



**EVERYDAY
HEROES:**

CATALYST
CEO CHAMPIONS
FOR CHANGE

**CATALYST CEO
CHAMPIONS
FOR CHANGE**


CATALYST
WORKPLACES THAT WORK FOR WOMEN



The movie *Wonder Woman* opened on June 2, 2017, and quickly became a blockbuster. In just over three months, it grossed more than \$800 million in revenue globally.¹



The movie shattered box office records and its director, Patty Jenkins, shattered a Hollywood glass ceiling—the barrier between female directors and big budget films.² She’s only the second woman in history entrusted with a movie budget greater than \$100 million.³ Given the movie’s success, Patty was asked to direct the sequel. She said yes, but only after holding out for pay equal to what male directors receive in the same genre.⁴ Patty may be in a rarefied role, but like so many women in the workforce, her courageous actions make her an everyday hero: confronting barriers, speaking up, shattering stereotypes, and opening the door for more opportunities for other women.

At Catalyst, we know that change happens when everyday heroes in workplaces around the world decide to make it happen—with every action and every decision, no matter how large or small. They take a stand for fairness. They celebrate difference because they know diverse teams are stronger and more innovative. They make room for everyone to succeed.

And change is happening for women in business. But it's not happening fast enough. Women represent about 51% of the US population.⁵ They earn 60% of all master's degrees in the United States⁶ and control or influence more than 70% of consumer spending.⁷ Yet only about 5% of CEOs in corporate America are women.⁸ And it's not just a problem in the top job. Only 26.5% of executives and only about 21% of board seats are held by women in the S&P 500.⁹ For women of color, the numbers are even more dismal. They are vastly underrepresented on boards and in senior levels of management, broadly.¹⁰ Overall, the needle is barely moving. In almost a decade, the number of women in senior roles in the United States increased just one percentage point.¹¹ Progress this slow is not real progress. And we have to change that—because progress for women is progress for everyone.

THE NEEDLE IS BARELY MOVING

THE NUMBER OF
WOMEN IN SENIOR
ROLES IN THE
UNITED STATES
INCREASED JUST ONE
PERCENTAGE POINT IN
NEARLY A DECADE.



That's why on International Women's Day 2017, we launched the *Catalyst CEO Champions For Change* initiative. Today, that group includes more than 50 high-profile CEOs whose companies represent more than 9 million employees and more than \$1.7 trillion in revenue globally.¹² These leaders are drawing a line in the sand and publicly pledging to:

- Accelerate progress in the representation of women, including women of color, in executive/senior-level positions over five years.
- Maintain (where strong) or accelerate representation of women, including women of color, on the company's Board of Directors (or equivalent) over five years.

Catalyst Champion CEOs have also committed to sharing their companies' stories of progress and to being transparent on their collective gender-equality efforts. This is the first report since the initiative launched that shares data on how they are progressing on women's advancement in their organizations. Reporting this baseline data will allow us to collectively report our progress on achieving the commitments we've made to advance and accelerate women in our workplaces.



"A passionate group of change agents, these CEOs are everyday heroes. They are already leaders and champions of gender equality and inclusion. Now they are taking bold action, holding themselves publicly accountable for doing the right thing and inspiring all of us to do more."

