

DISRUPT THE DEFAULT



CATALYST AWARDS CONFERENCE

THURSDAY, MARCH 26, 2015
WALDORF ASTORIA
NEW YORK CITY

LEAD SPONSOR **Walmart** 

CATALYST 

#DISRUPTTHEDEFAULT

WELCOME
TO THE
2015
CATALYST
AWARDS
CONFERENCE

#DisruptTheDefault is a call to action for companies and individuals to shake up the way we think, speak, and act, and to make bold moves that will forge meaningful change for women, as well as men, in the workplace and the world.

Start talking about change differently and start making it happen immediately:

#DisruptTheDefault because change won't happen without you!

#DisruptTheDefault because you can build awareness and make change.

#DisruptTheDefault means more smart talking and more immediate doing.

#DisruptTheDefault means saying "no" to the status quo.

ABOUT THE CATALYST
AWARDS CONFERENCE

For over 20 years, the Catalyst Awards Conference has brought together experts from around the world to share knowledge and shape the dialogue about diversity, inclusion, and women's advancement, while also showcasing Catalyst Award-winning initiatives that address the recruitment, development, and advancement of all women.

7:15 – 8:30 AM

Check-In, Networking Breakfast, and Opening Remarks

MORNING PROGRAM

Catalyst Award Winners #DisruptTheDefault

8:30 – 9:40 AM

2015 Catalyst Award Winner Plenary Session

9:40 – 10:00 AM

Networking Break: Take the “Work” Out of “Networking.” Look through your workbook for #DisruptTheDefault opportunities to take advantage of throughout the day.

10:00 – 11:15 AM

Catalyst Award Winner Concurrent Sessions (Attendees select one)

- **Chevron Corporation**—*The Chevron Way: Engineering Opportunities for Women*
- **Procter & Gamble**—*Everyone Valued, Everyone Included, Everyone Performing at Their Peak™*

11:15 – 11:30 AM

Networking Break

LUNCHEON PROGRAM

Leaders #DisruptTheDefault

11:30 AM – 1:00 PM

A Conversation Between Mary T. Barra, Chief Executive Officer, General Motors Company, and Deborah Gillis, President & CEO, Catalyst

1:00 – 1:15 PM

Networking Break

AFTERNOON PROGRAM

Individuals and Organizations #DisruptTheDefault

1:15 – 2:45 PM

Change Agent Action Sessions (Attendees select one)

- Addressing Inclusion and “Otherness” in the Workplace: Practices That Create Impact
- Disarm: Forget What You Think You Know About Millennials
- Disrupt: Redefining the Role of Men as Full Partners in Gender Equality
- Interrupting Unconscious Bias
- Special screening of “The Mask You Live In” (1:15 – 3:00 PM)

2:45 – 3:15 PM

Networking Break

3:15 – 4:30 PM

Closing Session: Amplifying the Positive Portrayal—and Power—of Women



CON NECT WITH CATA LYST

Stay connected, engaged, inspired, and impactful as a community that counts at CatalystAwardsConference.org.

Access full session materials, engage with other attendees, and share your thoughts and insights as a leader on the message boards.

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Catalyst.org | Visit our website to find and comment on the latest Catalyst research, events, programs, and interactive figures, as well as connect with others in the Community Directory.



IAmA.Catalyst.org | Share your video about how and why you are making a difference for women and business at #IAmACatalyst.



Catalyst.org/Zing | Check for our latest entries and leave your thoughts and reactions on our blog, Catalyzing, which brings together many voices and perspectives from across Catalyst and beyond.



Twitter.com/CatalystInc | Follow @CatalystInc to receive daily Tweets on news, research, and trends related to women, work, and diversity and inclusion, which enlighten, entertain, and educate.



Facebook.com/CatalystInc | “Like” Catalyst to get the latest news about women in the workplace and global diversity issues, engage in discussions with us and other fans, and stay in the know about new Catalyst initiatives.



LinkedIn.com/groups?gid=2710104 | Join this Catalyst group to participate in conversations pertinent to expanding opportunities for women and business, and diversity and inclusion in general, with others who are leaders in their industries.



YouTube.com/user/CatalystClips | View our powerful and timely videos on women and business, including previous Catalyst Award Winner videos.



OnTheMarc.org | Join MARC—Men Advocating Real Change—Catalyst’s online learning community for professionals committed to achieving equality in the workplace.



CatalystInc.Tumblr.com | Check out our Tumblr account for cutting-edge visuals that educate, empower, and inspire people to advocate for gender equality in the workplace.



DisruptTheDefault.org | Visit DisruptTheDefault.org to learn more about our #DisruptTheDefault campaign, which is a call to action for companies and individuals to shake up the way we think, speak, and act, and forge meaningful change for women and men in the workplace and the world.

5 Ways to #DisruptTheDefault

BY DEBORAH GILLIS, PRESIDENT & CEO, CATALYST

In October we launched #DisruptTheDefault, an initiative that empowers both individuals and organizations to make bold moves that forge meaningful change for women and men.

I know from personal experience that real change doesn't happen unless you take action—and risks. Here are five ways you can start disrupting the default—and reaping the rewards—today!

- 1** Don't wait to act. As Gandhi said, "We need not wait to see what others do." Feel like you're preaching to the choir at your women's ERG meetings? Check out Catalyst's tips for bringing men into the conversation! Wish your organization listened to Millennial voices? Start a Millennial ERG and request regular meetings with your organization's president. We're doing this at Catalyst and I'm learning a lot.
- 2** Ask new questions. The evidence is in: having more women in leadership is good for business. Stop pleading the case and start asking new questions. Instead of, "What can women do to get ahead at work?" ask, "What is my company doing to make that possible?" Instead of, "Why aren't more women applying for this job?" ask, "How can we get more well-qualified women to apply?"
- 3** Assume you can do it. This follows from my first two points. When I first heard about an open position at Catalyst, I told my husband, "There's no way they'll hire me." Left to my own devices, I would never have applied for my original position—and I certainly wouldn't have gone on to become Catalyst's fourth president. But my husband and others encouraged me to go for it. Days later, I had my dream job!
- 4** Say "no" to the status quo. "Give it time," "We're doing our best," and "She's not ready" are not acceptable statements in 2015. They foster complacency and lead to stagnation for both individual careers and entire organizations. Leaders take initiative, act with intention, and design bold programs with measurable results.
- 5** Hold your organization, community, and country accountable. I recently came across the notes from my 12th grade civics debate: "Be it resolved that women earn the same as men." It was 1983, and Canadian women were close to achieving legal equality under our Constitution. Imagine my dismay when I learned that in Canada, university-educated women were earning 69.6 cents for every dollar earned by a university-educated man. My job as head of Catalyst is to align the equality I grew up expecting with the reality most women face when they enter the workforce. Ideals don't mean anything unless you live up to them.

Every single one of us has some kind of power. #DisruptTheDefault is about identifying that power and challenging each other—and ourselves—to use it.

Take our pledge and start making change today! DisruptTheDefault.org/take-the-pledge.html

Is “Disruption” the Silver Bullet for Achieving Gender Equality at Work?

BY MICHAEL J. CHAMBERLAIN, VICE PRESIDENT, MARKETING, CATALYST

Last year I had the privilege of attending the Aspen Ideas Festival in Colorado. As Vice President of Marketing at Catalyst, I strive to promote an organizational vision that includes lofty goals like “changing lives.” To do this, innovative thinking and new approaches are essential—so what better place could I possibly be? With my mind set on “sponge” mode, I worked to take in genius ideas backed up with real-world evidence and meet the individuals who are putting those ideas into practice.

