



# 2008 CATALYST MEMBER BENCHMARKING REPORT



## About Catalyst

Founded in 1962, Catalyst is the leading nonprofit membership organization working globally with businesses and the professions to build inclusive workplaces and expand opportunities for women and business. With offices in the United States, Canada, and Europe, and more than 400 preeminent corporations as members, Catalyst is the trusted resource for research, information, and advice about women at work. Catalyst annually honors exemplary organizational initiatives that promote women's advancement with the Catalyst Award.

# 2008 CATALYST MEMBER BENCHMARKING REPORT

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# OVERVIEW

Welcome to the *2008 Catalyst Member Benchmarking Report*. This year, we feature expanded global reach through the first-time participation of members of Catalyst’s Japan-based sister organization, Japan Women’s Innovative Network (J-Win), which works with its member organizations to address diversity issues and advance women in the workplace in Japan. Thus, we are able to provide workforce statistics for Asia, Canada, Europe, Japan, and the United States.

Each year, we also study a workforce issue in depth. In 2008, we focus on employee resource groups (ERGs) and, in particular, women’s networks.

Catalyst has studied ERGs for many years, and member organizations have told Catalyst that ERGs are a powerful tool for advancing both diversity and inclusion efforts and the business. We are pleased to highlight the benefits of ERGs and present some of the survey findings on this topic in this report. The full set of findings are available to members that completed this year’s Catalyst Member Benchmarking survey.

In addition, this report features three Diversity & Inclusion Practices that provide examples and practical advice related to ERGs. Whether your organization is beginning to explore the value of these groups or attending to established groups, the practices offer something for everyone.

For seven years, Catalyst Member Benchmarking has assessed the scope of diversity and inclusion programs, policies, and initiatives of participating member organizations that contribute confidential data.

Participating members use the findings to benchmark their diversity and inclusion initiatives and workforce statistics against:

- All respondents.
- Industry peers.
- Respondents from other industries.
- Catalyst Award-winning respondents.
- Respondents from global regions, including members of Japan Women’s Innovative Network (J-Win).

Catalyst Member Benchmarking provides participating members with:

- Workforce statistics analyzed by:
  - Global region.
  - Gender.
  - Managerial level.
  - Race and ethnicity (Canada and the United States only).
- In-depth analysis of cutting-edge issues.
- Password-protected online access to global workforce statistics, additional Diversity & Inclusion Practices, and interactive comparisons with industry peers, Catalyst Award-winning respondents, other industry respondents, J-Win respondents, and all respondents.

**Did your company or firm complete the 2008 Catalyst Member Benchmarking survey?**  
If so, the Benchmarking contact for your organization can access the complete results of the survey—including workforce statistics by industry and region, and additional Diversity & Inclusion Practices—by using the Catalyst Member Benchmarking Tool. Please contact your organization’s Benchmarking contact or [benchmarking@catalyst.org](mailto:benchmarking@catalyst.org) for more information.

In all, more than 200 Catalyst and J-Win member companies and firms, representing 11 industries, completed the 2008 Catalyst Member

Benchmarking survey. Table 1 profiles the characteristics of responding members.

**TABLE 1**  
Respondent and Member Profile<sup>1</sup>

	<b>Catalyst Member Respondents and J-Win Member Respondents N=212 (47 percent response rate)<sup>2</sup></b>	<b>Total Catalyst Membership and J-Win Member Respondents N=404<sup>3</sup></b>
<b>TYPE OF ORGANIZATION</b>		
Company	80% (169)	81% (327)
Firm	20% (43)	19% (77)
<b>GEOGRAPHIC HEADQUARTERS REGION</b>		
Canada	12% (25)	16% (66)
Europe	5% (11)	8% (31)
Japan	17% (37)	10% (39)
United States	65% (138)	66% (266)
Other <sup>4</sup>	Less than 1% (1)	Less than 1% (2)
<b>INDUSTRY</b>		
Accounting	5% (10)	4% (15)
Consulting Services	4% (8)	4% (18)
Consumer Products/Services – Hospitality, Food and Retail	9% (20)	15% (59)
Energy and Construction	8% (16)	6% (23)
Financial Services – Banking	15% (32)	15% (59)
Financial Services – Insurance	7% (14)	6% (26)
Industrials/Manufacturing	16% (34)	15% (60)
Information Technology – Computers, Office Equipment, Computer Software, and Data Services	12% (25)	11% (46)
Law Firms	12% (25)	11% (43)
Medical and Pharmaceutical Manufacturing	5% (10)	6% (24)
Telecommunications	3% (7)	3% (14)
Other	5% (11)	4% (17)
<b>CATALYST AWARD WINNERS</b>		
Catalyst Award-Winner	12% (25)	11% (43)
Non Catalyst Award-Winner	88% (187)	89% (361)
<b>FORTUNE RANKING (U.S. COMPANIES ONLY)</b>		
<i>Fortune</i> 1-500	34% (73)	37% (150)
<i>Fortune</i> 501-1000	5% (10)	5% (19)

1. Percentages throughout the report may not always add up to 100 because of rounding or the acceptance of multiple answers from respondents. The total number of respondents for each question is noted in the “N” value. Calculations are made based on the total “N” value for each question, unless otherwise noted.

