



## MEN RECEIVED HIGHER COMPENSATION



## MEN WERE MORE HIGHLY PLACED IN THE ORGANIZATION



## MEN RECEIVED MORE PROMOTIONS OF GREATER MONETARY VALUE



### *Mentoring + Sponsorship = The Recipe for Success*

It's true. Who you know is as important as what you know in moving your career ahead. To advance, women need mentors who will advise them, provide feedback on how to improve, be a role model, and teach them the ropes for navigating through corporate politics to gain access to influential networks. But Catalyst's report, [Mentoring: Necessary But Insufficient for Advancement](#), finds that mentors aren't enough for women.

By examining the career advancement of high-potential employees, this report shows that having a mentor before starting a first post-M.B.A. job results in greater compensation and a higher-level position—but the payoff is greater for men than for women.

- From the first job on, men received higher compensation, were more highly placed in the organization, and received more promotions of greater monetary value over time.
- Even women who had senior-level support failed to get the same compensation as men.

“ People tend to incorrectly use the words “mentor” and “sponsor” interchangeably. We've all had mentors who have offered advice, but sponsors are the people inside our company who have helped us get to senior levels. Sponsors are what you really need to succeed. ”

—Gordon M. Nixon,  
President & CEO, RBC

The report highlights the distinction between mentoring (career advice and guidance) and sponsorship (advocacy by someone highly placed in the organization) and concludes that mentoring is not a silver bullet that will close the gender gap. Women need mentors and sponsors.

### [Maximizing Mentoring and Securing Sponsorship](#)

This tool available to members only, provides audio, video, and web recommendations for how companies and individuals can support high potentials through sponsorship.

 [Download the full report](#)

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