During the festival, I listened intently and engaged with many of the forward thinkers in attendance. Of the impressive list, a few who stood out were Scott Barry Kaufman (The Imagination Institute), Andrea McAfee (MIT Sloan School of Management), Alfre Woodard (Actress/Aspen Artist In Residence), Nancy Andreasen (University of Iowa), Michael Eisner (The Tornante Company), Katie Couric (Yahoo! News and ABC), Hillary Rodham Clinton (Former Secretary of State), and Indra Nooyi (PepsiCo CEO).

As I reflect on the conversations I had with other participants, I realized that many of the ideas we shared might very well represent a turning point for women and men struggling to achieve gender parity in the workplace. My experience at this inspiring event taught me a few lessons:

- Regardless of how wide-ranging various disciplines and organizations are, there are replicable lessons that can help us implement change in our own backyards—whether they are workplaces, societies, households, or individual lives. We are more similar than we are different, so treating some people as the “Other”—and certainly treating half of society (read: women!) that way—is a losing strategy.
- Throughout the Festival, “disruption” was heralded as the catalyst of great innovation and creative thinking, and a fundamental ingredient for success. Part of disruption is refusing to settle for incremental improvement when profound change is possible!
- The notion of “disruption”—which is the dynamic reimagining of any one thing—got me thinking: Catalyst has been actively researching, consulting about, and stimulating dialogue around working women for over 50 years. We’ve seen positive change, but we are still nowhere near parity. Gender was not an explicit topic of any of the sessions I attended, but the idea of gender equality came up repeatedly as an ingredient in the “secret sauce” of organizational success.

Many “best-in-class” organizations were represented at the Festival—and they were proud, when the topic of gender parity in the workplace came up, to show off their commitment to this ideal. But I got the sense when looking at some of the actual numbers that “best-in-class” might actually be code for “best-of-the-worst.” And is “best-of-the-worst” really our goal? Or must the whole system be disrupted in order to see real, meaningful change?

Aspen Scholars had the advantage of access to several notable senior executives, and I took this opportunity to make this observation to them. I was relieved to hear them acknowledge that there is much to be done in the area of diversity and inclusion and, in addressing my bailiwick specifically, what can be done to attract, develop, advance, and retain women in workplaces all over the world. Not one of these executives thought that their organization had gotten it right, despite knowing that they are the best in their respective industries.

So I posed the notion of “disruption” to them, asking if they thought it was in their organizations’ best interest to disrupt their talent practices, dismantle the systems in place, and start over, shifting the organizational model from one that favors traditionally masculine traits and life cycles to one better suited for both genders and free from the damaging effects a little thing known as childbirth tends to have on women’s careers. I asked them: “Would you take an already profitable business, break it down, and rebuild it? Would you kill your darlings to make them better?”

What I got in return was a lot of contemplation and additional food for thought. Breaking down and disrupting any system is a high-risk endeavor. Brilliant minds built these businesses in the first place. Certainly disruption cannot always lead to good outcomes. But it does get us farther—and learning from setbacks seems better than maintaining the status quo for our workplaces, employees, and societies.

I still don’t know whether disruption is the silver bullet for achieving gender equality at work. But I do have some newfound knowledge and inspiration to fuel my own plans for disruption.

Most importantly, I learned that it’s crucial to “Disrupt yourself—or someone else will!”

**REAL CHANGE DOESN'T HAPPEN UNLESS
YOU TAKE ACTIONS—AND RISKS.**

—DEBORAH GILLIS, PRESIDENT & CEO, CATALYST

**WHO'S EXCITED BY INCREMENTAL
BETTERMENT WHEN PROFOUND
CHANGE IS POSSIBLE?**

—MICHAEL CHAMBERLAIN,
VICE PRESIDENT, MARKETING, CATALYST

Female “firsts” are important—but only if they’re followed by seconds, thirds, tenths, and hundredths.

—Ilene H. Lang, Senior Advisor,
Former President & CEO,
Catalyst

We’ve begun to raise daughters more like sons... but few have the courage to raise our sons more like our daughters.

—Gloria Steinem

#DisruptTheDefault
OPPORTUNITY NO. 1

Speak differently.

Which is your favorite “disruptive” quote? Retweet your favorite—or Tweet one of your own @CatalystInc!

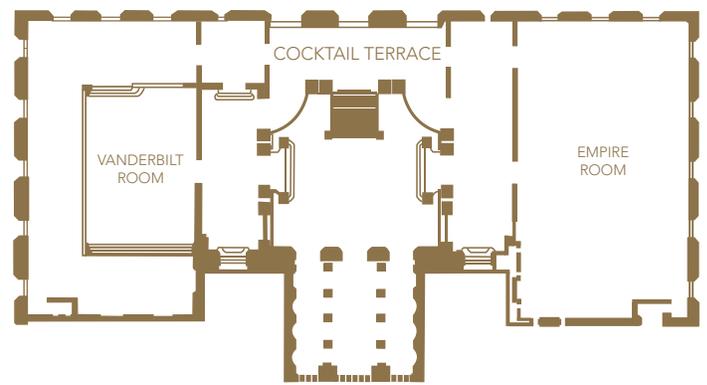
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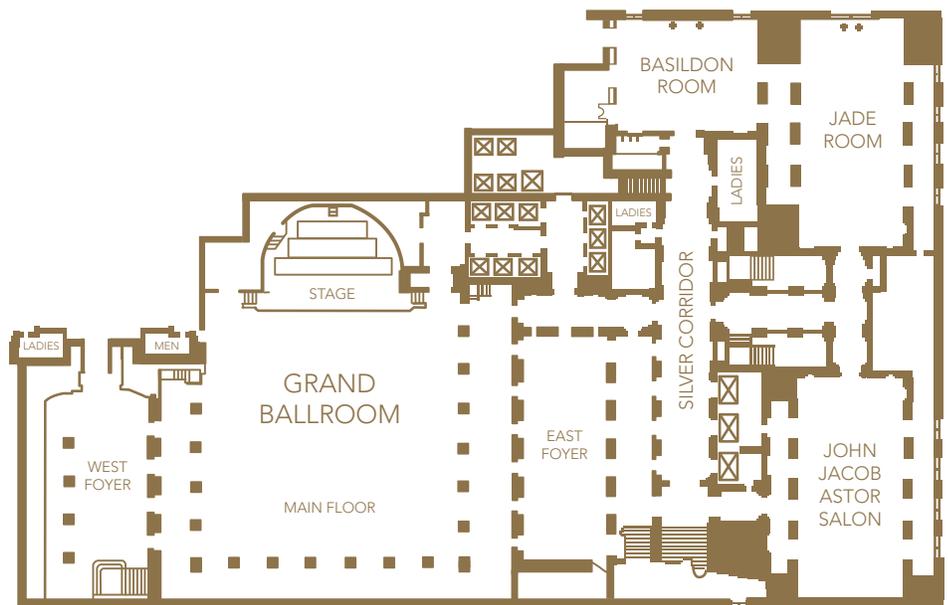
THE WAL DORF ASTO RIA

VENUE MAP

Lobby Level



Third Floor



The background features abstract, thin brown line art that forms various geometric shapes, including triangles and polygons, some of which are interconnected to create a sense of depth and structure. The lines are simple and elegant, contributing to a modern and minimalist aesthetic.

2015 CATALYST AWARDS CONFERENCE

#DISRUPT
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FAULT

FULL AGENDA

8:00 – 8:30 AM

Welcome and Opening Remarks

MORNING PROGRAM

Catalyst Award Winners #DisruptTheDefault

8:30 – 9:40 AM

2015 Catalyst Award Winner Plenary Session

MODERATOR

Laura Sabattini, PhD, Vice President, Research, and Chair, Catalyst Award Evaluation Committee

Catalyst Award-winning initiatives are examples of the important role that intentional leadership plays in ensuring the success of diversity and inclusion at an organization. Senior leaders from Chevron Corporation and Procter & Gamble will discuss their winning strategies for advancing women and creating inclusive workplaces.

