### INTERNATIONAL WOMEN’S DAY
MARCH 8, 2017 | NYC

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#### CATALYST AWARDS CONFERENCE

- **Ld** LEADERSHIP
- **REDEFINED**

**LEAD SPONSORS**
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WELCOME TO THE 2017 CATALYST AWARDS CONFERENCE

This year, the Catalyst Awards Conference celebrates 30 years of Catalyst Award-winning initiatives and the ways in which individuals and organizations are “redefining leadership” with intentionality and purpose. We, as business leaders, have never had a greater responsibility to be the change.

Indeed, our progress will not go any further than where the most committed of us stand. We must rethink old definitions and create a new vision, which requires redefining leadership in terms of:

- How we drive inclusion and equal representation at all levels, in all professions.
- How we “show up” on gender-related issues with our customers and stakeholders and how we amplify our voices externally.
- How we all connect and collaborate across organizations—businesses, NGOs and nonprofits, governments, and society as a whole—to amplify and accelerate progress toward gender equality.

LEADERSHIP REDEFINED
MORNING PROGRAM

8:30 AM–9:15 AM
Opening Remarks

9:15 AM–10:30 AM
2017 Catalyst Award Winners Plenary

10:45 AM–11:45 AM
2017 Catalyst Award Winners Breakout Sessions (Concurrent)
- 3M—"I'm in. Accelerating Women's Leadership"
- BMO Financial Group—"Diversity and Inclusion Renewal for Sustainable Change"
- Rockwell Automation—"The Culture of Inclusion Journey"

LUNCHEON PROGRAM

12:00 PM–12:45 PM
Networking Lunch

12:45 PM–1:45 PM
Keynote Panel—"Redefine Leadership, Redefine the World"

AFTERNOON PROGRAM

2:00 PM–3:15 PM
Catalyst Breakout Sessions (Concurrent)
- "Listen, Learn, and Lead: Engaging in Conversations About Gender, Race, and Ethnicity in the Workplace"
- "Negotiate Your Role, Redefine Your Career"
- "Redefining Sponsorship: How Partnerships With Purpose Pay Back"
- "Redefining Championship: Engaging Men in Gender Equality"
- "Redefining Inclusion: How and Why Measuring Inclusion Matters"

3:45 PM–4:30 PM
Closing Session and Networking
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 discussion pages.

Catalyst.org
Visit our website to find and comment on the latest Catalyst research, events, programs, and infographics as well as to 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.

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 people, and stay in the know about new Catalyst initiatives.

Instagram.com/CatalystInc
Catalyst is now on Instagram! Follow Catalyst on Instagram to see visuals that empower and inspire people to advocate for gender equality in the workplace.

LinkedIn.com/groups?gid=2710104
Join this Catalyst group to participate in conversations pertinent to expanding career 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.
WHAT WAS YOUR MOST IMPORTANT TAKEAWAY FROM THE 2017 CATALYST AWARD WINNERS’ PRESENTATIONS?

Share your thoughts with someone you’ve not previously met on your way to the breakout sessions.

ALL DAY
7:30 AM–4:30 PM
The UPS International Women’s Day Hall

As the selected Charity Partner of International Women’s Day, Catalyst and UPS bring together the top mission-based organizations that have changed the lives of women and girls globally. The hall showcases organizations that have contributed to the multi-dimensional journey of a woman’s life. Take the opportunity to engage with more than 30 like-minded organizations throughout the day to learn, give back, and pay it forward as a true acknowledgment of International Women’s Day.

Am MORNING PROGRAM

8:30 AM–9:15 AM
Opening Remarks and Activity by The Second City Works

9:15 AM–10:30 AM
2017 Catalyst Award-Winners Plenary

The 2017 Catalyst Award-winning initiatives showcase intentional leadership as a tool to build inclusive workplaces where all talent, especially women, can thrive and advance. Executives from this year’s winners will discuss their vision, strategy, and the importance of leading inclusively.

