



2020 CATALYST AWARD

Application

CATALYST AWARD WINNERS: 1987–2019

2019

Bank of America
Deutsche Post DHL Group
Eli Lilly and Company
Schneider Electric

2018

The Boston Consulting Group
IBM
Nationwide
Northrop Grumman Corporation

2017

3M
BMO Financial Group
Rockwell Automation

2016

Gap Inc.

2015

Chevron Corporation
Procter & Gamble

2014

Kimberly-Clark Corporation
Lockheed Martin Corporation

2013

Alcoa Inc.
The Coca-Cola Company
Unilever

2012

Commonwealth Bank of Australia
Sodexo

2011

Kaiser Permanente
McDonald's Corporation
Time Warner Inc.

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 organizational approaches with proven, measurable results that address the recruitment, development, and advancement of all women, including diverse groups.

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

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 accelerate progress for women through workplace inclusion.

Each initiative is evaluated against the following criteria:

- ✓ Strategy and Rationale
- ✓ Senior Leadership Activities
- ✓ Accountability and Transparency
- ✓ 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 underrepresented racial/ethnic groups—and that it can be sustained over time.

YOUR APPLICATION

Before filling out the nomination form, please note eligibility requirements outlined in the Measurable Results section and under Terms and Conditions. Applicants are encouraged to use the Catalyst Award [Eligibility Worksheet](#) to assess eligibility prior to completing the nomination.

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

CONTEXT

1. **Initiative Title**
2. **Organizational Context**
 - What **geography** or **geographies** does the initiative span? Note that measurable results and results showing impact will be required for each relevant geographical area.
 - Describe any unique **barriers/challenges** that women and women of color/women of colour (if relevant for your initiative context) may face related to your industry, geography, or organization type.
 - Please include relevant benchmarking information (e.g., women's representation, promotion rates, retention rates) you use to compare your company's progress to others in your industry.
 - What are the key elements of the initiative that make it effective and successful within its particular context (e.g., industry, geography, sector, organizational structure)?

3. Organizational Culture

- Please describe your organization's culture (e.g., working styles, management styles, interpersonal behavior, work pace).
- How has the work culture shifted and/or evolved over the course of the initiative?
- How would you describe the culture for flexibility at your organization? Has it changed over the course of the initiative? Does it vary across the organization?
- How do employees learn about or become aware of your organization's culture?

4. Organizational Structure

- Provide a complete **organizational chart** and a graphic representation of the organizational structure and major business units/divisions/regions.
- Describe women's representation at levels relevant to your initiative's target population(s), and **note the positions with profit-and-loss responsibilities**.
- Is there a team, function, or unit whose full-time job is to help drive diversity and/or inclusion in your organization? Describe **this function** (e.g., Is it a separate department? Does it sit within HR? Does responsibility for D&I extend to business units?) and how it is staffed and organized. To whom does the most senior member of this D&I team, function, or unit report? If your organization has diversity councils and/or other governing bodies, please describe them.

5. Summary of Initiative

- Provide a brief paragraph summarizing the **initiative** and its **target audience**. What are the goals of the work? How does the initiative fit into your organization's history of diversity and inclusion?
- Describe the **specific programs and/or activities** that make up the initiative. Make sure to include **the dates each component began and how participation has evolved since it started**. How do these elements help address the challenges and/or barriers described earlier?
- How does your organization define diversity and inclusion? Please include specific information about diversity and inclusion (D&I) programs that address the needs of women of color/visible minorities and any other relevant dimensions of diversity, and how these promote inclusion.
- What evidence is there for **utilization** of specific programs and/or elements described above? Does your organization track by target populations? Please describe in detail and provide **supporting metrics** (e.g., numbers of participants and whether they have increased over time) for all relevant programs and activities.
- What evidence is there that the initiative elements have helped advance women and diverse groups? Provide **data** (quantitative and/or qualitative) and any other evidence you might have that demonstrates this connection.

CRITERIA

6. Strategy and Rationale

- 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?
- How was the initiative developed, and who was involved?
- How does the initiative support business goals?
- In what ways does your diversity and inclusion work encompass programs and activities that improve or advance other dimensions of diversity (race/ethnicity, nationality, sexual orientation/identity, people with disabilities, etc.)? Please describe.
- If relevant for your initiative context, detail any activities, programs, or efforts specifically focused on engaging women of color/women of colour. How have these efforts evolved over time and what are hallmarks of progress?
- In what ways are you engaging men as champions and allies? What role(s), formally or informally, do men play in the initiative?
- Does your diversity and inclusion work encompass community and/or corporate social responsibility activities? Please describe.
- How are diversity and inclusion efforts integrated into your organization's core talent processes?