—Deborah Gillis,
President & CEO, Catalyst

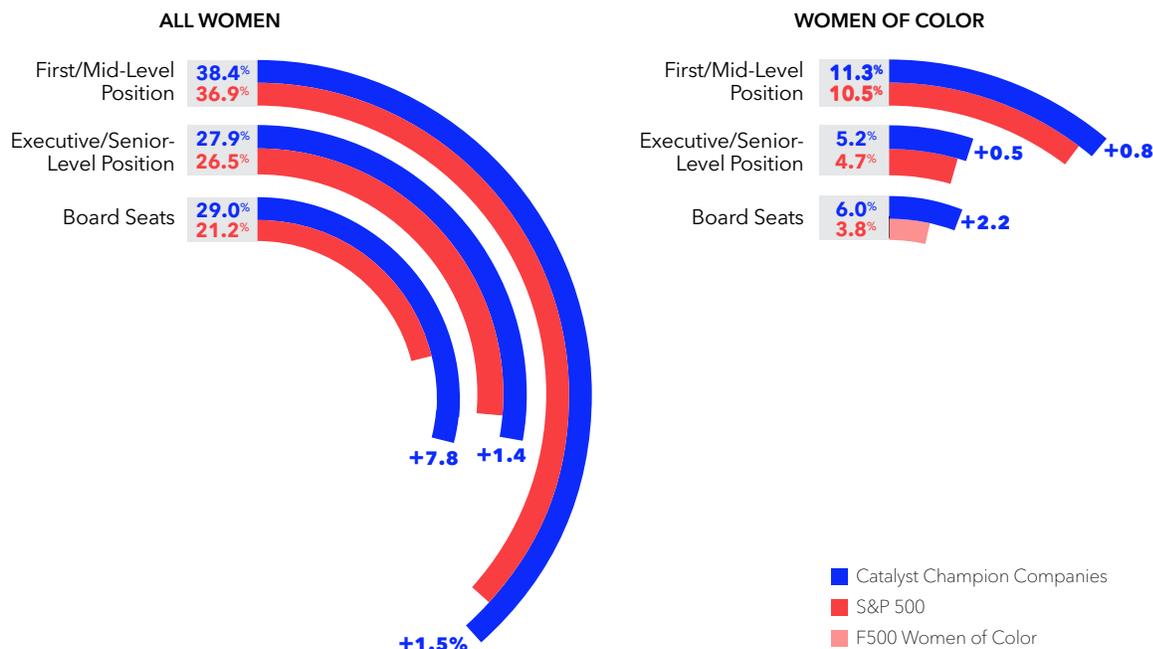


How are Catalyst CEO Champions For Change companies doing on women in leadership?

As a group, the Catalyst CEO Champions For Change companies are outperforming the S&P 500 in advancing women into leadership. Women in these organizations hold more positions (as a percentage) across the leadership pipeline. This includes board seats, executives/senior leaders, and mid- and first-level managers. And they are doing somewhat better than their peers at advancing the representation of women of color, a group of women that is particularly disadvantaged in the workplace. In some categories the difference may not look big. But, for context, even improving the total number of women in leadership by 1% across all S&P 500 companies would result in 12,000 more women in these roles.¹³

Collectively, Catalyst Champion companies are doing better at appointing more women, including women of color, onto their boards. They are outpacing their peers by almost eight percentage points and two percentage points, respectively. This is perhaps not terribly surprising since it is an area where a committed and inclusive CEO can sometimes directly influence appointments.

CATALYST CHAMPION COMPANIES
OUTPERFORM THEIR PEERS¹⁴ IN ADVANCING WOMEN INTO LEADERSHIP



Why are Catalyst CEO Champions For Change companies outperforming?

Of course, it's impossible to definitively answer this question across so many unique companies. But there is one common thing we observe in this group of companies: in a word, *priority*. They make change a priority at the highest levels. When something is on the CEO's agenda, it gets attention, resources, and, most importantly, action. Our Catalyst Champion CEOs know that women's success is good for everyone and that change to date has been too slow. They are committed to making this issue a priority in their organizations and their efforts are getting results—although everyone acknowledges there is much more work to be done. Change doesn't happen by accident. It requires leaders taking deliberate, intentional action on how they step up and show up on gender issues.

The methods used to accelerate women's leadership vary from company to company. As you'd expect, what works in one corporate culture or region won't always work in another, but the goal is always the same. Catalyst Champion CEOs loudly and consistently ask their organizations: what is standing in the way of advancing more women, and how can we eliminate those barriers? These CEOs know that when women succeed, businesses succeed. They recognize that this isn't a women's issue—it's a business issue. And they work day in and day out to foster inclusive corporate cultures that empower women and men to work together to build workplaces that work for everyone.

THERE IS ONE
COMMON THING
WE OBSERVE IN
THIS GROUP OF
COMPANIES:

**IN A WORD,
PRIORITY**



SPOTLIGHT

Success Stories

For inspiration in forming policies and programs in your company that accelerate positive change, we've launched a library of Spotlight Success Stories that showcase the good work being done by Catalyst Champion companies. We've included a few examples here.



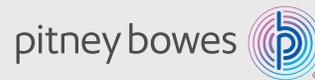
KELLOGG:
A MENTORING
PROGRAM THAT'S
BUILDING BRIDGES,
BOOSTING DIVERSITY,
AND CREATING
CHAMPIONS

*The Kellogg Executive Cross-Cultural Mentoring Program (KECCMP) is an initiative aimed at improving retention and further diversifying the company's talent pipeline and just one of many programs instituted by Kellogg as part of its ongoing commitment to creating and sustaining an environment of inclusivity. The mentoring program launched in 2014 and doubled in size within one year. Mentors in the KECCMP are senior executives, generally direct reports to the CEO, and mentees are top and emerging talent (typically director-level and above) who, without this program, would likely have little to no exposure to senior executives. KECCMP boasts global participation and comprises at least 50% women, with a key goal to increase the diversity of the talent pipeline at senior levels. Since its inception in 2014, KECCMP has had a positive impact on participants and the organization. Through development, guidance, and dedication, five mentees (four women and one man, or 12% of participants) have received promotions to senior leadership roles. **Read more** about how Kellogg is living its commitment to the belief that a more diverse workforce helps to better meet the needs of its ever-changing consumers.*