10:30 AM–10:45 AM
Networking Redefined
10:45 AM–11:45 AM

2017 Catalyst Award Winner Breakout Sessions (Concurrent)

- 3M
  I’m in: Accelerating Women’s Leadership

- BMO Financial Group
  Diversity and Inclusion Renewal for Sustainable Change

- Rockwell Automation
  The Culture of Inclusion Journey

Nw
11:45 AM–12:00 PM
Networking Redefined

WHAT STORIES OF INDIVIDUAL LEADERSHIP CAN YOU SHARE WITH ONE ANOTHER?

Find two people who attended breakout sessions different from those you attended.
12:00 PM–12:45 PM
Networking Lunch

12:45 PM–1:45 PM
Keynote Panel—Redefine Leadership, Redefine the World

Through their Sustainable Development Goals, the UN seeks to achieve gender equality and empower all women and girls by 2030. One proposed target is to ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life. As Catalyst knows, the impact of more women in leadership is immense, and the effects extend beyond the workplace. Truly, when you redefine leadership, you redefine the world. Join us for an inspiring discussion with leaders on how to accelerate progress toward the goal of 50/50 gender equality by 2030 through policy, philanthropy, and corporate initiatives.

PANELIST
DR. PHUMZILE MLAMBO-NGCUKA
United Nations Under-Secretary-General and Executive Director of UN Women

PANELIST
LA JUNE MONTGOMERY TABRON
President & CEO, The W.K. Kellogg Foundation

PANELIST
MARK A. WEINBERGER
Global Chairman & CEO, EY

MODERATOR
DEBORAH GILLIS
President & CEO, Catalyst
Listen, Learn, and Lead: Engaging in Conversations About Gender, Race, and Ethnicity in the Workplace

Differences don’t have to create divides. Effectively communicating across genders, ethnicities, races, and other aspects of our identities can potentially be difficult, yet the benefit to inclusion is worth the challenge. Learn how organizations and individuals set up conversation ground rules and take action to create productive conversations.

Negotiate Your Role, Redefine Your Career

It’s all about the money—except when it isn’t. While salary is important, ambitious employees negotiate many aspects of their careers, including more satisfying and challenging roles. In this session, you will gain insights from a panel of experts to confidently negotiate your way to success.

READ OUR REPORT
Role Negotiation and the Pursuit of Hot Jobs

READ OUR INFOGRAPHIC
Seven Tips to Negotiate Your Way to A More Challenging and Satisfying Role

READ OUR INFOGRAPHIC
Empower Your Employees to Negotiate More Challenging and Satisfying Roles
Redefining Collaboration: How Partnerships With Purpose Pay Back

Intentional investment, whether in an organization that supports women and girls or in the career of a talented protégé, is crucial for moving toward gender equality. With the recent adoption of the United Nations’ Sustainable Development Goals, a new era of international development has begun, with gender as a central feature. Hear from a panel of partners in the business, nonprofit, and philanthropic community who recently announced specific Clinton Global Initiative Commitments to Action.

READ FORTUNE’S ARTICLE ABOUT THE COALITION’S INITIATIVE
Airbnb, P&G, and Unilever Are Partnering With the Clinton Foundation to Invest Over $70m in Women

Redefining Championship: Engaging Men in Gender Equality

In male-dominated, male-led workplaces, some men gain certain advantages from being part of the group that holds the majority of positions of power. Yet at the same time, many also report feeling excluded due to other core aspects of their identities. We invite all to attend this session to learn more about how diverse men—including men of color, LGBTQI men, and others—are bringing their distinct experiences and perspectives to bear in their efforts to champion inclusion.

READ OUR ENGAGING MEN RESEARCH SERIES
Engaging Men in Gender Initiatives

LEARN ABOUT MARC (MEN ADVOCATING REAL CHANGE)
onthemarc.org

Redefining Inclusion: How and Why Measuring Inclusion Matters

Exclusion is the problem. Inclusion is the solution. Catalyst’s global inclusion work gauges what inclusion looks like, what drives it, and what its outcomes are. At this session, thought leaders whose organizations piloted the Catalyst Inclusion-at-Work Survey and academic experts will discuss how to create and sustain inclusive norms and behaviors and why this matters. Attendees will also share insights and real-world approaches that work in global settings with the panel of Catalyst experts.