The Catalyst Award criteria provide a rigorous assessment model that allows the Catalyst Award Evaluation Committee to execute a year-long evaluation of initiatives that support the recruitment, development, and advancement of women within an organization. The criteria are as follows:

- Strategy and Rationale—A connection between the initiative and business strategy; how it aligns with broader organizational goals.
- Senior Leadership Activities—Demonstrated commitment to the initiative on the part of upper management.
- Accountability and Transparency—Formal mechanisms or tools which monitor the progress of the initiative and measure its impact.
- Communication—Recognized mechanisms for informing employees of the initiative and its business rationale.
- Employee Engagement—Demonstrated support and involvement from employees at various levels, as well as ways in which the initiative has changed employee attitudes.
- Innovation—New and different approaches, particularly with regard to industry and/or cultural context, as well as providing new knowledge to the business community.
- Measurable Results—Documented evidence of improvement in the representation of women, including diverse women, since the introduction of the initiative, as well as other important metrics.

#DisruptTheDefault

OPPORTUNITY NO. 2

Think differently.

Share big ideas on big sheets of paper! Use the paper and markers on your table to disrupt the default by jotting down or sketching your goals for the day.

Think big and have fun!



2015 Catalyst Award-Winning Initiative

CHEVRON CORPORATION | THE CHEVRON WAY: ENGINEERING OPPORTUNITIES FOR WOMEN



Chevron's initiative, *The Chevron Way: Engineering Opportunities for Women*, is designed to strengthen the organization by increasing the company's focus on people, in particular by attracting, retaining, developing, and advancing women throughout the company. The values associated with *The Chevron Way*—integrity, trust, diversity, ingenuity, partnership, protecting people and the environment, and high performance—underlie both Chevron's business rationale and its talent management strategies, which include attracting and retaining diverse talent, identifying and developing high-potential leaders, and fine-tuning succession plans to ensure a diverse leadership pool.

The Chevron Way is the primary driver of the company's diversity strategy and comprises a variety of programs, processes, and tools to facilitate gender inclusion, such as targeted recruitment, leadership development, employee networks, and mentoring/sponsorship. Chevron offers a number of corporate leadership development programs that support women's advancement, including the Emerging Leaders Program, Chevron Leadership Forum, and Chevron Advanced Management Program (CHAMP). Chevron's 12 Employee Networks each have an executive sponsor and a yearly plan linked to business objectives, including a return on investment component. Furthermore, the Employee Networks and some of Chevron's leadership development programs provide opportunities for formal and informal mentoring. The Women's Network features a global mentoring program with an extensive matching process. Finally, the initiative emphasizes accountability by tying diversity goals, which include gender, to performance for nearly all employees. Specific accountability mechanisms include:

- Diversity Action Plans (DAPs). DAPs are a mandatory piece of the performance evaluation process for most of Chevron's 62,000 employees. DAPs are written as measureable objectives that can be tied to compensation and are critical to ensuring that Chevron achieves its diversity objectives.
- Personnel Development Committees (PDCs). Each major business unit or strategic job family, as well as sub-teams within these units, has its own eight-to-12-person PDC responsible for talent development. PDCs monitor diversity by tracking workforce metrics, documenting all hiring and advancement decisions, and addressing barriers to progress for diverse and under-represented groups. The PDCs report to an overarching global PDC known as the Human Resources Committee chaired by the CEO.

These processes, which put accountability for creating an inclusive culture in the hands of every Chevron employee, as well as the company's broader talent management strategy, have led to many positive changes. Since the start of the initiative, women's representation in leadership roles across levels has increased, and the proportion of women hires in the United States has grown from 24.5% in 2011 to 28.6% in 2013. At senior leadership levels, women's representation has increased from 16.0% in 2007 to 19.3% in 2013 and from 15.1% to 18.7% at mid-level leadership levels during the same time period.



2015 Catalyst Award-Winning Initiative

PROCTER & GAMBLE | EVERYONE VALUED, EVERYONE INCLUDED, EVERYONE PERFORMING
AT THEIR PEAK™



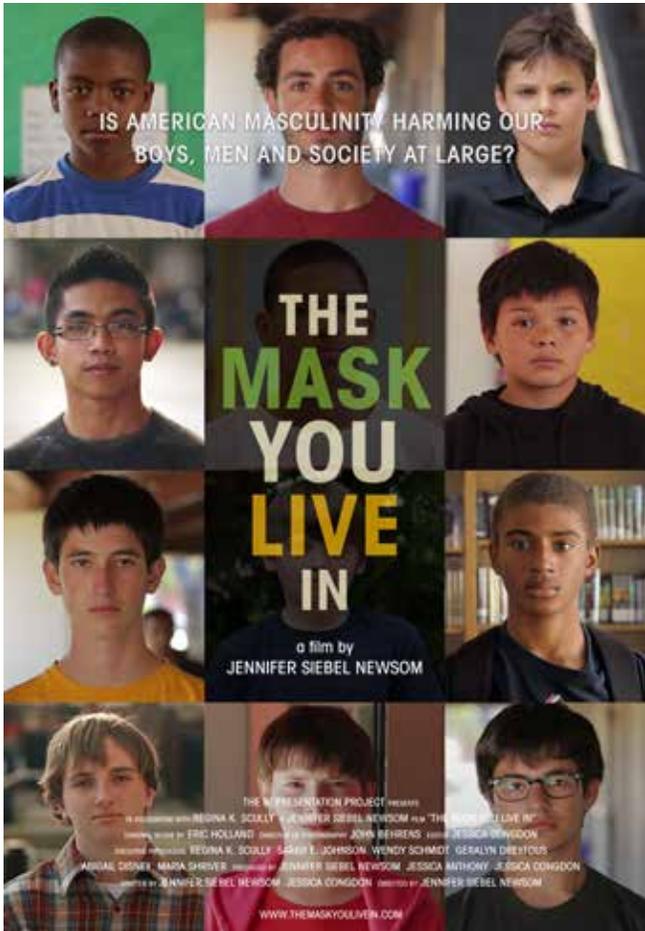
Everyone Valued, Everyone Included, Everyone Performing at Their Peak™ is Procter & Gamble's (P&G) global initiative and strategy to develop talent throughout the organization including advancing women leaders across regions. At the heart of the company's approach is a comprehensive talent management strategy with strong leadership development components (including training, career development, and mentorship/sponsorship opportunities). Other efforts such as affinity groups, work-life and flexibility programs and policies, as well as site-specific and region-specific activities are integrated within the initiative. P&G's work in this area is rooted in its "build from within" culture and P&G's core values—Integrity, Leadership, Ownership, Passion for Winning, and Trust—which are essential to creating an inclusive workplace that attracts, develops, and retains the best talent.

Wide-ranging learning and development resources provide employees at all levels with the tools to leverage not only "traditional" dimensions of diversity, but also diversity of communication and leadership styles. Leaders and employees communicate regularly about goals, performance, and personal development plans through tools such as MyCareer Portal and Career Maps. These tools allow customization of employee development and career trajectories, as well as the "5 Rocks" goal-setting system, that aligns business objectives with diversity and inclusion efforts and overall organizational goals. P&G offers a variety of capability-building tools for all employees that focus on topics related to diversity and inclusion, and development opportunities specifically for women leaders, such as the Women's Empowered Accelerator Program, that provide high-potential women with the skills to advance to the next level. All capability-building tools are tailored to participants' unique levels, functions, and professional needs. P&G's Affinity Groups have branches across every function, business, and region, with leaders who disseminate information locally. The Affinity Groups foster an inclusive culture by providing employees with opportunities for career development, networking, mentoring, and sponsorship. Lastly, the global *Flex@work* initiative provides location and time flexibility, as well as a variety of reduced-hour arrangements and leave benefits, to help create a culture in which both women and men can effectively manage their responsibilities at and outside of work.