Kellogg's

**PITNEY
BOWES'
PROJECT
LIMITLESS:**
HELPING INDIAN
WOMEN PUSH
BOUNDARIES AND
ACHIEVE THEIR
DREAMS

Pitney Bowes is not the largest tech player in India, but they are playing in the big leagues—and winning—when it comes to hiring and keeping top tech and engineering talent in one of the most competitive employee marketplaces in the world. Their secret? They have deliberately shaped their operation to be one of the most attractive companies for Indian women. *Project Limitless* set its sights on recruiting women, a historically untapped segment of the Indian population that, the company knew from experience, would help raise the bar internally. Since 2007, Pitney Bowes India has grown from zero to more than 600 employees, been named one of the best companies to work for by the Great Place to Work Institute® for seven of the past 10 years, and seen a 100% return-to-work rate post-maternity leave. Additionally, as of 2016, the operation has increased the representation of women in leadership positions to 38%, decreased voluntary female attrition from 23% to 0% at the leadership level, and decreased overall female attrition from 31% (in 2013) to 11% (below the industry average of 15-20%). **Read more** about how a global perspective on talent, a healthy respect for cultural differences, a storied appreciation of the positive impact inclusion has on the bottom line, and a willingness to be an innovator in an emerging market have culminated in a decade of success for Pitney Bowes and its employees in India.



**THE CULTURE
OF INCLUSION
JOURNEY AT
ROCKWELL
AUTOMATION:**
A DECADE OF
COURAGEOUS
CHANGE FROM
THE INSIDE OUT

A decade into its Culture of Inclusion (COI) Journey, Rockwell Automation is more invested than ever in reshaping its way of working, employees' mindsets, and the engineering industry to be more welcoming to women and people of color. To ensure sustainability, its globally led, locally driven COI efforts have been embedded into every business unit, making everyone responsible for change. The results are impressive. Since 2008 the company has seen a 76% increase in the number of women at the executive level, a 65% increase in women directors, and a 28% increase in mid-level women managers. Rockwell Automation is changing its culture bit-by-bit through constant learning and organizational self-reflection, and by asking employees to find empathy for others as well as courage in themselves. **Read more** about how the company is engaging men as true champions to accelerate change for women and people of color—to build an inclusive culture where everyone can succeed.

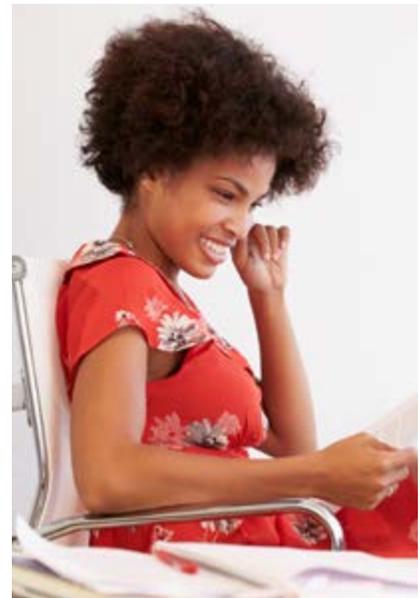


How can your company enable everyday heroes?

Patty Jenkins, like so many other women, probably never set out to be a pioneer or a role model for others. She was simply standing up for what she deserved—to be treated as an equal. Gender equality is not an easy battle. Changing the status quo takes persistence, courage, and tenacity. And it doesn't happen overnight. It happens every day, in every meeting, in every organization, promotion by promotion, decision after decision. It requires leadership at every level, powered by an inclusive culture that accelerates the careers of all women.

It is our collective efforts and committed actions that will make change happen.

**CHANGING
THE STATUS
QUO TAKES
PERSISTENCE,
COURAGE, AND
TENACITY**





ACTIONS YOUR ORGANIZATION CAN TAKE

TO ACCELERATE CHANGE AND EMPOWER ALL OF YOUR EMPLOYEES TO BE EVERYDAY HEROES.

