

# 2012 CATALYST AWARD

## Application

### Catalyst Award Winners

|  |   |  |
|--|---|--|
| <b>2011</b><br>Kaiser Permanente<br>McDonald's Corporation<br>Time Warner Inc.                               | <b>2002</b><br>Bayer Corporation<br>Fannie Mae<br>Marriott International, Inc.                  | <b>1993</b><br>The American Business<br>Collaboration (ABC) for<br>Quality Dependent Care<br>Con Edison<br>Morrison & Foerster<br>Motorola |
| <b>2010</b><br>Campbell Soup Company<br>Deloitte LLP<br>RBC<br>Telstra Corporation Limited                   | <b>2001</b><br>American Express Company<br>General Mills, Inc.<br>JPMorgan Chase & Co.          | <b>1992</b><br>American Airlines<br>Continental Insurance<br>Hewlett-Packard Company   |
| <b>2009</b><br>Baxter International Inc.<br>CH2M HILL<br>Gibbons P.C.<br>KPMG LLP                            | <b>2000</b><br>Charles Schwab & Co.<br>IBM Corporation<br>The Northern Trust Company            | <b>1991</b><br>Arthur Andersen & Co., S.C.<br>SC Johnson Wax<br>Tenneco Inc.   |
| <b>2008</b><br>ING U.S. Financial Services<br>Nissan Motor Co., Ltd.   | <b>1999</b><br>Baxter Healthcare Corporation<br>Corning Incorporated<br>TD Bank Financial Group | <b>1990</b><br>Eastman Kodak Company<br>John Hancock Financial Services<br>US Sprint Communications Company                                |
| <b>2007</b><br>The Goldman Sachs Group,<br>Inc.<br>PepsiCo, Inc.<br>PricewaterhouseCoopers LLP<br>Scotiabank | <b>1998</b><br>The Procter & Gamble Company<br>Sara Lee Corporation                             | <b>1989</b><br>Fannie Mae<br>IBM Corporation<br>U S WEST, Inc.   |
| <b>2006</b><br>BP p.l.c.<br>The Chubb Corporation<br>Safeway Inc.  | <b>1997</b><br>The Allstate Corporation<br>Avon Mexico  | <b>1988</b><br>Avon Products, Inc.<br>Corning Glass Works<br>E.I. du Pont de Nemours and<br>Company<br>Gannett Co., Inc.                   |
| <b>2005</b><br>Georgia-Pacific Corporation<br>Sidley Austin Brown & Wood<br>LLP                              | <b>1996</b><br>Hoechst Celanese Corporation<br>Knight-Ridder, Inc.<br>Texas Instruments         | <b>1987</b><br>Connecticut Consortium for<br>Child Care<br>The Equitable Financial<br>Companies<br>IBM Corporation<br>Mobil Corporation    |
| <b>2004</b><br>General Electric Company<br>Harley-Davidson, Inc.<br>Shell Oil Company U.S.                   | <b>1995</b><br>Deloitte & Touche LLP<br>The Dow Chemical Company<br>J.C. Penney Company, Inc.   |  |
| <b>2003</b><br>Accenture<br>Ernst & Young LLP<br>WellPoint Health Networks Inc.                              | <b>1994</b><br>Bank of Montreal<br>McDonald's Corporation<br>Pitney Bowes Inc.                  |  |

## 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 diverse women.

Dimensions of diverse women include, but are not limited to, race, ethnicity, sexual orientation, gender identity, religion, generation, nationality, disability, Indigenous or Aboriginal peoples.

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
- Employee Engagement
- Innovation
- Measurable Results

Catalyst assesses a variety of strategic approaches related to women's advancement for the Catalyst Award. Targeted efforts, as well as broad initiatives such as those that facilitate cultural change, are considered.

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

## YOUR APPLICATION

Provide detailed answers to all of the questions in the order in which they appear. **Do not exceed 35 pages, which is the page limit.** We will request additional materials as necessary, so please do not provide them at this time.

## BACKGROUND

### 1. Title of Initiative

### 2. Organizational Context

- What geography or geographies does the initiative span? Note that measurable results will be required for each relevant geographical area.
- Describe any unique barriers/challenges that women face related to your industry, geography, or organization type. Provide any relevant benchmarking information (e.g., women's representation, promotion rates, retention rates) comparing your progress to other competitors in your industry.
- How would you describe your organization's culture (e.g., working styles, management styles, interpersonal behavior, pace of work)?
- What are the key elements of the initiative that make it effective and must be present for the initiative to be successfully replicated within its own context (e.g., industry, geography, sector, organizational structure)?

### 3. Summary of Initiative

- Provide a brief paragraph summarizing the initiative and its target audience.
- How does the initiative fit into your organization's history of diversity and inclusion?
- Describe the specific programs and/or elements that make up the initiative and the dates each began.
- What evidence is there for utilization of specific components? Is there tracking by target populations? Please describe in detail and provide supporting metrics.