READ OUR REPORT
Inclusive Leadership: The View From Six Countries

READ OUR REPORT
The Day-to-Day Experiences of Workplace Inclusion and Exclusion

READ OUR INFOGRAPHIC
Inclusion Matters
Find four people who attended different breakout sessions than you.

WHAT IMPORTANT TAKEAWAYS CAN YOU SHARE WITH EACH OTHER?

3:15 PM–3:45 PM
Networking Redefined

3:45 PM–4:30 PM
Networking and Closing Session
Share stories of individual leadership with two people who attended breakout sessions different from those you attended.
I AM A LEADER. I WILL REDEFINE THE WORLD.

I WILL PERSONALLY:

MY ORGANIZATION WILL:
2017 CATALYST AWARD-WINNING INITIATIVES

I’m in: Accelerating Women’s Leadership
3M

Diversity and Inclusion Renewal for Sustainable Change
BMO FINANCIAL GROUP

The Culture of Inclusion Journey
ROCKWELL AUTOMATION

W

2017 CATALYST AWARD WINNERS
3M’s global initiative "I’m in. Accelerating Women’s Leadership ("I’m in") comprises a variety of talent-management and leadership-development components, including networking, mentoring, talent-development, work-life and workplace flexibility programs, and external community efforts. "I’m in" has positively impacted people, the work environment, and company culture. While the initiative focuses on the advancement of women in the pipeline and across the organization, communications and programs engage and include all 3M people worldwide.

3M refreshed its diversity and inclusion strategy in 2011 with the launch of its global Center of Expertise. In 2012, Inge Thulin, 3M’s newly appointed CEO, introduced his vision for and strategic approach to increasing organizational performance in a highly competitive and fast-changing world. Mr. Thulin and his leadership team set ambitious strategic priorities to be achieved by 2025, including forward-thinking global diversity goals, leadership behaviors, and a call to all 3M people to “be leaders at every level and citizens of the world.”

"I’m in" engages key strategic partners, including 3M’s global Women’s Leadership Forum (WLF) and the Forum’s executive steering team, with leaders from 3M’s different businesses, functions, and geographies.

More than 78 WLF chapters work to align their activities with the global priorities championed by the executive steering team. Chapter leaders include women and men from 3M’s local offices, manufacturing sites, and service centers who customize action plans to the challenges unique to their locations. Chapters collaborate with Employee Resource Networks (ERNs) and other Forums and teams and serve as change advocates to support key activities and communications regarding gender as well as other aspects of diversity, inclusion, leadership, and recruiting. More than 70 countries have embraced inclusiveness across their organizations through the "I’m in" campaign and local programs recognizing 3M’s Global Inclusion Day and other special opportunities and events.

3M strongly encourages every person to have a formal development plan, including stretch projects and assignments, opportunities to take on different roles, training programs, and coaching. Several leadership development programs have helped propel 3M’s current leaders, and the signature program 3M Leadership Way emphasizes continuous learning through unique experiences and learning opportunities that build upon each other as people grow in their leadership responsibility, capability, and impact. 3M’s commitment to learning is reflected in its 2025 sustainability goal to have 100% of employees participating in career development activities. All of these initiative components are supported by 3M’s FlexAbility program, which provides consistent guidelines and resources globally to promote a flexible, effective workplace culture.

Finally, community and volunteer-based activities are integral to 3M culture worldwide and are part of the company’s vision and leadership behaviors. 3M’s Global Volunteer Day engages people at nearly 100 global locations to build a strong sense of community across regions. Many ongoing activities help develop leaders and range from STEM outreach and education to pro-bono legal work and serving on local boards.