1 BUILD AN INCLUSIVE CORPORATE CULTURE.

If advancing women is the “what,” inclusion is the “how” you get that done. Find out [what inclusive cultures look like, why they matter, and how to build them](#). Then constantly benchmark and measure the inclusivity of your workplace, so you continually improve it. And ensure you set the tone at the top. Park this priority firmly on the CEO’s agenda and ensure the CEO is role-modeling [inclusive leadership](#) and stepping up to personally mentor, sponsor, and champion women leaders and emerging talent.

2 INCENTIVIZE INCLUSIVE LEADERSHIP.

To build inclusive cultures, we need to change the [perception of what a successful leader looks like](#). This means rewarding inclusive behaviors¹⁵ and having a zero-tolerance policy for exclusionary ones. So, no matter how good individuals’ business results are, they won’t advance or get their full bonus if they achieve those results while behaving badly, for example by committing micro-aggressions, small hurtful actions that dismiss women or ignore marginalized groups.¹⁶ Declare specific goals (such as the percentage of women you will have in senior roles) and hold leaders accountable for achieving these goals over a defined timeframe. This kind of formalized accountability drives true action and real change.

3 SHINE A LIGHT ON WOMEN OF COLOR.

[Develop specific metrics for advancing women of color](#) and make leaders accountable for achieving them. Women of color deal with some of the workplace’s most daunting roadblocks. If women hit a glass ceiling, women of color hit a concrete one. Our research shows women of color may pay an “[emotional tax](#)” when they feel like they have to outwork and outperform their white colleagues, and constantly prepare themselves for potential discrimination or bias.¹⁷ Find out more about how to remove this unfair “emotional tax.”

4 ENGAGE MEN AS CHAMPIONS.

It would be great if women could solve this problem on their own. They can’t. Men run about 95% of the most powerful companies.¹⁸ This means things can only change if we engage powerful male sponsors to insist that women, including women of color, be given equal opportunities to advance and succeed. Find out more about [engaging men](#) as champions, mentors, and sponsors to accelerate positive change in workplaces.

5 UNLOCK “HOT JOBS” TO HELP ACCELERATE WOMEN’S CAREERS.

Make sure women have access to P&L roles and the high-visibility, mission-critical roles and international experiences—what we call “hot jobs”—that are critically important to reaching the highest levels of leadership.¹⁹ Research shows women are often judged on their performance while men are judged on their potential.²⁰ [Sponsorship](#) is one of the most effective strategies to combat this bias and move women through the pipeline.²¹ Find out more about why women are often overlooked for leadership and how sponsorship programs can change that.

6 SHAKE UP YOUR BOARD.

Review board recruitment policies and go outside your regular network of contacts to find diverse candidates so that your board truly reflects the consumers and communities it serves. Find out more about [actions you can take](#) to diversify your board.

7 UNMASK UNCONSCIOUS BIAS.²²

It exists everywhere. Tackle it head-on and organization-wide with mandatory training. Make opposites attract. People tend to favor others like them. There is a human bias to affiliate with, advance, and help people who are like you.²³ Turn this on its head by assigning mentor/mentee relationships with individuals of different ethnicities, backgrounds, genders, etc. Find out more about how to [tackle unconscious bias](#).

8 GET REAL ABOUT GENDER, RACE, AND ETHNICITY.

Having [meaningful conversations about gender, race, and ethnicity in the workplace](#)—communicating openly and authentically across differences—is critical to creating a powerful culture of inclusion.²⁴ Find out more about [how to build a diverse workplace](#) where different is good.

9 CLOSE THE WAGE GAP. IMMEDIATELY.

Women work 100%. On average, they make about 82% of what men earn.²⁵ Do an audit to see if you have this or any wage gap. If you do, implement policies and processes to [close it and keep it closed](#).

10 PRIORITIZE PRODUCTIVITY OVER PHYSICAL PRESENCE.

Flexible work environments are good for employees, teams, and organizations.²⁶ Find out more about how [flexibility can help attract](#) top talent and reduce turnover.

Whether you are a *Catalyst CEO Champion For Change* or another everyday hero, we all share the same goal. We want to build a future where businesses use 100% of the talent, 100% of the time. A future where no one gets left behind. It’s the right thing to do and it’s good for business. Together, we will stay committed and consistent until change happens faster and we can all succeed together.