2. Response rate includes Catalyst members (N=173) only.

3. Total Catalyst membership (N=365) accurate as of May 1, 2008, and J-Win (N=39) participants.

4. These organizations do not have an official headquarters country.

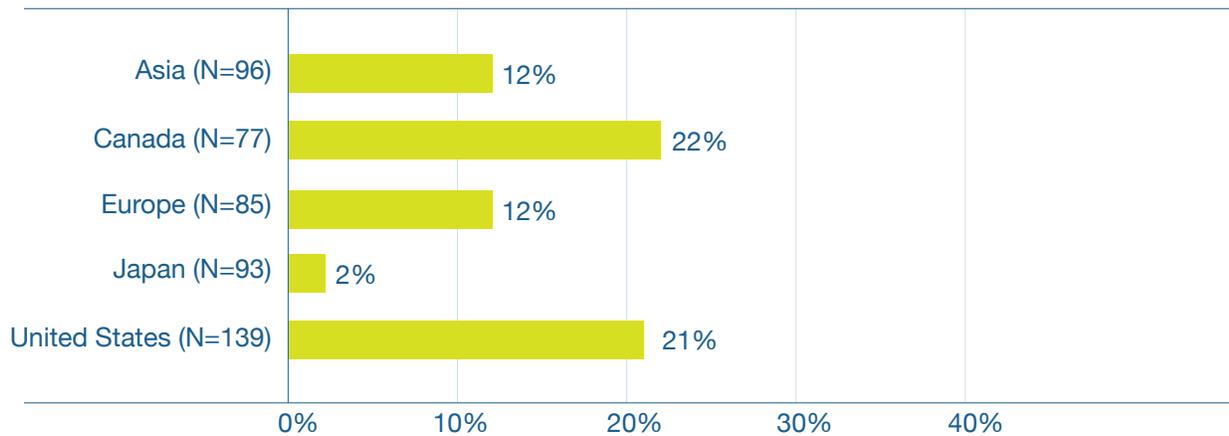
## SAMPLE 2008 FINDINGS

As mentioned above, global workforce statistics are an important part of the *2008 Catalyst Member Benchmarking Report*. Participating members are able to access women’s representation and attrition rates at companies, and, separately, at firms across all levels of leadership in Asia, Canada, Europe, Japan, and the United States. Respondents can also track representation by race and ethnicity in

companies and in professional services firms in the United States and Canada.

For example, as Figure 1 depicts, women account for 12 percent of executive officer positions in Asia, 22 percent in Canada, 12 percent in Europe, 2 percent in Japan, and 21 percent in the United States.

**FIGURE 1**  
Women Executives Officers, by Region

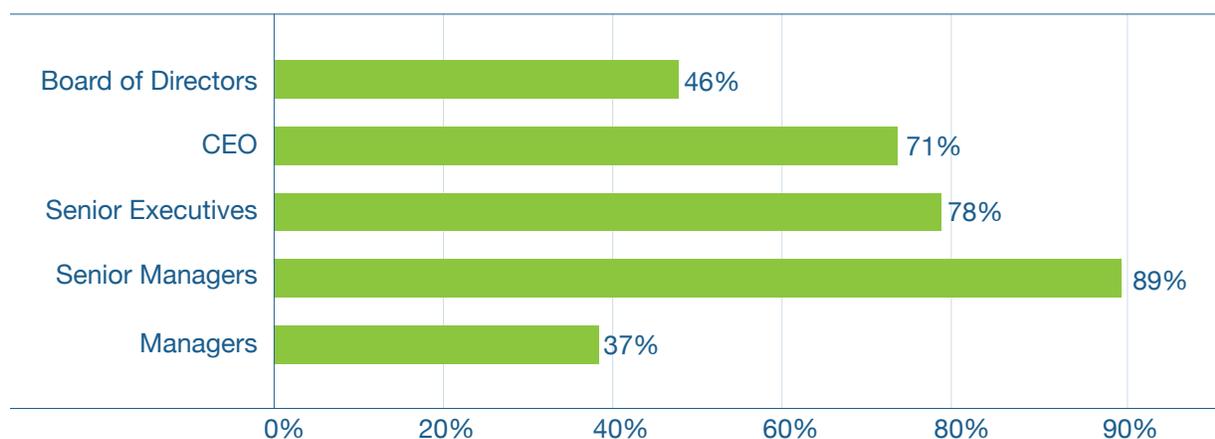


## WHO IS ACCOUNTABLE?

Catalyst knows from Advisory Services engagements that diversity and inclusion initiatives need accountability structures to be successful. Without methods for measuring and rewarding progress—not just at the top, but throughout every level of an organization—initiatives lack the power to drive meaningful change.