From 2011 to 2016, 3M’s global initiative has accelerated progress for women throughout the company and across the world. Globally, women’s representation at the director level increased from 18.2% to 23.0%, and at the vice president and above levels from 16.7% to 24.2%. Women leaders have also made progress in traditionally underrepresented roles across regions, including an increase from 19.1% to 23.9% for technical and lab managers and from 11.4% to 17.4% for plant managers. The percentage of women leading 3M subsidiaries increased nearly 10-fold from 2.4% to 22.7%, and women’s representation on the executive team—those reporting to the CEO—increased from 12.5% to 20.0%.
BMO Financial Group’s Diversity and Inclusion Renewal (DIR) is a North American strategy to build an inclusive work environment that drives employee, customer, and business goals across the organization. The initiative focuses on transforming BMO’s senior leadership ranks, talent pipeline, and organizational culture through innovative diversity and inclusion strategies.

Currently marking its 200th year of operations, BMO has a long history of supporting diversity and inclusion. For the past two decades, BMO has introduced initiatives that identify and remove barriers to advancing diversity across the enterprise. Even with significant inroads made, more needed to be done. BMO’s DIR initiative began in 2012 after an internal review of the workforce revealed the company had hit a plateau in representation of women and minorities in senior leadership roles at the bank.

BMO formed the Leadership Committee for Inclusion and Diversity (LCID), an enterprise-wide committee of executives focused on removing barriers to the advancement of diverse talent across the organization. LCID establishes strategic priorities that define the direction of the renewal agenda and create associated action plans and workforce goals. LCID works in collaboration with the D&I Steering Committees and Councils aligned to each business group supported by the grassroots efforts of Enterprise Resource Groups to implement these strategies across the bank.

The DIR strategy comprises several components to address barriers to inclusion and reach BMO’s goals, including talent practices and a set of external programs driving gender inclusion in the community and with women customers. In addition to engaging senior leaders, highlighted below are other key areas of BMO’s renewal strategy.

BMO’s talent practices are organized around four elements: Hire, Know, Grow, and Move. Diversity and inclusion are integrated into recruitment and hiring processes (“Hire”) to proactively engage a diverse workforce early on. Tools such as employee surveys and leadership planning provide insights (“Know”) to inform succession planning and identification of key leadership roles. “Know” activities, in turn, facilitate the creation of individual development and action plans and track the advancement of talent (“Grow”). In addition, BMO’s Talent Advisors Network (TAN) supports talent development by partnering with business leaders to create diverse succession plans, assess talent, identify scenarios where blind spots may be influencing talent decisions, and work directly with diverse talent providing one-on-one coaching.

BMO has also implemented a formal enterprise-sponsorship program where senior bank leaders are nominated and paired with talented, diverse protégés who have the potential to assume more senior roles. Finally, BMO takes action on its succession-planning processes to strengthen leaders’ breadth and depth of experience (“Move”). This includes making bold moves, such as shifting top leaders from staff to line roles, to accelerate their exposure to the experiences they need for their careers.

In addition to the internal talent components, DIR includes activities that focus on women customers and entrepreneurs. Groups such as the Enterprise Women’s Forum provide strategic guidance and direction on the women’s market. Specific programs support gender diversity outside the bank to help women customers manage their wealth, pursue successful careers, and achieve their own financial well-being.

The DIR initiative has helped BMO achieve important results. Between 2012 and 2016, the bank met its five-year goal of 40% women’s representation among senior leaders in the United States and Canada, with women in these roles increasing from 33.0% to 40.1% and women of color and visible minority women increasing from 4.4% to 6.5%. Within the same time frame, women’s representation has increased from 7.7% to 31.3% among executive committee members and from 32.2% to 35.2% among senior managers and managers overall. Finally, women’s representation on BMO’s Enterprise Board of Directors has increased from 30.8% to 36.4%.
The Culture of Inclusion (COI) Journey at Rockwell Automation is a culture-change initiative that comprises programs and strategies executed throughout the company’s businesses and functions. In the United States, the initiative has impacted more than 8,000 employees in 100 locations. The comprehensive framework integrates different components to ensure that each individual contributor and leader plays an active role and is accountable for driving change throughout the company. A key element of this strategy is that, to make sustainable change, the dominant group—in this case white men—needs to be aware of the impact of their privilege, be engaged, and partner with women and underrepresented groups in a meaningful way.