- How are employees encouraged to participate in CSR activities?

7. Senior Leadership Activities

- 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 groups?
- What evidence can you provide to show that senior leadership commitment will be sustained over time?
- What specific leadership behaviors and activities support their commitment?

8. Accountability and Transparency

- **Who is held accountable** for the success of the initiative, and **how**?
- Please describe how accountability varies by level. For example, who across the organization has performance goals focused on creating diverse and/or inclusive teams or units? Goals might include representation of women or women of color in a team or unit; employee satisfaction or engagement ratings by gender, race, and/or ethnicity within the team or unit; employee perceptions of the manager's commitment to diversity.
- 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, ties to performance management scores)?
- What specific communication efforts help employees understand accountability systems?
- 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 goals related to initiative's target group(s); examples of succession-planning documents and/or goals, especially related to gender or other diversity dimensions.

9. Communication

- What kinds of **communication mechanisms** support the initiative across the organization? How do managers and employees learn about the business rationale for the initiative and its components?
- How do the organization's leaders communicate their commitment to the initiative?
- How transparent are the initiative components and how broadly are they communicated? Please provide a list of communication mechanisms (e.g., organization's intranet, public website, town-hall meetings, newsletters, other electronic/printed media) and frequency with which they are disseminated organization-wide. Is two-way communication, feedback, and employee participation encouraged? Please provide specific examples.
- What communication channels exist for employees to provide feedback about the initiative?

10. Employee Engagement

- What levels of employees are involved in the leadership of the initiative? How are **employees** included in strategy and implementation?
- How do you measure/track employee participation and engagement in the initiative and in your organization more broadly? How do employees at different job levels participate in specific components of the initiative? How do women, men, and diverse groups partner to drive change?
- What evidence do you have that **employee attitudes** have improved as a result of the initiative (e.g., employee survey data showing change over time)?

11. Innovation

- How does your organization **define and measure** 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 with respect to your industry and/or operational context?
- How does this initiative provide new knowledge to the business community and to other organizations that wish to implement diversity programs?

12. Measurable Results

- The initiative must demonstrate measurable results for a **minimum of three years (please include relevant dates)** in the following two categories: Change Outcomes Data and Representation Data. **As a summary narrative, describe how the initiative produced its outcomes and include any links between specific elements/programs and results.**

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 employee populations such as diverse groups. 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., underrepresented racial/ethnic groups, people with disabilities). Because each initiative is different, appropriate metrics will vary, but may include:

- Attrition, retention, recruitment, and/or promotion data.
- Employee survey results.
- Succession-planning pools.
- Other specialized data related to the change effort, programs, and/or policies of the initiative.

b. Representation Data

Using the [Catalyst Award Workforce Metrics Tables](#), please provide workforce representation data identifying the number of individuals by relevant level (e.g., executive, managerial, and pipeline levels) for two points in time: 1) the year the initiative commenced and 2) the current year. For example, use the “Band 1” row for the most senior level applicable to the initiative and/or target group(s), and indicate other levels at other “Band” levels as they apply to your organization. Please provide the terminology that is used to identify each level (e.g., job, band, grade, title). For US and Canadian initiatives, you must provide data for underrepresented racial/ethnic groups where indicated. **Indicate the actual number (not the percentage) of employees at each level.**

Additional Guidance—Workforce Representation Data

- US- and Canada-based global initiatives must provide metrics for women of color (US) and/or women of colour (Canada) using the additional table provided.
- **We strongly recommend having at least ONE woman of color/colour on the Board of Directors and in Band 1, as well as evidence of representation of women of color/colour across leadership levels. This will be factored into our review of your nomination.**
- For initiatives based in countries where underrepresented racial/ethnic groups' metrics are not available, please provide relevant workforce metrics that showcase the diversity of your workforce across different diversity dimensions along with Change Outcomes Data.

Governance Data

- Please provide the demographic composition of the **Board of Directors and Executive Leaders (Band 1)** for two points in time: 1) the year the initiative commenced and 2) the current year. **Please indicate the number (not the percentage) of people at each level.**

Additional Guidance—Boards of Directors

- Professional services and law firms typically do not have a board of directors. Comparable levels may include the firm's Management Committee and/or Executive Committee.
- For a company operating in a two-tiered governance structure, please provide the composition of the **Supervisory Board** under the **Board of Directors** heading.