To determine what levels of employees are held accountable, Catalyst asked organizations whom they hold responsible for reviewing metrics and progress related to the advancement of women. In nearly one-half of organizations, boards of directors were responsible for reviewing these metrics, while only slightly more than one-third of organizations drove accountability into middle-management ranks.

**FIGURE 2**  
Responsibility for Progress by Level (N=102)



# EMPLOYEE RESOURCE GROUPS: Valuable to Members, Valuable to Business, Valuable to the Community

Catalyst has seen both new and renewed interest from members about employee resource groups (ERGs) in the past several years. ERGs—also known as networks, affinity groups, or caucuses—are groups of employees in an organization formed to act as a resource for both members and the organization. ERGs can be formal or informal and can have a few members or a few thousand.<sup>5</sup> ERGs are not new, but they remain an important mechanism for the advancement of employees, organizations, and the business, as data from this report attests.

While only 4 percent of responding organizations said their women's ERG had been in existence for more than 25 years, 19 percent said their women's ERG had been instituted within the past two years, and 38 percent said their women's ERG had been in existence for two to five years. These relatively recent foundings suggest that employers appreciate the value ERGs for women can bring to their business.



5. Adapted from Catalyst, *Creating Women's Networks: A How-To Guide for Women and Companies* (San Francisco: Jossey-Bass, 1999): p. 2.

ERGs serve multiple purposes, including:

### Workforce Development

Evidence from numerous organizations with which Catalyst has worked indicates that using ERGs to enhance and develop the workforce leads to the advancement and retention of women, including women of color. ERGs also:

- Provide employees with opportunities to interact with others who serve as role models, coaches, or mentors.
- Serve as vehicles for leadership development, as network leaders gain experience and exposure while leading the group.
- Identify high-potential talent and develop succession plans.
- Offer career-planning or development advice through events, conferences, speaking engagements, and forums.
- Recruit employees.

### Marketplace Development

Shifts in demographics and purchasing power, the globalization of business, and the trend toward product personalization indicate that the marketplace is changing in unprecedented ways. Diverse and engaged ERGs provide relevant insights on:

- Emerging markets.
- Developing business in new markets.
- Product development and design.
- Multicultural marketing.
- Mirroring the client base.
- Building relationships through network-based events to which clients can be invited.

### Workplace Development

ERGs develop the workplace from the bottom up by influencing workplace culture through identifying unexamined assumptions, educating employees and senior leadership, and changing norms. They also provide a channel for employees' voices, which research shows is critical to employees' perceptions of fairness,<sup>6</sup> as well as their commitment,<sup>7</sup> satisfaction,<sup>8</sup> and performance.<sup>9</sup> ERGs:

- Act in an advisory capacity to inform and influence company or firm-wide policies or practices. For example, one company instituted domestic partner benefits based on a cost-benefit analysis presented by the company's gay and lesbian ERG.
- Identify emerging employee issues and concerns.
- Change the work culture by initiating discussions and institutionalizing new ideas. Several companies' approaches to work-life effectiveness and the institutionalization of flexibility were driven by ERGs.
- Help organizations respond to and/or drive workplace change when demographic workforce shifts occur, such as the entrance of women into the labor market or the replacement of an aging workforce by younger generations of employees.

### Community Development and Corporate Social Responsibility (CSR)

ERGs also link employees to their communities. Numerous companies and firms donate products or services to community groups and service organizations or provide community service through their ERGs. This outreach contributes to corporate social responsibility efforts and allows companies and firms to build reputational capital in the marketplace.

6. Robert Wharton, Paula Potter, and Linda E. Parry, "Keeping the Faculty: Issues of Socialization, Justice, and Commitment to the Workplace," *Journal of Behavioral and Applied Management*, vol. 6, no. 1 (September 2004): p. 4-20. D.R. Avery and M.A. Quinones, "Disentangling the Effects of Voice: The Incremental Roles of Opportunity, Behavior, and Instrumentality in Predicting Procedural Fairness," *Journal of Applied Psychology*, vol. 87, no. 1 (2002): p. 81-86.