The COI initiative began in 2007 with senior leaders renewing their commitment to diversity, inclusion, and engagement in response to employee data showing that women and people of color at the company had lower retention rates than white men. An approach was put in place to facilitate COI strategies and activities, including a newly created Center of Expertise. The Center of Expertise works with teams known as Inclusion Change Teams that address barriers to inclusion, embed the COI work within businesses and functions, and help institute processes and best practices. In addition, 12 Employee Resource Groups support the COI strategy, engaging more than 4,000 employees across the organization.

The Rockwell Automation COI journey is designed for long-term sustainability through operationalizing and embedding COI, building processes that are globally framed and locally driven, creating consistency, and also acknowledging that one size does not fit all. The strategy includes three main elements: Awareness and Learning, Understanding and Removing Barriers, and Creating Differentiation.

Awareness and Learning is a cornerstone of inclusion work at Rockwell Automation and focuses on increasing awareness of the impact and value of differences and group dynamics and the impact of privilege. It comprises a variety of activities that include White Men as Full Diversity Partners’ experiential Learning Labs and Summits, unconscious bias training, inclusion-related workshops and lunch-and-learns, leadership training and communications, as well as employee engagement surveys and cultural assessments to monitor progress and support continuous evolution of the awareness efforts.

Understanding and Removing Barriers means identifying and addressing barriers to full inclusion in processes, procedures, and everyday interactions. This strategy drives systematic change with tools, including innovative talent and succession-planning processes that ensure women and minorities get the development, exposure, and visibility needed to grow their careers.

Creating Differentiation happens by engaging distributor partners, clients, and the broader community in the initiative’s change efforts, highlighting Rockwell Automation as an employer of choice. This element includes programs that range from Science, Technology, Engineering, and Mathematics (STEM) outreach and education in schools to distributor engagement and participation in various educational programs and activities.

The Culture of Inclusion approach at Rockwell Automation has helped create a more inclusive and engaging work environment. Results demonstrate that this contributed to advancing women across businesses and functions at the company. Between 2008 and 2016, women’s representation in the United States has increased from 11.9% to 23.5% among vice presidents, from 14.7% to 23.2% among directors, and from 19.3% to 24.3% at the middle-manager level. At the most senior leadership levels, women’s representation doubled, increasing from 11.1% to 25.0% among the CEO’s direct reports and from 11.1% to 20.0% on the board of directors.
30 YEARS OF THE CATALYST AWARD

Over the past 30 years, cutting-edge initiatives from the companies listed below have been recognized with the Catalyst Award. These companies have successfully adapted to the demands of a 21st-century workforce and marketplace by recruiting, developing, and advancing women. Together, they have led the evolution of what’s possible for women, intentional leadership, and workplace equity. Their DNA is redefining leadership in a way that is innovative, effective, and inclusive.

1980s

‘87
Connecticut Consortium for Child Care
The Equitable Financial Companies
IBM Corporation
Mobil Corporation

‘88
Fannie Mae
IBM Corporation

‘89
Avon Products, Inc.
Corning Glass Works
E.I. du Pont de Nemours and Company

2000s

‘00
Charles Schwab & Co.
IBM Corporation
The Northern Trust Company

‘01
American Express Company
General Mills, Inc.
JPMorgan Chase & Co.

‘02
Bayer Corporation
Fannie Mae
Marriott International, Inc.

‘03
Accenture
Ernst & Young LLP
WellPoint Health Networks Inc.

‘04
General Electric Company
Harley-Davidson, Inc.
Shell Oil Company U.S.

‘05
Georgia-Pacific Corporation
Sidley Austin Brown & Wood LLP

‘06
BP p.l.c.
The Chubb Corporation
Safeway Inc.