Thanks to these efforts, P&G has achieved some remarkable results. Between 2008 and 2013, women's representation increased globally from 25.7% to 28.3% at and above the VP level, from 29.3% to 31.8% among Associate Directors, and from 40.2% to 43.6% among all managers. Notably, women's representation on P&G's Board of Directors has increased from 27.3% to 50.0%. Also in that same time frame, P&G's global retention rate of women employees increased from 87.0% to 91.0%.

Special Screening: "The Mask You Live In"
(1:15 – 3:00 PM)

Is there a "boy crisis" in America? Is our male population suffering due to our emphasis on power, dominance, and aggression? "The Mask You Live In" explores how our narrow definition of masculinity harms boys, men, and society at large—and shows what we can do about it. Join us for this very special screening and discussion.



Join MARC today! MARC (Men Advocating Real Change), an initiative of Catalyst, is an online community for men committed to achieving gender equality in the workplace. Members engage in candid conversations on the MARC website about the role of gender at work. MARC also features advice, insights, and examples of successful programs to inspire men who wish to expand gender diversity within their organizations: onthemarc.org/home.

NOTES



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IN-DEPTH DESCRIPTIONS



2015 Catalyst Award-Winning Initiative

CHEVRON CORPORATION | THE CHEVRON WAY: ENGINEERING OPPORTUNITIES FOR WOMEN



Historically, recruiting women to the oil and gas industry has been difficult due to both challenging work conditions and the small number of women with the education and engineering experience critical to the business. In addition, few women were interested in making inroads into the male-dominated culture of the energy industry and working in critical roles such as petroleum and facilities engineers and earth scientists.

In 1991, Chevron's executive leadership team expressed concern with the company's progress in advancing women and other diverse groups. To address these challenges, Chevron launched a company-wide effort to increase diversity in the workplace, rolling out a landmark initiative that outlined the values and behaviors that would guide the company. Senior leadership championed diversity through an influential internal memo titled "Valuing Diversity," which set forth the company's commitment to increasing the representation of women and minorities. At the same time, Chevron launched a diversity-training program for all managers. A document titled "Diversity as a Business Imperative" was later issued to spell out Chevron's business case for diversity. This led to the development of a broad culture-changing strategy and in 1995 Chevron published *The Chevron Way*, which defined the company's core values that guide individual actions and business conduct. Diversity is a key component of *The Chevron Way*, reminding employees and those with whom they interact that we have an inclusive work environment and actively embrace a diversity of people, ideas, talents, and experiences.

The Chevron Way has driven an increase in overall employee diversity and advancement of women over the last two decades, and has established the culture, values and organizational context within which diversity and inclusion activities have thrived.

The Chevron Way: Engineering Opportunities for Women is a dynamic US-based initiative designed to attract, retain, develop, and advance women throughout the organization. The initiative outlines the values, behaviors, and strategies that guide Chevron as it works toward goals that meet short- and long-term business needs. These goals include identifying and developing high-potential leaders, and enhancing succession planning to ensure the development and transition of skilled and diverse leadership talent. The values defined in *The Chevron Way*—Integrity, Trust, Diversity, Ingenuity, Partnership,

Protecting People and the Environment, and High Performance—coupled with the company's *We Lead* expectations—Align and Inspire, Build Relationships, Grow Capabilities and Deliver Results—establish the foundation for Chevron's business and talent management strategies.

Chevron supports a variety of programs, processes, and tools to foster gender inclusion, such as targeted recruitment, leadership development, employee networks, and formal mentoring and sponsorship. Chevron also offers a number of company-wide leadership development programs that support women's advancement, including the *Emerging Leaders Program*, *Chevron Leadership Forum*, and *Chevron Advanced Management Program* (CHAMP). Each of Chevron's 12 employee networks has an executive advisor and annual plan linked to business objectives, including a return on investment component. Furthermore, employee networks and a number of Chevron's leadership development programs provide opportunities for formal and informal mentoring. For example, the Women's Network participates in a global mentoring program with an extensive matching process. In addition, *The Chevron Way* emphasizes accountability by tying diversity goals to performance for most employees.

ORGANIZATION'S STRATEGY

Chevron focuses its diversity efforts on accountability and performance management systems. Every major business unit throughout the company and strategic job family is required to establish a **Personnel Development Committee (PDC)**, which serves as a mechanism for advancing diversity and developing talent throughout the organization. In many instances, groups within various business units have PDCs that report to the PDCs above them.

The structure and focus of the PDCs are customized according to the needs of each business unit and strategic job family. Generally, PDCs are composed of eight to 12 division leaders and managers who meet regularly. PDCs track and monitor diversity, provide metrics on a regular and ongoing basis, and are accountable for the selection process outcomes and documenting hiring decisions. PDCs also address roadblocks to progress for diverse groups and under-represented populations. There are over 150 PDCs across the enterprise and hundreds of additional leadership teams that address

talent matters and development. Due to the PDCs' scope, thousands of employees across the company are formally represented in discussions about talent and development.

At the top of this reporting line is Chevron's global PDC, the Human Resources Committee (HRC), which is led by Chairman and CEO John Watson and staffed by his direct reports, including the Vice President of Human Resources and Corporate Services. The HRC meets monthly to oversee Chevron's talent development and career management processes, as well as the company's diversity vision, strategy, and metrics, and advancement on increasing diversity in leadership and feeder pools.

Diversity Action Plans (DAPs) are a mandatory component of the performance management process for most of Chevron's 62,000 employees. DAPs are written as measurable objectives that can be tied to compensation and are critical to ensuring that Chevron achieves its diversity objectives.

Career Development Plans (CDPs) are required of all high-potential, senior-, and executive-level employees. CDPs map out long- and short-term goals for the employee, are part of Chevron's overall performance management process, and outline the necessary skill and competency development required in the advancement of the employee's career.

PDCs, DAPs, and CDPs are essential mechanisms for integrating diversity and inclusion into Chevron's programs and culture. Specific talent management strategies are also built around The Chevron Way enterprise strategy of investing in people, and includes the following programs and components:

- **Recruitment:** Chevron partners with major colleges and universities, as well as with professional organizations and community programs, to attract women and diverse employees. At the University of Texas at Austin, Chevron's *Women in Engineering* Program provides first-year college students with Peer Assistance Leaders who are undergraduate mentors in their major. For second-year students, the program offers networking opportunities with industry leaders and leadership and career development opportunities. Chevron also works with local middle school, high school, and community college programs such as Techbridge and Envision to encourage girls and students in underserved communities to discover and pursue careers in science, technology, engineering, and math (STEM). Other examples of Chevron's support include the GoldShirt Program at the University of Colorado, which offers an additional year of study after high school for motivated but underprepared students who are pursuing an engineering degree, and The Leadership in Engineering Advancement Diversity and Retention

(LEADR) program at the University of California at Davis, which focuses on attracting and retaining engineering students from diverse backgrounds.