7. Mary A. Konovsky, "Understanding Procedural Justice and Its Impact on Business Organizations," *Journal of Management*, vol. 26, no. 3 (2000): p. 489-511.

8. Blair H. Sheppard, Roy J. Lewicki, and John W. Minton, *Organizational Justice: The Search for Fairness in the Workplace* (New York: Lexington Books, 1992).

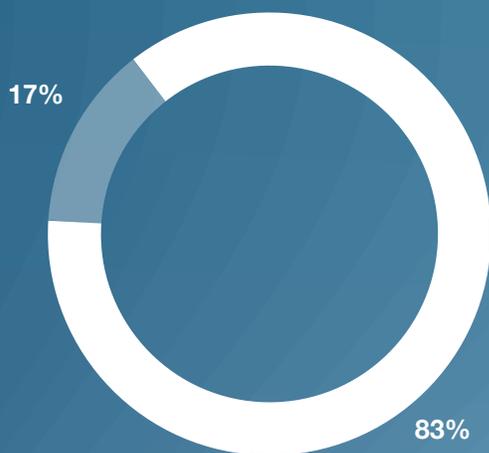
9. Konovsky.

# EMPLOYEE RESOURCE GROUPS: Findings From the Global Survey

The vast majority of participating members—83 percent—had at least one employee resource group. Among members with ERGs, women’s networks were by far the most prevalent, as indicated in Table 2. Other popular ERGs develop and support lesbian, gay, bisexual, and transgender (LGBT) employees and racially or ethnically under-

represented groups. At nearly one-half of responding members—45 percent—ERGs were open to all employees. In addition, senior-leadership support was strong: 91 percent of organizations with ERGs (N=176) reported that their ERGs had organization-appointed senior-level champions or sponsors.

**FIGURE 3**  
Presence of Employee Resource Groups (N=212)



■ No  
■ Yes

**TABLE 2**  
Types of ERGs Offered (N=176)

Women employees	94%
Lesbian, gay, bisexual, and transgender employees	61%
Black employees	60%
Latina/Latino employees	56%
Asian/Pacific Islander employees	52%
Associates in professional service firms (N=41)	29%
Employees with disabilities	27%
Employees who are parents	26%
Partners in professional service firms (N=41)	24%
New employees	19%
Indigenous employees	19%
Employees of various generations (e.g., Gen X; employees over 50)	14%

Respondents whose initiatives have won the **Catalyst Award** in the past were significantly<sup>10</sup> more likely than other respondents to have the following ERGs:

- Asian/Pacific Islander employees
- Asian/Pacific Islander women employees
- Black employees
- Employees of various faiths
- Employees with disabilities
- Indigenous employees
- Latina employees
- Latina/Latino employees
- Lesbian, gay, bisexual, and transgender employees
- Men of color employees
- New employees
- Women of color employees

### **About the Catalyst Award**

The Catalyst Award annually honors innovative approaches with proven results taken by organizations to address the recruitment, development, and advancement of managerial women, including women of color. Catalyst's rigorous, year-long examination of initiatives culminates in intensive on-site evaluations at select organizations.

Since 1987, when Catalyst first presented the Award to organizations, 66 initiatives have been honored. These Award-winning initiatives have evolved over time from discrete programs to recruit, retain, and advance women to culture-changing organizational efforts that recognize the business imperative for diversity and inclusion. This development of complexity and approach mirrors the overall evolution of diversity and inclusion in many organizations. By recognizing, sharing, and celebrating successful efforts, Catalyst provides organizations with replicable models to help them create initiatives that are good for women and good for business.

10. Z-tests were used to determine statistical significance. All differences are significant at  $p=.05$  or less.

# WOMEN'S ERGS

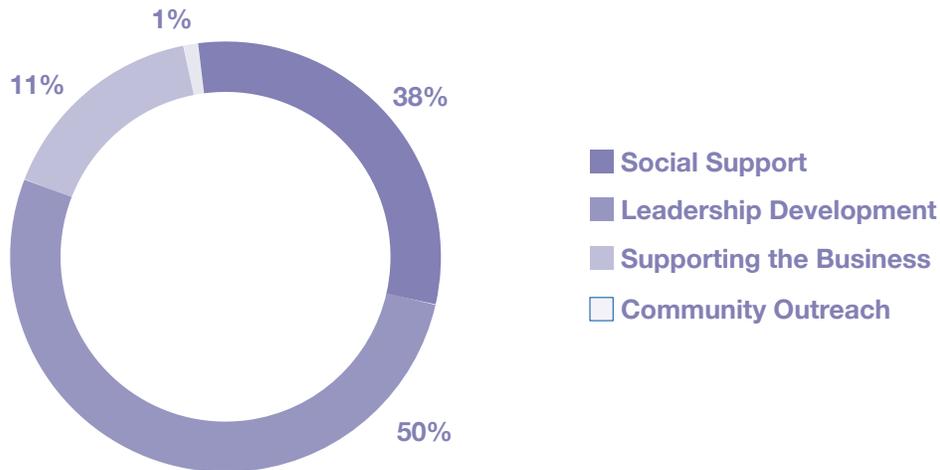
## ERG PURPOSE

As noted above, nearly all members with ERGs—94 percent—had an ERG for women. Fifty percent of these members said that the women's ERG's primary

focus was to provide opportunities for leadership development and/or management experience.

