



2011 CATALYST AWARD

Application

Catalyst Award Winners

2010

Campbell Soup Company
Deloitte LLP
RBC
Telstra Corporation Limited

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 diverse women.

Dimensions of diverse women may 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 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, but 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.
- 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.
- 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 an organizational chart and a graphic representation of the organizational structure and major business units/divisions/regions at your company/firm.
- Describe how diversity and inclusion fits into this structure.

CRITERIA

5. 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?

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?
- 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

- What specific mechanisms or tools are used to ensure accountability and/or to measure progress (e.g., links to compensation/bonuses, ties to promotion/advancement opportunities)?
- Who is held accountable for the success of the initiative, and in what ways? Please describe in detail how accountability varies by level.
- How do these mechanisms ensure the success of the initiative?

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 and consistency 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 (e.g., LGBT employees and straight allies).
- What evidence do you have that employee attitudes have changed as a result of the initiative?

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 regards to your industry and/or cultural context?
- How does this initiative provide new knowledge to the business community?

11. Measurable Results

- A **minimum of three years** of documented evidence must be provided to demonstrate the impact of the initiative since its inception 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 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). In addition, these data should illustrate how the initiative has positively affected women. 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 number (not the percentage) of individuals 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/Ethnically Diverse Women		Number of White Men		Number of Racially/Ethnically Diverse Men	
	Start Year	Current Year	Start Year	Current Year	Start Year	Current Year	Start Year	Current Year	Start Year	Current Year
Total Workforce (all employees)										
Band 1 (e.g., President, EVP, Partner)										
Band 2 (e.g., SVP, VP, Managing Director)										
Band 3 (e.g., Senior Director, Senior Associate/ Associate)										

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**. There must be at least one woman in both categories in the year of application. **Please indicate the number (not the percentage) of individuals 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. We prefer that there be at least two or more women on the Board of Directors and at least one woman Executive Officer. 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.

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/Ethnically Diverse Women		Number of White Men		Number of Racially/Ethnically Diverse Men	
	Start Year	Current Year	Start Year	Current Year	Start Year	Current Year	Start Year	Current Year	Start Year	Current Year
Board of Directors										
Executive Officers										

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 nominated 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 Award or to Catalyst's reputation in supporting your initiative, please describe.

TERMS AND CONDITIONS

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 2011 Catalyst Awards Dinner on **March 29, 2011**. 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, 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 in any materials that we create (such as copyright rights) and you grant to Catalyst the right to use your submissions in creating and using such materials.
- Catalyst will conduct database searches and legal review on litigation and other business issues relevant to the content, execution, and/or sustainability of your nominated initiative.
- Because the Catalyst Award is a public education vehicle, results of winning initiatives are made public by Catalyst in collaboration with winning organizations.

AWARD EVALUATION PROCESS

- Applications are due **June 4, 2010**.
- Telephone interviews will be conducted with applicants during June and July of 2010.
- Members of the Catalyst Award Evaluation Committee will conduct a multi-day site visit at each finalist company during September and October of 2010, 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 2011**.
- Winners will be honored at the nationally publicized 2011 Catalyst Awards Dinner attended by more than 1,500 business leaders on **March 29, 2011**, in New York City.
- 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 Award, Catalyst reserves the right to withdraw the Award from the recipient.

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. 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 4, 2010** to:

Julie S. Nugent - Chair

Catalyst Award Evaluation Committee
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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 and 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 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.

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