‘07
The Goldman Sachs Group, Inc.
PepsiCo, Inc.
Pricewaterhouse Coopers LLP
Scotiabank

‘08
ING U.S. Financial Services
Nissan Motor Co., Ltd.

‘09
Baxter International Inc.
CH2M HILL
Gibbons P.C.
KPMG LLP
1990s

'90
Eastman Kodak Company
John Hancock Financial Services
US Sprint Communications Company

'91
Arthur Andersen & Co., S.C.
SC Johnson Wax

'92
American Airlines
Continental Insurance

'93
The American Business Collaboration (ABC) for Quality Dependent Care
Con Edison
Morrison & Foerster
Motorola

'94
Bank of Montreal
McDonald’s Corporation

'95
Deloitte & Touche LLP
The Dow Chemical Company

'96
Hoechst Celanese Corporation
Knight-Ridder, Inc.
Texas Instruments

'97
The Allstate Corporation
Avon Mexico

'98
The Procter & Gamble Company

'99
Baxter Healthcare Corporation
Corning Incorporated
TD Bank Financial Group

2010s

'10
Campbell Soup Company
Deloitte LLP
RBC
Telstra Corporation Limited

'11
Kaiser Permanente
McDonald’s Corporation
Time Warner Inc.

'12
Commonwealth Bank of Australia
Sodexo

'13
Alcoa Inc.
The Coca-Cola Company
Unilever

'14
Kimberly-Clark Corporation
Lockheed Martin Corporation

'15
Chevron Corporation
Procter & Gamble

'16
Gap Inc.

'17
3M
BMO Financial Group
Rockwell Automation
CATHY
BOARD
OF
DIRECTORS

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Peter Voser
Chairman
ABB Ltd.

Secretary
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Frontier Communications Corporation

Treasurer
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Kimberly-Clark Corporation

Linda Addison
Immediate Past Managing Partner
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John Bryant
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Ursula M. Burns
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Ian Cook
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Colgate-Palmolive Company

Brian Cornell
Chairman & CEO
Target Corporation

Mary B. Cranston, Esq.
Retired Senior Partner
Pillsbury Winthrop Shaw Pittman LLP

Michael S. Dell
Chairman & CEO
Dell Inc.

Jamie Dimon
Chairman & CEO
JPMorgan Chase & Co.

William A. Downe
Chief Executive Officer
BMO Financial Group

Steve Easterbrook
President & CEO
McDonald’s Corporation

Cathy Engelbert
Chief Executive Officer
Deloitte

Eric J. Foss
President & CEO
Aramark

Deborah Gillis
President & CEO
Catalyst

Marillyn A. Hewson
Chairman, President & CEO
Lockheed Martin Corporation

Jacqueline Hinman
Chairman & CEO
CH2M HILL Companies Ltd.

Mary Beth Hogan, Esq.
Co-Chair, Litigation Department
Debevoise & Plimpton LLP

Muhtar Kent
Chairman & CEO
The Coca-Cola Company

Chanda Kochhar
Managing Director & CEO
ICICI Bank Ltd.

Michel Landel
Group CEO
Sodexo

Marc B. Lautenbach
President & CEO
Pitney Bowes Inc.

Gerald Lema
Chairman & Managing Partner
Cylon Capital

Sheri S. McCoy
Chief Executive Officer
Avon Products, Inc.

Beth E. Mooney
Chairman & CEO
KeyCorp

Denise Morrison
President & CEO
Campbell Soup Company

Indra K. Nooyi
Chairman & CEO
PepsiCo, Inc.

Stephen S. Rasmussen
Chief Executive Officer
Nationwide

Ian C. Read
Chairman & CEO
Pfizer Inc.

Feike Sijbesma
CEO & Chairman
Managing Board
Royal DSM

Julie Sweet
Group Chief Executive, North America
Accenture

Christopher J. Swift
Chairman & CEO
The Hartford Financial Services Group, Inc.