**FIGURE 4**

Current Primary Focus of Women's ERG (N=145)



As Table 3 depicts, members headquartered in Japan or Canada were more likely than members headquartered in Europe or the United States to

say that the primary purpose of their women's ERG was to provide social support to address women's professional challenges.

**TABLE 3**

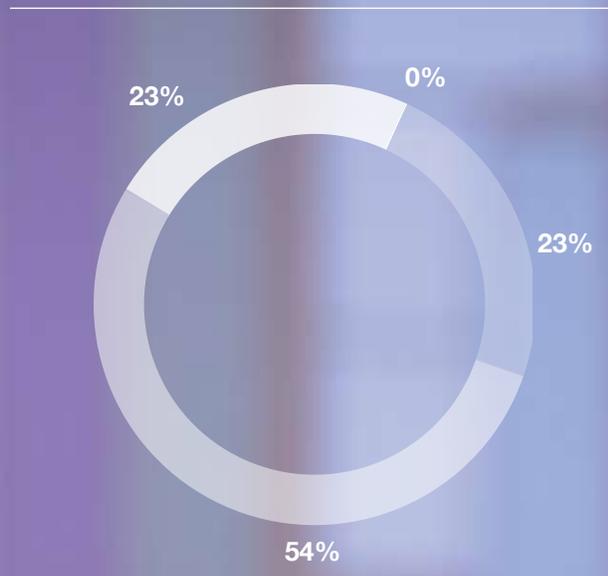
Primary Purpose of Women's ERG by Headquarters Region (N=145)

	Leadership Development	Social Support
Canada	29% (N=4)	57% (N=8)
Europe	56% (N=5)	44% (N=4)
Japan	25% (N=3)	67% (N=8)
United States	55% (N=60)	33% (N=36)

When members were asked to think about the best way to advance organizational gender diversity goals, 54 percent said that using women's networks to provide leadership development opportunities and/or management experience was the best way

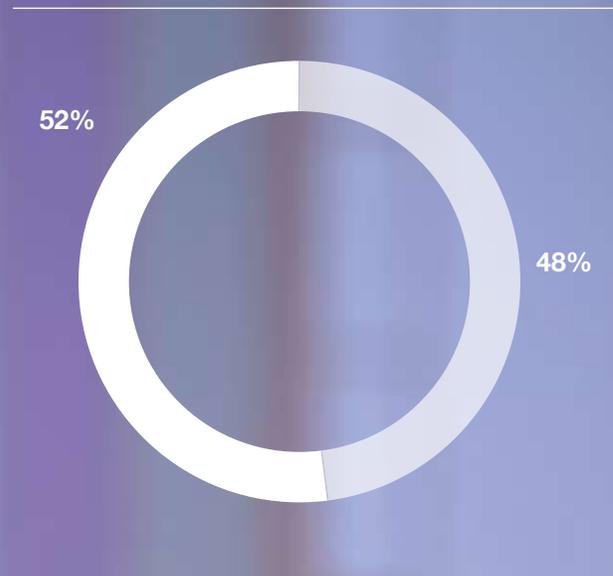
to advance gender diversity in the organization. However, fewer than one-half (48 percent) of all responding members currently had a formal initiative for women's leadership development in place.

**FIGURE 5**  
Network Purpose That Would Most Advance Gender Diversity (N=145)



- Social Support
- Leadership Development
- Supporting the Business
- Community Outreach