### 4. Organizational Structure

- Provide a complete organizational chart and a graphic representation of the organizational structure and major business units/divisions/regions.
  - On the chart, indicate women's representation at levels relevant to your initiative's target audience(s), and note the positions with profit-and-loss responsibilities.
- Describe the diversity and inclusion function (e.g., Is D&I its own department? Does D&I sit within HR? Does responsibility for D&I extend to business units?) and how it is staffed and organized.

## CRITERIA

### 5. Business Rationale

- What is the business rationale for the initiative?
- How was it developed, and who was involved?
- Provide your organization's overall business strategy. How is the initiative integrated with the strategy? Do you have specific diversity and inclusion goals, and how, if at all, have these evolved over time?

## 6. 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? Be specific about how they visibly support the initiative (e.g., sponsoring initiative components, attending training/development courses).
- What is the role of the CEO or Managing Partner/Director?
- What is the role of the Board of Directors and/or any external advisory group?
- What evidence can you provide to show that senior leadership commitment will be sustained over time?

## 7. Accountability

- Who is held accountable for the success of the initiative, and how?
- Please describe in detail what groups and/or councils oversee initiative progress as well as how accountability varies by level.
- What specific mechanisms or tools are used to ensure accountability and/or to measure progress (e.g., links to compensation/bonus, ties to promotion/advancement opportunities)?
- How do these mechanisms ensure the success of the initiative?
  - Helpful information illustrating accountability may include: examples of specific diversity and inclusion goals; sample talent development plans and relevant goals related to initiative's target group(s); examples of succession-planning documents and/or goals, especially related to gender or other diversity dimensions.

## 8. Communication

- 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?
- How transparent are the initiative components and how broadly are they communicated? What are the communication mechanisms (e.g., organization's intranet, public website, town-hall meetings, newsletters, or other electronic/printed media) and frequency with which they are disseminated organization-wide?

## 9. Employee Engagement

- What levels of employees are involved in leadership of the initiative?
- What evidence is there of support for the initiative throughout the organization and in what ways? Please include both target population(s) and other employees.
- What evidence do you have that employee attitudes have changed as a result of the initiative (e.g., employee survey data showing change over time)?

## 10. Innovation

- Please describe in detail the ways in which aspect(s) of this initiative are innovative. For example, how does your initiative demonstrate new and different approaches, particularly in the context of your industry and/or culture?
- How does this initiative provide new knowledge to the business community?

## 11. Measurable Results

- The initiative must evidence measurable results for a **minimum of three years** for the two following categories: Change Outcomes Data and Representation Data.

### a. Change Outcomes Data

- Please provide comparative data (i.e., raw numbers) over multiple points in time (i.e., start year and current year or year by year) that demonstrate the positive impact of the initiative on women overall and on other relevant categories of diverse women. These data should always be broken out by gender (i.e., women and men) and should include any other dimensions of diversity relevant to your initiative (e.g., disabled women and disabled men). Because each initiative is different, appropriate metrics will vary, but may include:
  - Attrition data (both voluntary and involuntary losses, including retirement, throughout the fiscal year)
  - Retention data
  - Employee survey results
  - Recruitment data
  - Succession-planning pools
  - Promotion data
  - Other specialized data related to the change effort, programs, and/or policies of the initiative

### b. Representation Data

- Using the table format below, please provide workforce representation data identifying the number of individuals by relevant level (i.e., executive, managerial, and pipeline levels, if applicable) for two points in time: 1) the year the initiative commenced and 2) the current year. For example, use the second 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 U.S. and Canadian initiatives, as well as other countries as appropriate, you must provide data for race/ethnicity where indicated. **Indicate the actual number (not the percentage) of employees in each category.**

**WORKFORCE REPRESENTATION DATA:**

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

Scope of the workforce data \_\_\_\_\_ (Specify country or countries represented in table)

| Workforce Level   | Total Number |              | Number of White Women |              | Number of Racially/<br>Ethnically Diverse Women |              | Number of White Men |              | Number of Racially/<br>Ethnically Diverse Men |              |
|---|--------------|--------------|-----------------------|--------------|---|--------------|---------------------|--------------|---|--------------|
|   | Start Year   | Current Year | Start Year            | Current Year | Start Year                                      | Current Year | Start Year          | Current Year | Start Year                                    | Current Year |
| <b>Total Workforce (all employees)</b>                                |              |              |                       |              |   |              |                     |              |   |              |
| <b>Band 1<br/>(e.g., President, EVP, Partner)</b>                     |              |              |                       |              |   |              |                     |              |   |              |
| <b>Band 2<br/>(e.g., SVP, VP, Managing Director)</b>                  |              |              |                       |              |   |              |                     |              |   |              |
| <b>Band 3<br/>(e.g., Senior Director, Senior Associate/Associate)</b> |              |              |                       |              |   |              |                     |              |   |              |