- **Leadership Development:** Chevron offers a number of corporate leadership development programs that support women's advancement, including the Emerging Leaders Program, which helps with early-career leadership skills; the Chevron Leadership Forum, a leaders-coaching-leaders tool; and the Chevron Advanced Management Program (CHAMP), which accelerates general management competence. Participants for these programs are chosen based on their CDP goals and performance and in consultation with their PDCs and managers. In addition, there are several leadership training opportunities and programs that focus on developing specific skills for career advancement and building on The Chevron Way values. Many of these opportunities are available to all employees and are designed to complement their CDPs. For example, the five-year *Horizons* program is designed to help early-career employees increase technical competency through training, assignments, and mentoring with seasoned employees. Horizons targets recent college graduates and employees with less than five years of experience and focuses on technical functions such as drilling and completions, engineering and earth sciences.
- **Employee Networks:** Chevron's 12 employee networks are open to all employees who support an individual network's mission, values, and strategies, and are used by the PDCs for career advancement and leadership development. An estimated 21,000 employees, one-third of Chevron's global workforce, belong to the networks, and nine of the 12 networks currently have women presidents. Networks available to employees include Asian, Black, Boola Moort (Indigenous Australian employees), Boomers (mid- to later-career employees), ENABLED (employees affected by disabilities), Filipino, Native American, PRIDE (LGBT employees), Somos (Hispanic employees), Veterans, Women, and XYZ (early- to mid-career employees). The Women's Network, which was established in 2000 and is one of the company's longest standing networks, provides resources and tools to build global connections, mentoring, leadership opportunities, training, and seminars to promote the continuous development and support of women. Every two years, the Women's Network holds a global summit that is sponsored and attended by both women and men executives. Networks develop yearly business plans that specifically target strategies within business units and must demonstrate a return on investment to the company. For example, the Somos network has provided guidance on Hispanic marketing strategies and activities in southern

California and Florida; the XYZ network has helped support Chevron's social media strategy; and the Women's Network has helped shape the company's diversity strategy by sharing insights on barriers to women's advancement.

- **Special Interest Groups (SIGs):** In the mid to late 2000s, SIGs were created from within the Women's Network to support women in specific functional areas within Chevron, such as petrotech (employees in technical functions), Executive Women, and Information Technology. Any member of the Women's Network can recommend a SIG by using the guidelines and resources provided by the network. The Petrotech SIG focuses on the challenges women face working in technical functions such as engineering and geoscience. The Executive Women's SIG, comprised of middle and senior management women, focuses on networking and peer mentoring on issues relevant to leadership and development. Examples of SIG activities include panel discussions on technical versus managerial career paths for petrotechs, and networking sessions for executive-level women to share ideas about managing talent.
- **Mentoring and Sponsorship:** Chevron's employee networks, as well as some of its development programs such as Horizons and CHAMP, include formal and informal mentoring components that address both technical and non-technical topics. For example, in 2001 the Women's Network helped create a company-wide mentoring program in partnership with other networks and the Office of Global Diversity. This formal, six-month program is open to all employees and involves an extensive matching process between mentors and mentees. Participation in formal mentoring and sponsorship programs is strong, with over 3,000 mentors and mentees participating since the launch of the program. A formal sponsorship program also exists in Chevron's Upstream organization, which is responsible for the exploration and production of crude oil and natural gas worldwide and comprises 53% of Chevron's workforce. Upstream employees serve as sponsors, with responsibilities that include interviewing candidates and helping identify top talent for future leadership. In addition to participating in formal mentoring and sponsorship programs, employees at all levels are also encouraged to connect informally.
- **Work-Life Programs:** Much of Chevron's work is done in non-traditional work settings, as is common in the oil and gas industry, and career advancement often requires accepting work assignments in different business units and locations. Work-life considerations therefore tend to be site-specific and customized through the PDCs,

which allows the company to creatively approach its work-life efforts and differentiate itself within the industry. Flexible work schedule options, such as compressed work weeks, flex time, job sharing, and shift work are some of the ways that Chevron supports work-life effectiveness in its global operations. One unique example of job sharing and shift work is the 28/28 rotation. For some short-term global assignments, the company staffs one position with two employees who rotate on and off the job every 28 days. By allowing employees to gain international experience without uprooting their families, rotation positions like these can provide development opportunities while supporting work-life effectiveness. And because mobility is critical for advancement at Chevron, the company provides dual-career considerations. For example, when planning moves or changes to assignments, managers consider the careers and long-term development of *both* spouses.

CATALYST AWARD CRITERIA: CHANGE DRIVERS

Chevron's efforts exceed the following criteria, by which Catalyst evaluates efforts to develop and advance women in business:

1. Integrate the Initiative With the Business Strategy.

From its inception, The Chevron Way was positioned as a business strategy that is imperative to the success of employees and the organization. Chevron's executive leaders sent a clear message that the company culture needed to be more inclusive, and that they were dedicated to increasing the focus on people and broadening the talent pool to build a stronger organization. All gender-diversity efforts at Chevron are aligned with larger business goals through the use of data and analytics, an approach that provides senior leaders with important strategic insights to support business-driven decisions. Today, The Chevron Way values are core to Chevron's business and enterprise strategies and remain the guiding principles of the company.

2. Demonstrate the Commitment of Senior-Level Leadership.

Chairman and CEO John Watson is the chief steward of Chevron's diversity and inclusion efforts. Mr. Watson chairs Chevron's Human Resources Committee (HRC), which is composed of his direct reports and meets monthly to review progress on diversity. The HRC is responsible for overseeing the talent development and career management processes at Chevron as well as establishing the company's diversity vision, strategy, and metrics to monitor progress for both women and diverse employees. Each year the CEO and Vice President of

Human Resources and Corporate Services report their progress to the company's board of directors.

Senior leaders model The Chevron Way behaviors by participating in diversity-related activities and events. Members of Chevron's executive leadership team also serve as executive advisors for the company's 12 employee networks.

3. Effectively Communicate the Strategy.

Diversity and inclusion programs are well-integrated and communicated throughout the organization. Chevron's enterprise strategies are anchored by the phrase "invest in people, execute with excellence, and grow profitably." Employees initially learn about the importance of diversity during a mandatory one-year onboarding program designed to help new hires transition into their careers. The program includes New to Chevron, a two-day workshop that focuses on the company's culture and The Chevron Way values and behaviors. The onboarding process also includes seven online courses and three targeted supervisor meetings centered on The Chevron Way. New managers and supervisors are also required to attend training with diversity-related content, including the business rationale for diversity. Diversity news and information are also disseminated company-wide through traditional communication methods, such as dedicated webpages, internal newsletters, social media, and brochures.

4. Create Accountability Systems.

Every employee at Chevron is held accountable for advancing diversity in the organization, with increasing degrees of responsibility according to their level. While most organizations typically integrate diversity goals and accountability into the talent management process for higher-level employees, Chevron is unique in requiring nearly *all* of its employees to have a Diversity Action Plan (DAP) as part of their annual performance management and pay determination process. At senior management levels, DAPs may include making measurable progress on diversity in hiring or diversifying candidate slates for management positions.

Annual performance agreements, which are part of the performance management process, are cascaded from executives to their direct reports, who ensure that these goals align with business strategies and objectives. Progress against these agreements is evaluated annually and is considered when determining pay increases and year-end bonuses. For professional employees, the bonus amount is tied to their job level and Individual Performance Factor (IPF), a multiplier based on delivering results in agreement with The Chevron Way. Only those employees who deliver strong results and

demonstrate The Chevron Way behaviors in the execution of their goals achieve higher IPFs.

5. Create Tools to Measure Progress.

The Office of Global Diversity, in partnership with the operating companies, engages in extensive tracking to ensure Chevron has the right people in the right positions at the right time. PDCs monitor diversity by tracking workforce metrics, documenting all hiring and advancement decisions and addressing barriers to progress for diverse and under-represented groups. The PDCs also report to an overarching global PDC, the Human Resources Committee (HRC). At the staff level, DAPs often include information about participation in employee networks, mentoring, and planning diversity events and are critical to ensuring that Chevron achieves its diversity objectives.