**FIGURE 6**  
Formal Initiative for Women's Leadership Development (N=212)



- No
- Yes

## MAKING THE BUSINESS CASE

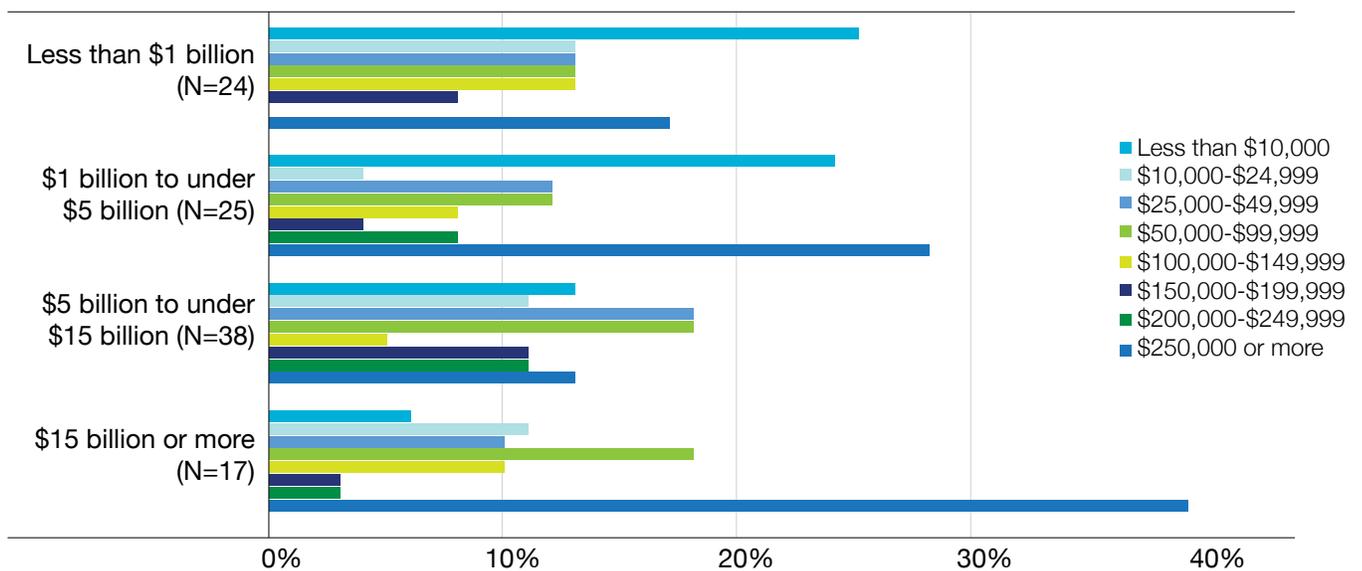
More than three-quarters (77 percent) of organizations with ERGs for women said that their women’s network had a formally stated business case linking the group to the organization’s strategy or performance. Moreover, 88 percent of respondents with women’s ERGs said that these groups were extremely important or very important to their organization’s strategy to increase gender diversity.

## FINANCIALLY SUPPORTING ERGS

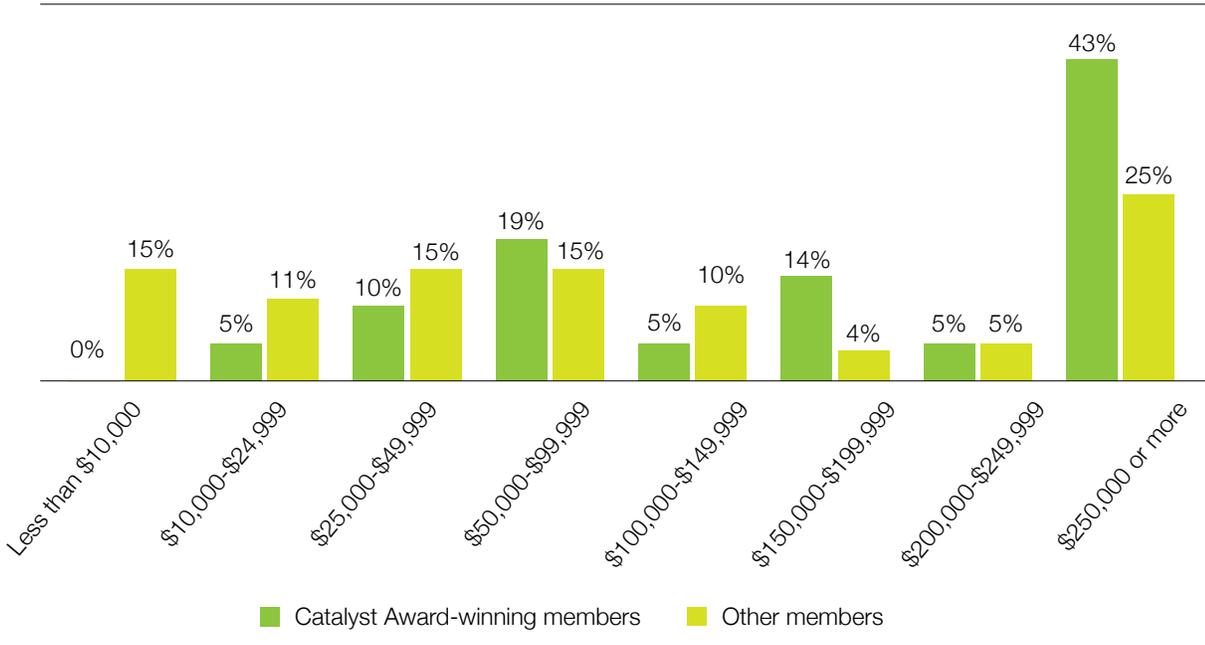
More than a quarter—27 percent—of responding members said that their total annual organizational budget for all employee resource groups exceeded \$250,000. As Figures 7 and 8 indicate, organizations with higher revenues, as well as Catalyst Award-winning members, tended to have higher annual budgets for their ERGs.

