- Organizations that are in the process of merging or have recently completed a merger will not be considered for the Catalyst Award until data for the merged organization can be presented.
- Organizations that have had a large-scale Catalyst Advisory Services engagement cannot apply for the Catalyst Award until three years after the Catalyst engagement has ended.
- Organizations that have won the Catalyst Award may not nominate the same initiative again.

## INFORMATION FOR APPLICANTS

- Interested organizations should contact Julie S. Nugent, Chair, Catalyst Award Evaluation Committee for a telephone call prior to submission of the application.
- Applicant must provide Catalyst with the name of a contact person who has in-depth knowledge about the initiative.
- All materials submitted to Catalyst will remain confidential and will not be returned after the Catalyst Award evaluation process.
- Catalyst prepares written materials regarding Award winners based on the submissions. You agree that Catalyst owns all rights to such materials and that Catalyst may use your submissions in preparing and using them.
- Catalyst will conduct database searches on legal and other business issues relevant to the content, execution, and/or sustainability of an organization's nominating initiative.
- Because the Catalyst Award is a public education vehicle, results of winning initiatives are made public by Catalyst in collaboration with winning organizations.
- Catalyst reserves the right to disqualify a nominee at any time until the date of the Catalyst Awards Dinner on **March 24, 2010**, if the Catalyst Award criteria have been violated.

## ABOUT CATALYST

Founded in 1962, Catalyst is the leading nonprofit membership organization working globally with businesses and the professions to build inclusive workplaces and expand opportunities for women and business. With offices in the United States, Canada, and Europe, and more than 400 preeminent corporations as members, Catalyst is the trusted resource for research, information, and advice about women at work. Catalyst annually honors exemplary organizational initiatives that promote women's advancement with the Catalyst Award.

**NEW YORK** 120 Wall Street, 5th Floor, New York, NY 10005; (212) 514-7600; (212) 514-8470 fax  
**SUNNYVALE** 165 Gibraltar Court, Sunnyvale, CA 94089; (408) 400-0287; (408) 744-9084 fax  
**TORONTO** 8 King Street East, Suite 505, Toronto, Ontario M5C 1B5 (416) 815-7600; (416) 815-7601 fax  
**ZUG** c/o KPMG AG, Landis+Gyr-Strasse 1, 6300 Zug Switzerland, +41-(0)44-208-3152; +41-(0)44-208-3500 fax

## AWARD EVALUATION PROCESS

- Applications are due **June 5, 2009**.
- Telephone interviews will be conducted with applicants during the summer of 2009.
- Members of the Catalyst Award Evaluation Committee will conduct a multi-day site visit at each finalist company in the fall of 2009, meeting with the following individuals:
  - CEO or Managing Partner/Director
  - Senior- and middle-level managers
  - Executive-level women and men
  - Human resources professionals
  - Groups of employees at various levels
- Award winners will be publicly announced in **January 2010**.
- Winners will be honored at the nationally publicized 2010 Catalyst Awards Dinner attended by more than 1,500 business leaders on **March 24, 2010**, in New York City.

## APPLICATION INFORMATION

Visit <http://www.catalyst.org/page/71/apply-for-the-catalyst-award> to download a complete application packet, including the nomination fee form and the CEO or Managing Partner/Director attendance verification form.

**Catalyst requires applications to be submitted both in hard-copy and electronically.** For electronic submissions, send an Optical Character Recognition PDF file with searchable text and a Word document to Julie S. Nugent at [jnugent@catalyst.org](mailto:jnugent@catalyst.org). For hard-copy submissions, send the completed application, CEO or Managing Partner/Director attendance verification form with original signature, nomination fee and form, and the business card of the organizational representative to be contacted, **postmarked no later than June 5, 2009**, to:

### **Julie S. Nugent**

Chair, Catalyst Award Evaluation Committee  
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