THE IMPACT OF THE INITIATIVE

These processes and programs, which put accountability for creating a diverse and inclusive culture in the hands of every Chevron employee, as well as the company's broader talent management strategy, have led to many positive changes. Since the start of the initiative, women's representation in leadership roles across levels has increased, and the proportion of women hires in the United States has grown from 24.5% in 2011 to 28.6% in 2013. At senior leadership levels, women's representation has increased from 16.0% in 2007 to 19.3% in 2013 and from 15.1% to 18.7% at mid-level leadership levels during the same time period.

Chevron is one of the world's leading integrated energy companies, with subsidiaries that conduct business worldwide. The company is involved in virtually every facet of the energy industry. Chevron explores for, produces and transports crude oil and natural gas; refines, markets and distributes transportation fuels and lubricants; manufactures and sells petrochemical products; generates power and produces geothermal energy; and develops the energy resources of the future, including biofuels. Chevron is based in San Ramon, California. More information about Chevron is available at chevron.com.

For more information on Chevron's *The Chevron Way: Engineering Opportunities for Women* initiative please contact:

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2015 Catalyst Award-Winning Initiative

PROCTER & GAMBLE | *EVERYONE VALUED, EVERYONE INCLUDED, EVERYONE PERFORMING AT THEIR PEAK™*



In a global marketplace, the consumer products industry faces the challenge of answering the needs of an increasingly diverse consumer base. To meet this challenge, companies have to reinvent their business models in order to fully value and leverage the experiences, insights, and talents of all their employees. As a leading multinational consumer goods company with operations in over 70 countries, Procter & Gamble (P&G) must ensure that consumers drive its every decision. The company knows that diversity and inclusion are critical to innovation and that leveraging diversity requires the flexibility to address both global and regional needs of its workforce.

To better understand these challenges and determine key areas of opportunity, P&G conducted an employee survey in 2008. Based on insights from this survey, the company redesigned its diversity and inclusion (D&I) strategy to strengthen the pipeline of senior executive women and to ensure that more women leaders were present in key roles and geographies. The company integrated its refreshed D&I strategy into a broader approach that benefits all employees while also creating better work environments for women across regions.

The global initiative *Everyone Valued, Everyone Included, Everyone Performing at Their Peak™* was formally launched in 2010 with the trademarked slogan and a broad communication plan. The cornerstone of the initiative is a holistic strategy with both regional and global activities that include recruiting, training, mentoring, and talent development. Diversity and inclusion are directly linked to the company's values: Integrity, Leadership, Ownership, Passion for Winning, and Trust. D&I communication plans and other critical components were shaped around specific objectives including advancing women to senior levels, fostering a culture of flexibility, and addressing gender-diversity challenges in geographies where women are underrepresented in the workforce, such as Asia and the Middle East. In addition, the company championed multiple brand initiatives that include clean water, healthy children, access to education for girls, access to basic personal products and services, and disaster relief.

ORGANIZATION'S STRATEGY

At the heart of P&G's *Everyone Valued, Everyone Included, Everyone Performing at Their Peak™* initiative is a comprehensive talent-management strategy with strong leadership development components, including training, career development, and mentorship/sponsorship opportunities. Other efforts such as affinity groups, work-life and flexibility programs and policies, and site-specific and region-specific activities, are integrated within the initiative. P&G's work in this area is rooted in its "build from within" culture and the need to create a workplace that attracts, develops, and retains the best talent. From a global perspective, P&G is committed to an approach that is respectful of local cultural norms and values. Some programs are global in scale, but feature distinct activities tailored to particular regional needs. The company also partners with governments, nonprofits, NGOs, aid organizations, and other stakeholders to share responsibility and insights with others interested in advancing women.

Chairman of the Board, President and Chief Executive Officer A.G. Lafley oversees business and functional units, and is also the Chair of P&G's Global Inclusion & Diversity Council (GIDC). The Chief Diversity Officer (CDO) is a rotating position among line leaders, is part of the Global Leadership Team, and reports to the CEO with dedicated resources. This positioning of the CDO ensures accountability within the businesses for implementation and emphasizes the importance of D&I to the organization. Human Resources leadership works with functional and business-unit Presidents to develop policies that reinforce a culture of respect that values all employees. P&G's Purpose, Values, and Principles (PVPs) are integrated within the company's diversity strategy and embedded in the individual components of the initiative. In particular, respecting diversity ("We show respect for all individuals") is a principle that underlies the entire organizational culture.

Specific components of *Everyone Valued, Everyone Included, Everyone Performing at Their Peak™* include:

Recruiting, Talent Management, and Development:

- **Recruitment and Hiring:** With a strong build-from-within culture, P&G prioritizes effective recruitment. Employees

and leaders from all functions, not only Human Resources, participate in recruiting events that align with the company's diversity and inclusion goals. These efforts are especially crucial in regions where women are underrepresented. For example, the P&G team in Saudi Arabia created a college recruitment program with regionally tailored retention and mentoring initiatives for women. Today, women represent 15% of the P&G Saudi workforce and are employed in a variety of disciplines across finance and accounting, human resources, sales, manufacturing, and marketing. In P&G's manufacturing plant in Hyderabad, India, the company worked in collaboration with the local government to make changes to a law to make it possible for women to work all shifts (including the night shift) without compromising their safety. P&G also worked within the region to address sociocultural barriers that affected women in this traditionally male occupation. Additionally, P&G supported recruitment in India by providing benefits such as transportation options, self-defense courses, which are required in the local area, and including families in the interviewing and hiring process to reassure them about their employees' safety. Hyderabad serves as a benchmark for gender diversity in the region, with over 30% women on the shop floor and a strong focus on hiring local women.

- **Talent management:** Training and talent development are core to many diversity-related efforts at P&G. To ensure success, employees are given multiple opportunities to communicate with their supervisors and team about goals, performance, and personal development plans. The following tools help employees manage their careers effectively:
 - *PEAK Performance Evaluation Assessments.* These assessments are implemented globally and linked to the company's diversity strategy. PEAK stands for Prioritize, Evaluate performance, Assess talent, and Know and grow. The specific competencies, referred to as PEAK Performing Factors, are: lead with courage, innovate for growth, champion productivity, execute with excellence, and bring out our best. This tool allows all employees to be measured against their goals, and to identify their strengths and areas for improvement.
 - *MyCareer Portal and Career Maps.* These tools allow employees to manage their development and career trajectories. MyCareer Portal outlines employees' goals and career-paths, and it is used to source talent globally across the company by managers who can search for candidates for particular assignments based on their interests and skills. Career Maps are customized for each employee and include PEAK assessments, career-

management tools, and other capability-building tools; they facilitate career discussions and help track progress.

- *"5 Rocks" goal-setting system.* The "5 Rocks" system is used for end-of-year performance evaluations. It guides employees in setting five key goals for themselves, and aligns business objectives with diversity and inclusion efforts and overall organizational goals and timeframes. Diversity and inclusion objectives are built into all people managers' "rocks," and appear within each employee's MyCareer Portal.
- **Training and Career Development:** Wide-ranging learning and development resources provide employees at all levels with the tools to leverage not only "traditional" dimensions of diversity, but also diversity of communication and leadership styles. Learning and development is linked to employees' Personal Development Plans (PDPs) and are part of the "5 Rocks" system. Trainings are customized based on level, function, and professional needs. Employees receive weekly communications about upcoming trainings and courses. P&G offers a variety of capability-building tools for all employees that focus on topics related to diversity and inclusion, as well as development opportunities specifically for women leaders. Examples include the *Women's Empowered Accelerator Program*, which provides high-potential women with the skills to advance to the next level, and *Women's Leadership Seminars* events that engage both women and men across regions to discuss career development topics. The corporate learning and development team is part of the Global Talent Practice, and is responsible for providing standardized learning programs, including onboarding, leadership, professional development, and other tools available in all regions around the world. The global team acts as a Center of Excellence and defines both the desired leadership culture and the learning strategy for the various business functions to align their programs. Each function within P&G is responsible for building employees' capabilities and technical mastery, as well as proactively planning the right development strategies based on employees' needs and specific assignments.