**FIGURE 7**

Total Annual Budget for ERGs by Organizational Revenue (N=158)

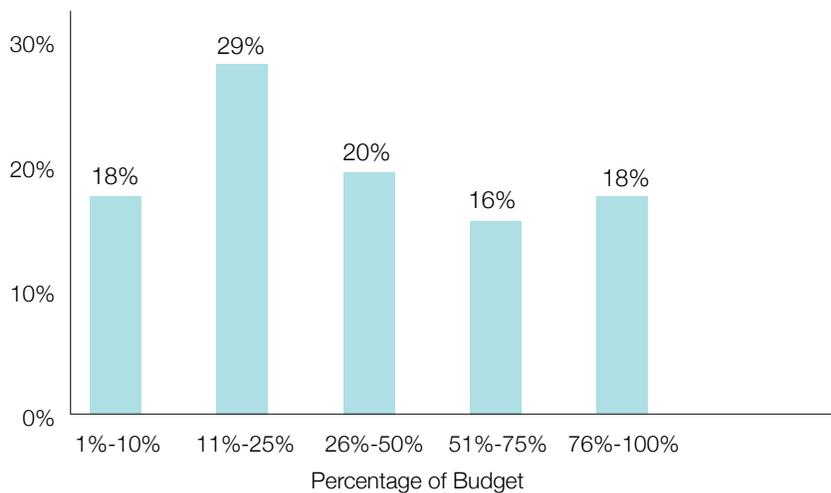


**FIGURE 8**  
Total Annual Budget for ERGs by Catalyst Award Status (N=164)



Twenty-nine percent of respondents said that 11 to 25 percent of their total ERG budget went to women’s ERGs.

**FIGURE 9**  
Percentage of Total ERG Budget Allocated to Women’s ERGs (N=137)

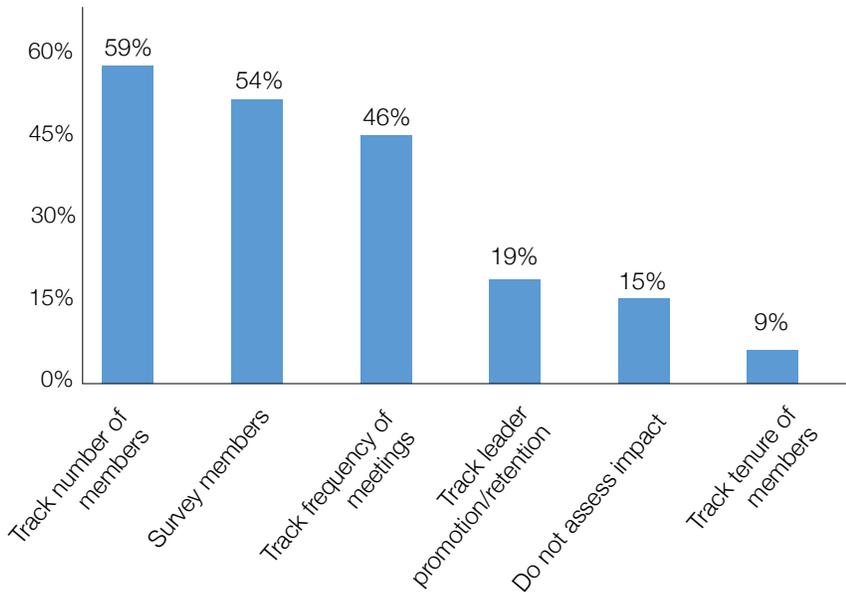


## MEASURING REACH OF NETWORK ACTIVITIES

Responding members tracked the activities and members of their women's networks most often by measuring membership, soliciting feedback from members through surveys, and tracking the frequency of meetings. Fewer than one-fifth

(19 percent) of participating organizations that tracked network activities and members linked network leadership with promotion and/or retention metrics.

**FIGURE 10**  
Tracking Network Activities and Members (N=164)



# CONCLUSION

As the data make clear, and as Catalyst's experiences with organizations suggest, ERGs are valuable not only to their members, but also to the business and the community at large. These groups serve multiple purposes and have potential for organizations looking to develop their workforce, enhance opportunities for employees, and reach out to clients, customers, and the community.