David S. Taylor
Chairman, President & CEO
The Procter & Gamble Company

John B. Veihmeyer
Global Chairman
KPMG

Mark Weinberger
Global Chairman & CEO
EY

Historic List of Board Chairs

Thomas C. Mendenhall
President
Smith College 1962–1976

Donald V. Seibert
Chairman of the Board

Lewis H. Young
Editor-in-Chief Business Week 1981–1984

Charles W. Parry
Chairman & CEO
Aluminum Company of America 1985–1986

Richard E. Heckert
Chairman & CEO

Reuben Mark
Chairman & CEO
Colgate-Palmolive Company 1989–1990

John H. Bryan
Chairman & CEO

J. Michael Cook
Chairman & CEO
Deloitte & Touche LLP 1996–1997

John F. Smith, Jr.
Chairman & CEO
General Motors Corporation 1998–2001

Thomas J. Engibous
Chairman, President & CEO
Texas Instruments Incorporated 2002–2005

Charles O. Holliday, Jr.
Chairman & CEO
DuPont 2006–2008

James S. Turley
Chairman & CEO
Ernst & Young 2009–2013

Honorary Directors

Tony Comper
Retired President & CEO
BMO Financial Group

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Retired Chairman & CEO
Pitney Bowes Inc.

Thomas J. Engibous
Retired Chairman & CEO
Texas Instruments Incorporated

Ann M. Fudge
Retired Chairman & CEO
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Retired Chairman & CEO
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James S. Turley
Retired Chairman & CEO
Ernst & Young

G. Richard Wagoner, Jr.
Retired Chairman & CEO
General Motors Corporation
BE A PART OF OUR GROUNDBREAKING CATALYST INCLUSION-AT-WORK SURVEY

What Gets Measured Gets Done

More and more leaders are working to create inclusive work climates to engage and sustain their diverse workforces. But measuring and understanding the informal behaviors and practices that make up inclusion is difficult.

Our research shows that employees—at all levels—struggle to specify the inclusive behaviors they expect and demand from colleagues and managers alike. Although necessary, inclusion is all too often invisible.

How You Can Quantify Your Initiatives and Results

Catalyst has created a way to define, measure, and monitor inclusion.

▷ It’s new and forward-thinking.
▷ It’s built upon decades of research by us and renowned scholars.
▷ It’s been tested around the world.
▷ It works.

Introducing the Catalyst Inclusion-at-Work Survey

The Catalyst Inclusion-at-Work Survey not only helps leaders take stock of how inclusive their organizations are, it pinpoints drivers and outcomes of the current state. This approach enables the survey to be used as a practical management tool, allowing leaders to specify actions to enhance inclusion and document its business impact.

Amplify Your Outcomes Using Concrete Data

The Catalyst Inclusion-at-Work Survey provides foundational diagnostics and measures inclusion through engagement. We’ll help you learn how to assess the not-so-easily measured and get clarity on the behaviors and practices that enhance or inhibit inclusion at your organization.

Catalyst extends a big “Thank you!” to the organizations that participated in this pilot and provided insights into the survey and approach. Your commitment to understanding workplace inclusion and how to better sustain a positive and supportive culture is inspirational and is truly Leadership Redefined in action.
REDEFINE YOUR LEADERSHIP DEVELOPMENT

It takes EACH of us to create an inclusive workplace that fully leverages the talents of a diverse workforce. Individual leaders trained to build and sustain an inclusive workplace can redefine leadership and turn diversity into a strategic business advantage. Catalyst has many learning pathways for developing inclusive leaders at all levels of an organization.

CATALYSTX
Anytime, anywhere inclusive leadership learning in global communities. Four courses now available. catalyst.org/edx

LEADING WITH INCLUSION
Blended inclusive leadership training for emerging leaders. Created by Catalyst. Delivered by BlessingWhite. Six modules now available. catalyst.org/lwi

EMPLOYEE RESOURCE LEADERSHIP INITIATIVE
Engage, connect, and learn about inclusion with ERG leaders at ERLI’s annual conference May 8-9, 2017, hosted by BMO Financial Group in Toronto. catalyst.org/erli

For more information, visit our booths today to talk about your inclusive leadership-development needs, or contact Krista Brookman, Vice President, Inclusive Leadership Initiative, Catalyst, at kbrookman@catalyst.org.