CORPORATE AFFINITY GROUPS, MENTORING, AND SPONSORSHIP

Corporate affinity groups play a vital role in fostering an inclusive culture at P&G. Affinity groups have branches across every function, business, and region, with leaders who disseminate information locally and provide employees with

opportunities for career development, networking, mentoring, and sponsorship. The groups offer an internal forum to connect and build a strong sense of community, while also providing opportunities to deliver better business results. Affinity group members are also involved in activities such as recruitment, leadership, and cultural-competency trainings across the organization.

P&G has seven formal affinity groups, three of which are global in scope: the Women's Network/Corporate Women's Leadership Team (CWLT), People with Disabilities (PwD), and Gay, Ally, Lesbian, Bisexual and Transgender Employees (GABLE). US-based groups include African Ancestry Leadership Network (AALN), Asian Pacific American Leadership Team (APALT), Hispanic Leadership Team (HLT), and the Native American Indian Leadership Team (NAILT). Each group is sponsored by a senior leader and regularly meets with executive leadership to discuss key areas and opportunities. In addition, there are numerous grassroots groups throughout the company, representing a large variety of diverse interests. These have coalesced into subgroups of various sizes across regions, functions, business units, and business sites. Notably, US-based affinity groups work closely with HR to help identify high-potential employees, and affinity-group leaders receive training to support talent management processes. While all US-based groups have a corporate leadership structure, each customizes its execution strategy and action plan, including setting up regional and functional meetings and establishing goals.

FLEX@WORK

Like many organizations, P&G had flexible work benefit policies in place, but employees were not taking advantage of them. The broad communication strategy, branding, and implementation of P&G's *Flex@work* initiative helped drive a significant culture change across all regions in the area of working flexibility. *Flex@work* provides location and time flexibility, as well as a variety of reduced-hour arrangements and leave benefits, to help create a workplace in which women and men can effectively manage their responsibilities and interests both inside and outside of work. Examples go beyond using flextime to meet family and caregiving responsibilities and include employees being able to engage in volunteer activities, sports, and other personal pursuits. Career-path flexibility, including a variety of short- and long-term reduced-hour arrangements, dual-career couple benefits, and leave benefits are essential to P&G's flexible culture across levels, regions, and functions. Unique opportunities include a sabbatical program in which all full-time employees with at least one year of continuous employment can take up to three months of leave every five years, as well as a variety of

reduced "full-time" options (e.g., working 70% or 80% of the time) that employees can negotiate with their managers and HR to adjust goals and workload to match. Globally, work-life initiatives are customized to local policies and the unique needs and challenges of the region. Examples of region-specific benefits include a private bus system in India to ensure employee safety, and a special travel budget for Saudi women employees that enables them to travel with a male relative chaperone on business trips. This variety of work-flexibility options enables P&G to retain its talent as employees move through various life stages.

CATALYST AWARD CRITERIA: CHANGE DRIVERS

P&G's efforts exceed the following criteria, by which Catalyst evaluates efforts to develop and advance women in business.

1. Integrate the Initiative With the Business Strategy.

P&G understands that, as a consumer products company, the need to reflect the marketplace is paramount. Attracting, developing, and retaining the best people through a focus on diversity is therefore essential to maintaining a sustained competitive advantage and continued growth. Its focus on inclusion enables employees to build collaborative, diverse relationships and successfully drive both business growth and innovation. Furthermore, to build from within, P&G follows a strong people strategy that invests a great deal of resources in the training and development of each employee.

2. Demonstrate the Commitment of Senior-Level Leadership.

The initiative engages leaders at all levels and roles across the organization, with gender as the constant across regions. At the highest levels of the organization, executives play a critical role in driving employee engagement through their involvement in mentoring, developmental programs, and affinity groups. Line managers and leaders in all functions and businesses actively participate in talent management and the development of their teams. CEO A.G. Lafley chairs P&G's Global Inclusion & Diversity Council (GIDC). The Chief Diversity Officer (CDO)—a rotating position among line leaders—reports to the CEO, ensuring accountability within business leadership to successfully execute diversity and inclusion initiatives. The Global Leadership Council members—P&G's top 35 leaders—also advocate and mentor top talent and participate in signature events. Working closely with their HR business partners, Functional Officers and Vice Presidents sponsor specific initiatives across the organization, and are often personally involved in a variety of talent management activities, including recruiting, career/professional development, and training for their staff.

3. Effectively Communicate the Strategy.

P&G has applied its branding approach to *Everyone Valued, Everyone Included, Everyone Performing at Their Peak™*, as well as to several individual components (e.g., Flex@work). The initiative's title is trademarked and the business rationale for diversity is well-articulated across all regions, functions, and levels. Communication and internal branding of various diversity and inclusions programs is particularly strong and consistent across locations for major elements of the initiative. Employees at all levels are involved in the strategy and execution, which span functions, sites, and geographies. P&G's mission and vision statement is incorporated into the company's business strategy as well as the diversity competencies considered "Peak Performance Factors" in employee reviews.

4. Create Accountability Systems.

P&G gives employees talent and organizational development responsibility early in their careers. This investment in employees across levels and functions creates a sense of ownership for diversity and inclusion and the overall success of the company. All people managers have D&I incorporated into their performance evaluations. At the executive level, the CEO requires all business-sector and functional leaders to report directly to him on women's progress and on specific initiatives across the organization. The Global Inclusion & Diversity Council is accountable for P&G's progress toward gender representation metrics, meeting every quarter to review global metrics and to share best practices.

5. Create Tools to Measure Progress.

Performance reviews and organizational culture surveys are used to ensure accountability and measure progress at all levels. Accountability measures such as work plans and scorecards have evolved to include both quantitative and qualitative measures of diversity and inclusion. The annual P&G Employee Survey measures areas such as confidence in leadership, empowerment, relationships with managers, and diversity and inclusion. It provides results by various segments of the business, as well as demographics, insights, and recommendations for change. The company also conducts an annual organizational review, which examines the global talent pipeline through various lenses, including gender. As part of this process, each business function reviews top talent with a diversity lens. Panels of Presidents and Global Leadership Council members and affinity groups work together with HR to identify top talent.

THE IMPACT OF THE INITIATIVE

Thanks to these efforts, P&G has achieved some remarkable results. Between 2008 and 2013, women's representation increased globally from 25.7% to 28.3% at and above the VP level, from 29.3% to 31.8% among Associate Directors, and from 40.2% to 43.6% among all managers. Notably, women's representation on P&G's Board of Directors has increased from 27.3% to 50.0%. Also in that same timeframe, P&G's global retention rate of women employees increased from 87.0% to 91.0%.

P&G serves nearly five billion people around the world with its brands. The Company has one of the strongest portfolios of trusted, quality, leadership brands, including Always®, Ambi Pur®, Ariel®, Bounty®, Charmin®, Crest®, Dawn®, Downy®, Fairy®, Febreze®, Gain®, Gillette®, Head & Shoulders®, Lenor®, Olay®, Oral-B®, Pampers®, Pantene®, SK-II®, Tide®, Vicks®, Wella®, and Whisper®. The P&G community includes operations in approximately 70 countries worldwide. Please visit pg.com for the latest news and in-depth information about P&G and its brands.

For more information on P&G's *Everyone Valued, Everyone Included, Everyone Performing at Their Peak™* initiative, please contact:

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Showcase Your Organization's
Initiatives to Advance Women

The global Catalyst Award attracts organizations from around the world. Every year, Catalyst identifies and receives applications from companies of all sizes, regions, and industries, whose groundbreaking initiatives to advance women and diverse groups make them eligible for the Award.