**TO JOIN OUR MISSION, PLEASE VISIT
[CATALYST.ORG/CHAMPIONS](https://catalyst.org/champions)**

Endnotes

1. Box Office Mojo/IMDb, "[Wonder Woman](#)."
2. Brad Brevet, "['Wonder Woman' Sets a Record Opening for a Female Directed Feature](#)," *Box Office Mojo/IMDb*, June 4, 2017.
3. Josh Spiegel, "['Wonder Woman' Is a Milestone But It Shouldn't Be](#)," *The Hollywood Reporter*, June 4, 2017.
4. Borys Kit, "['Wonder Woman Sequel: Patty Jenkins Officially Set to Return as Director](#)," *The Hollywood Reporter*, September 11, 2017.
5. U.S. Census Bureau, "[Age and Sex](#)," *2014 American Community Survey 1-Year Estimates* (2014).
6. National Center for Education Statistics, "[Table 318.30: Bachelor's, Master's, and Doctor's Degrees Conferred by Postsecondary Institutions, by Sex of Student and Discipline Division: 2013-14](#)," *2015 Digest of Education Statistics* (2015).
7. Michael J. Silverstein, Kate Sayre, and John Butman, *Women Want More: How to Capture Your Share of the World's Largest, Fastest-Growing Market* (New York: HarperBusiness, 2009); Catalyst, *Buying Power: Women in the US* (2015).
8. Catalyst, *Women CEOs of the S&P 500* (August 4, 2017).
9. Catalyst, *Pyramid: Women in S&P 500 Companies* (August 22, 2017).
10. Catalyst, *Women in S&P 500 Companies by Race/Ethnicity* (October 12, 2017); Alliance for Board Diversity and Deloitte, *Missing Pieces Report: The 2016 Board Diversity Census of Women and Minorities on Fortune 500 Boards* (February 6, 2017).
11. Catalyst, Unpublished data based on U.S. Equal Opportunity Commissions (EEOC), *Job Patterns for Minorities and Women in Private Industry* (EEO-1).
12. Catalyst, Unpublished data.
13. Catalyst, Unpublished data. Leadership roles are Executive/Senior-Level Officials and Managers and First/Mid-Level Officials and Managers. For definitions of these job levels, see the [Methodology Appendix](#).
14. Due to the lack of available data on women of color among Boards of Directors in the S&P 500, the survey findings for this category were compared against the Fortune 500 index. See Alliance for Board Diversity and Deloitte, *Missing Pieces Report: The 2016 Board Diversity Census of Women and Minorities on Fortune 500 Boards* (February 6, 2017).
15. Jeanine Prime and Elizabeth R. Salib, *Inclusive Leadership: The View From Six Countries* (Catalyst, 2014).
16. Derald Wing Sue, Christina M. Capodilupo, Gina C. Torino, Jennifer M. Bucceri, Aisha M. B. Holder, Kevin L. Nadal, and Marta Esquilin, "Racial Microaggressions in Everyday Life: Implications for Clinical Practice," *American Psychologist* (May-June 2007): p. 271-286; Derald Wing Sue, "Microaggressions: More Than Just Race," *Psychology Today*, November, 2010; Catalyst, *Engaging in Conversations About Gender, Race, and Ethnicity in the Workplace* (2016).
17. Dnika Travis, Jennifer Thorpe-Moscon, and Courtney McCluney, *Emotional Tax: How Black Women and Men Pay More at Work and How Leaders Can Take Action* (Catalyst, 2016).
18. Catalyst, *Women CEOs of the S&P 500* (August 4, 2017).
19. Christine Silva, Nancy M. Carter, and Anna Beninger, *Good Intentions, Imperfect Execution? Women Get Fewer of the "Hot Jobs" Needed to Advance* (Catalyst, 2012).
20. Nancy M. Carter and Christine Silva, *The Myth of the Ideal Worker: Does Doing All the Right Things Really Get Women Ahead?* (Catalyst, 2011).
21. Heather Foust-Cummings, Sarah Dinolfo, and Jennifer Kohler, *Sponsoring Women to Success* (Catalyst, 2011).
22. Catalyst, *What is Unconscious Bias?* (2014).
23. BlessingWhite and Catalyst, *Developing Careers: Advocating for Your Team* (2015).
24. Catalyst, *Engaging in Conversations About Gender, Race, and Ethnicity in the Workplace* (2016).
25. In 2016, women earned 81.9% of men's salaries based on median weekly earnings for full-time workers. See Catalyst, *Quick Take: Women's Earnings and Income* (June 21, 2017); Bureau of Labor Statistics, "[Table 39: Median Weekly Earnings of Full-Time Wage and Salary Workers by Detailed Occupation and Sex, 2016](#)," *Current Population Survey* (2017).
26. Anna Beninger and Nancy M. Carter, *The Great Debate: Flexibility vs. Face Time—Busting the Myths Behind Flexible Work Arrangements* (Catalyst, 2013).