Inclusive Leadership Learning Made Possible By:

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Colgate-Palmolive Company
Juniper Networks
Texas Instruments
Frontier Communications
Mary Beth Hogan
Ed and Stephanie Streeter
REDEFINE THE WAY YOU LEAD

We live and work in an increasingly diverse world. Many men support gender equality, but they aren’t sure how to “show up” on the issues. That’s where we come in.

We are Men Advocating Real Change, or MARC, a one-of-a-kind community. Join MARC today to become part of a growing global network of individuals empowered to lead like never before.

WHY MEN?
We all stand to benefit from equality, and, as the majority of current leaders, men are in a strong position to influence change.

BEING PART OF THE SOLUTION STARTS NOW. MARC PROVIDES:

ACCESS to a network of professionals who are creating inclusive work environments for women and men alike.

RESOURCES to share knowledge on leadership development, fatherhood, relationships, values, and culture.

TOOLS for becoming a more effective, inclusive leader.

PERSPECTIVES by and for men on gender and inclusion in- and outside the workplace.

LEARN MORE: onthemarc.org/offerings
@MARCmovement MARCMovement
WE AGREE.

Chevron congratulates the 2017 Catalyst Award winners 3M, BMO Financial Group, and Rockwell Automation.

Different perspectives bring different strengths. At Chevron, our diverse workforce helps us find better options, make better decisions, and reach better solutions in everything we do. Whether it’s our employees or our partners, diversity and inclusion are at the core of who we are and how we do business. Learn more at chevron.com

UPS Congratulates 2017’s Catalyst Award Winners

UPS is proud to join Catalyst in its mission to accelerate progress for women through workplace inclusion. This mission inspires companies to demonstrate the commitment to women exhibited by the 2017 Catalyst Award winners.

As we celebrate the 11th anniversary of UPS’s award-winning Women’s Leadership Development program, we are pleased to see women developing new skills and gaining additional confidence across our enterprise. Our trust in their leadership abilities is evidenced by the number of women leading our business in key areas around the world.

Empowering women to take charge of their careers and reach their full potential is a strategy that’s delivering results for our people, our customers and our business.

Learn more at sustainability.ups.com  
#WeAreUPS

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The Catalyst Award attracts organizations from around the world. Every year, Catalyst 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.
The diverse backgrounds and perspectives of our team are our greatest strength in supporting the guests and communities we serve. We are proud to partner with Catalyst in their mission to accelerate progress for women through workplace inclusion. We applaud their dedication to creating workplaces where employees representing every dimension of diversity can thrive. To learn more about the diverse team at Target, visit Target.com/diversity.
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Catalyst
120 Wall Street, 15th Floor
New York, NY 10005
United States
phone: +1 212 514 7600
info@catalyst.org

Catalyst Canada Inc.
8 King Street East, Suite 505
Toronto, Ontario M5C 1B5
Canada
phone: +1 416 815 7600
caninfo@catalyst.org

Catalyst Europe AG
Sempacherstrasse 15
8032 Zurich
Switzerland
phone: +41 (0)44 208 3152
europeinfo@catalyst.org

Catalyst India WRC
106 “B”, Damji Shamji Corporate Square
Melville Estate
Off Ghatkoper-Andheri Link Road
Pant Nagar, Ghatkopar East
Mumbai 400 075
India
phone: +91 22 6700 0785
indiainfo@catalyst.org

Catalyst Australia
c/o Hayes Knight (Melbourne) Pty Ltd
Level 12
31 Queen Street
Melbourne, Victoria 3000
Australia
phone: +61 (0)3 8844 5600
australiainfo@catalyst.org

Catalyst Japan
5F Azabu Green Terrace,
3-20-1 Minami Azabu, Minato-ku
Tokyo 106-0047
Japan
phone: +81 (0)3 6859 8510

Catalyst.org