- Using the table format below, please provide the demographic composition of the Board of Directors and Executive 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. Executive Officers are defined as those appointed or elected by the Board of Directors, including the CEO and up to two reporting levels below the CEO. Please indicate the number (not the percentage) of people in each category.
- Catalyst expects to see women on the Board of Directors, on the Management or Executive teams, and as leaders in your organization. There must be at least one woman in both categories in the year of application. **We strongly prefer that there be at least two or more women on the Board of Directors and at least one woman Executive Officer.**

**GOVERNANCE REPRESENTATION DATA:**

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

| Governance Level          | Total Number |              | Number of White Women |              | Number of Racially/<br>Ethnically Diverse Women |              | Number of White Men |              | Number of Racially/<br>Ethnically Diverse Men |              |
|---------------------------|--------------|--------------|-----------------------|--------------|---|--------------|---------------------|--------------|---|--------------|
|                           | 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>Executive Officers</b> |              |              |                       |              |   |              |                     |              |   |              |

## 12. Required Disclosure

Please provide any information regarding any business and legal issues of which you are aware with respect to the content, execution, and/or sustainability of the initiative (e.g., local culture, competition, privacy).

- If you are aware of any situation or event involving your organization that you believe could be damaging to the Catalyst Award or to Catalyst's reputation in supporting your initiative, please describe.

## TERMS AND CONDITIONS

### ELIGIBILITY REQUIREMENTS

Due to the rigorous evaluation process, a \$3,500 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 2012 Catalyst Awards Dinner on **March 29, 2012**. 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.
- The organization whose leader will act as the Catalyst Awards Dinner Chair cannot apply for the Catalyst Award for the same year.
- Employees of organizations with initiatives that are Catalyst Award finalists are ineligible for nomination for The Catalyst Canada Honours in the same year.

### AWARD EVALUATION PROCESS

- Applications are due **June 10, 2011**.
- Telephone interviews will be conducted with applicants during June and July of 2011.
- Members of the Catalyst Award Evaluation Committee will conduct a multi-day site visit at each finalist company during September and October of 2011, meeting with the following individuals:
  - CEO or Managing Partner/Director
  - Executive-level women and men
  - Human resources professionals
  - Groups of employees at various levels

- Award winners will be publicly announced in **January 2012**.
- Winners will be honored at the nationally publicized 2012 Catalyst Awards Dinner attended by more than 1,500 business leaders on **March 29, 2012**, in New York City. *Please note that Catalyst will celebrate its 50th anniversary on both March 28 and 29, 2012. We will highlight 2012 Catalyst Award winners on the 29th, but welcome participation on both days.*
- Catalyst has the sole discretion to select the winners of the Award, or to select no winner, whether for any reason or no reason, and Catalyst may, in its sole discretion, disclose, or refrain from disclosing, any such reason.
- If an Award winner is found to have provided false, misleading, or inaccurate information, or otherwise is not eligible for the Catalyst Award, Catalyst reserves the right to withdraw the Award from the recipient.

### INFORMATION FOR APPLICANTS

- Interested organizations should contact Julie S. Nugent, Chair, Catalyst Award Evaluation Committee, to set up a telephone call prior to submission of the application.
- Applicants must provide Catalyst with the name of a contact person who has in-depth knowledge about the initiative.
- All physical materials submitted to Catalyst will become the property of Catalyst and will not be returned after the Catalyst Award evaluation process. Confidential information will remain confidential.
- Catalyst prepares written materials regarding Award winners based on the submissions. You agree that Catalyst owns the rights (such as copyright rights) to any materials that we create and you grant to Catalyst the right to use your submissions to create such materials.
- Catalyst will conduct database searches and legal reviews on litigation and other business issues relevant to the content, execution, and/or sustainability of your initiative.
- Because the Catalyst Award is a public education vehicle, results of winning initiatives are made public by Catalyst in collaboration with winning organizations.

## APPLICATION INFORMATION

Visit <http://www.catalyst.org/page/71/apply-for-the-catalystaward> 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 10, 2011**, to:

### Julie S. Nugent

Chair, Catalyst Award Evaluation Committee  
Catalyst  
120 Wall Street, 5th Floor  
New York, NY 10005  
Tel (212) 514-7600  
Fax (212) 514-8470  
[jnugent@catalyst.org](mailto:jnugent@catalyst.org)

## ACKNOWLEDGMENT AND SIGNATURE

**Your application must include the following paragraph signed by the person responsible for the materials submitted:**

I have read the Catalyst Award application terms and conditions and I am duly authorized to submit these materials and sign this statement. I agree to the terms and conditions set out in the application and represent that the application complies with such terms and conditions.

\_\_\_\_\_  
By (Signature)

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Title

## ABOUT CATALYST

Founded in 1962, Catalyst is the leading nonprofit membership organization expanding 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

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