Focusing on diversity and inclusion (D&I) is a strategic imperative for global organizations. Catalyst research has shown that corporations that invest in women gain a competitive advantage in the marketplace. By applying for the Catalyst Award, your company or firm will:

- Benefit from an external perspective on your organization's culture and D&I efforts.
- Showcase your internal and external strategies, talent, and progress.
- Learn how to continuously improve your efforts.
- Show your commitment to being an employer of choice.

Catalyst welcomes your application. As you prepare your submission materials, you may find it useful to review descriptions of previous Catalyst Award-winning programs at catalyst.org/catalyst-award-winners.

Process, criteria, timeline, and application materials are available at: catalyst.org/apply-catalyst-award-0.

Please contact Laura Sabattini, Chair, Catalyst Award Evaluation Committee, if you have any questions: lsabattini@catalyst.org.

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1977 – 1980

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Editor-in-Chief
Business Week
1981 – 1984

Charles W. Parry

Chairman & CEO
Aluminum Company of America
1985 – 1986

Richard E. Heckert

Chairman & CEO
E.I. du Pont de Nemours & Company
1987 – 1988

Reuben Mark

Chairman & CEO
Colgate-Palmolive Company
1989 – 1990

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Chairman & CEO
Sara Lee Corporation
1991 – 1995

J. Michael Cook

Chairman & CEO
Deloitte & Touche LLP
1996 – 1997

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Chairman & CEO
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1998 – 2001

Thomas J. Engibous

Chairman, President & CEO
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Incorporated
2002 – 2005

Charles O. Holliday, Jr.

Chairman & CEO
DuPont
2006 – 2008

James S. Turley

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2009 – 2013

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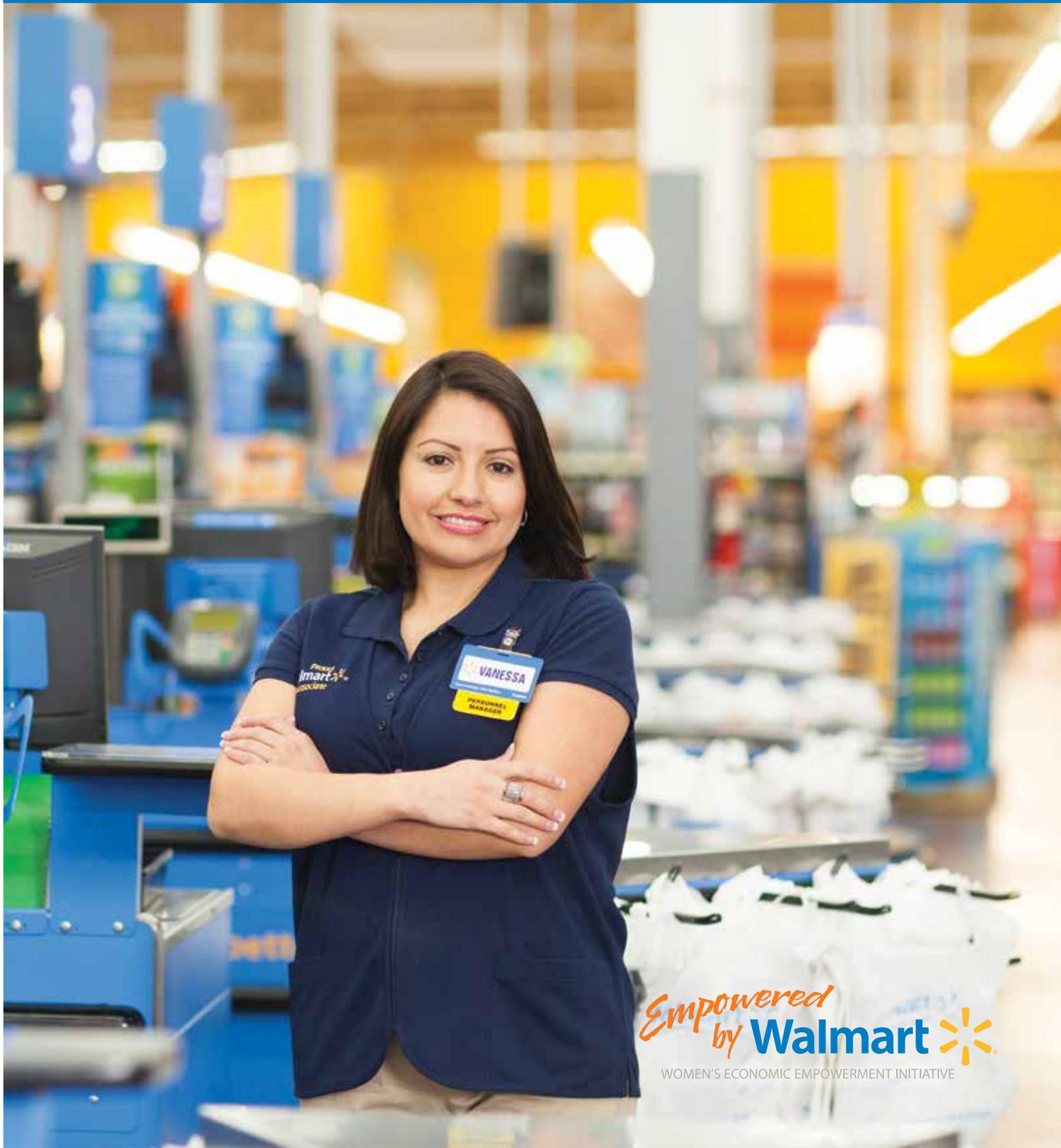
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WOMEN'S ECONOMIC EMPOWERMENT INITIATIVE

Hang this in your office to inspire yourself and others to challenge the status quo—and make real change for women and men at work.



✓ I avoid listening to my inner voice when it says "I can't"—because I know I'm smart and I CAN!



I am confident.

I confidently, competently, and occasionally courageously take my place at the table as an older woman on a young and mostly male computer development team.



I encourage women and girls, especially my 13-year-old daughter, to speak up and believe in themselves.



I champion young women of color—and make sure I'm not the only one whose voice is heard.

I value my colleagues' cultural differences.



I consider the global impact of my company's diversity and inclusion initiatives.

I voice my opinion

I mentor women and girls and inspire them to reach their full potential by asking for raises and negotiating.

I learn from my employees more often than I tell them what to do.



I take the lead to advance women in business through education, inspiration, and collaboration!



I support my female colleagues regardless of their status in the organization.

I stay informed about the business case for gender parity and its impact on the bottom line.



I help my team members identify their strengths and give them opportunities to shine.



I make sure everyone on my team feels included.

I refuse to accept the notion that there aren't enough women in leadership positions because there aren't any qualified to lead.

I advocate for more women on corporate boards.



I'm a virtual employee.



Join the movement at [#DisruptT](#)

I recruit men for our company's women's leadership council.



I take all the paternity leave I'm allowed.

I avoid exhibiting gender bias when I'm with my son.



I educate my teenage sons about why gender equality is good for all of us—women, men, families, and organizations.



I work to identify and confront my own biases.



I question authority.

I AM A DISRUPTOR



I believe flex works.

I work longer hours on Tuesday so I can go to Wednesday morning yoga.



I keep a photo of my same-sex spouse on my desk at work.

I'm not content to embrace mediocrity and adhere to the norm for fear of rocking the boat.



I challenge the status quo on what a traditional executive looks like.

I embrace talent.

I am hardworking and humble—two qualities my older colleagues are surprised to find in a Millennial!



I am a supportive colleague.

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