Additional Guidance—Band 1 Leaders

- Please limit this category to the highest level of leadership at your company, i.e., one or two reporting levels from the CEO and/or Managing Partner or Director.

Minimum Requirements

- Catalyst expects to see women on the Board of Directors, among the company's executive leaders (Band 1), and as leaders at various levels throughout your organization. There must be at least **TWO** women on the Board of Directors and women must constitute **AT LEAST 10%** of Band 1 leaders.

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. We will conduct a thorough legal review as part of the nomination process and reserve the right to seek more information about potential business or legal issues and use these findings as part of the review process.**

TERMS AND CONDITIONS

Eligibility Requirements

Due to the rigorous evaluation process, a USD \$7,500 nomination fee must be **included as part of the completed application packet**. If an invoice is required, please advise the team in advance of the deadline of May 24, 2019 at catalystaward@catalyst.org. 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 2020 Catalyst Awards Dinner in New York City on **Thursday, March 12, 2020, and be able to attend the Awards events from 5:00 to 9:30 p.m. EST**. [CEO](#) and [Managing Partner/Director](#) attendance verification forms are available 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 strategic Catalyst **Consulting Services engagement** cannot apply for the Catalyst Award until three years after the Catalyst engagement has ended. If you have had any consulting engagements with Catalyst in the past three years, we strongly recommend contacting the Award Chairs: [Emily Cohen and David Lau](#), prior to applying.
- 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 **May 24, 2019**.
- Telephone interviews will be conducted with applicants during June and July of 2019.
- Members of the Catalyst Award Evaluation Committee will conduct a multi-day site visit during late September and October of 2019 at organizations making it to this stage, meeting with the individuals listed below. In addition, site visit organizations will be required to disseminate a short employee survey from Catalyst related to workplace inclusion.
 - 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 **December 2019/January 2020**.
- Winners will be honored at the internationally publicized 2020 Catalyst Awards Dinner on **Thursday, March 12, 2020**, attended by more than 1,600 business leaders in New York City. *Please note that multiple representatives from winning organizations will be required to present at the Catalyst Awards Conference and thus travel may be required; CEOs of winning organizations are strongly encouraged to participate in the Conference as well as other events and activities throughout the day.*
- Catalyst has the sole discretion to select the winners of the Catalyst 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 Catalyst Award from the recipient at any time.

Information for Applicants

- **Interested organizations are required to [contact the Catalyst Award Chairs: Emily Cohen and David Lau](#), 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 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 Catalyst Award winners based on the submissions and distributes them publicly—including agreed-upon metrics and results demonstrating impact—to promote the Award winners and the Catalyst Award. You agree that Catalyst owns the rights (including, but not limited to all copyrights) to any materials that Catalyst creates, and you grant to Catalyst the right to use your submissions to create such materials and to distribute them publicly in any manner consistent with the purpose set forth above. Award winners are also permitted to use the materials Catalyst creates for the purposes set forth above.
- 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, **including agreed-upon metrics submitted by the winning organization as part of its application**, will be made public by Catalyst in collaboration with winning organizations.

Application Information

Visit catalyst.org/apply to download a complete application packet, including the nomination fee form, CEO or Managing Partner/Director attendance verification form, workforce representation metrics spreadsheet, nomination eligibility form, and [nomination checklist](#).

Applications are required to be submitted electronically. Please send to catalystaward@catalyst.org **no later than May 24, 2019**: (1) the completed nomination form in both an Optical Character Recognition PDF file with searchable text and a Word document; (2) the signed CEO or Managing Partner/Director attendance verification form; (3) complete contact details for the organizational representative to be contacted; and (4) request for invoice, if needed.

If sending a check for the nomination fee, please send, **postmarked no later than May 24, 2019**, to:

Catalyst Inc.
 Attention: Finance
 120 Wall Street, 15th Floor
 New York, NY 10005

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. I understand and agree that this application and accompanying documents may be executed and delivered by email or otherwise electronically, each of which will be deemed to be an original.

By (Signature): _____

Printed Name: _____ Title: _____

ABOUT CATALYST

Catalyst is a global nonprofit working with some of the world's most powerful CEOs and leading companies to help build workplaces that work for women. Founded in 1962, Catalyst drives change with pioneering research, practical tools, and proven solutions to accelerate and advance women into leadership—because progress for women is progress for everyone.