Respondents to the survey expressed the belief that ERGs can be especially powerful when it comes to advancing women within organizations. In particular, they said ERGs would best serve women by emphasizing leadership development opportunities. While there is value in providing social support to women to help them address their professional challenges, responding members

said that ERGs should make developing women leaders their top priority. Despite the feeling that networks should be used in this way, only 19 percent of those that track network activities—31 respondents—actually measured or linked women's network leadership with promotion and/or retention statistics. If women's ERGs are most valuable in this respect, organizations must measure and provide more explicit links between network leadership and participation, and metrics relating to advancement, retention, performance, and accountability.

We hope the information contained in this report—as well as the Catalyst Member Benchmarking Tool for participating members—helps organizations build upon, refine, and expand their diversity and inclusion efforts around the globe.

# DIVERSITY & INCLUSION PRACTICES

Catalyst's Diversity & Inclusion Practices showcase initiatives that have been successful at organizations. Three are profiled here; participants can find others through the Catalyst Member Benchmarking Tool. The first practice, based on ING U.S. Financial Services' 2008 Catalyst Award-winning initiative, *Beyond Diversity: Building One ING Culture*, profiles the creation of the company's business-focused

employee networks. The second practice highlights the purpose and structure of the global women's affinity group at member law firm Weil, Gotshal & Manges LLP. Finally, Royal Dutch Shell's practice features global efforts to help lesbian, gay, bisexual, and transgender (LGBT) employees relocate and illustrates how its LGBT Netherlands Network benefits both employees and the company.



## DIVERSITY & INCLUSION PRACTICE

### ING U.S. Financial Services—*Beyond Diversity: Building One ING Culture* 2008 Catalyst Award-Winning Initiative

In an increasingly complex industry, financial services organizations face frequent turnover and extreme competition for talent. Smart companies recognize that distinguishing themselves and benefiting from the talents of a diverse workforce are ways to remain competitive. Beginning in 2001, in order to address these issues, ING U.S. Financial Services (USFS) used a transition period of rapid acquisitions and subsequent consolidation as an opportunity to drive diversity and inclusion company-wide by capitalizing on different talents, perspectives, and ideas, culminating in the Catalyst Award-winning initiative, *Beyond Diversity: Building One ING Culture*.

The initiative consists of multiple components that overlap and leverage one another; one powerful area that has significantly increased diversity at all levels and fostered an inclusive climate is the strategic, business-focused employee networks and an annual Diversity Symposium in which network best practices are shared across the company.

#### 1. Recognizing the Need to Build an Inclusive Work Environment

Shortly after ING Group's rapid expansion in the United States through acquisitions of financial services organizations such as Aetna and ReliaStar and the events of September 11, 2001, ING USFS was forced to reduce the number of its major locations from 30 to ten and consolidate the workforce by 15 percent. During this period of change, ING USFS employees and senior leadership began to understand that in order to prosper, the disparate locations and legacies would have to shed their individual identities and become "One ING."

Employee affinity groups, which had existed in various forms at the legacy organizations, were recognized as fundamental to building and maintaining momentum toward a unified culture. The Office of Diversity set out to align the employee networks with ING USFS's business priorities and rebranded the existing groups into five distinct employee networks—African American Network, Latino Network, Gay and Lesbian (GALA) Network,

Asian American Network, and Women's Network—in which employees with common business goals connect and learn from one another.

Employee networks are voluntary organizations open to all employees. Their members are committed to making ING USFS the best place to work by supporting inclusion, career development, respect for differences, equal opportunity, and diversity in the workplace. In fact, employees of all diversity dimensions participate across multiple groups, thus building an inclusive environment.

#### 2. Aligning Employee Network Groups With Business Goals

The five business-aligned networks have moved from being seen as "social" organizations to groups that influence senior leaders, important constituents, and markets. They offer a sense of community, camaraderie, and connection to ING USFS—an important advantage at a company with approximately 8,000 employees. Members of networks help acclimate new and current employees to the ING culture and are generally recognized as helping to build and maintain employee engagement. The networks also play a role in implementing ING USFS' diversity strategy and are required to develop a business plan that is aligned with overall business goals approved by the CEO.

As an example of how networks may engage important constituents, the GALA Network developed a plan to identify LGBT suppliers in the Atlanta area and worked with the company on LGBT policies. This partnership resulted in a one-year jump from a score of 57 to 100 on the Human Rights Campaign Corporate Equity Index—a well-known measure of LGBT inclusion—between 2005 and 2006.

#### 3. Sharing Ideas and Collaborating

The networks engage in a number of different activities for all employees regardless of network membership. The networks work together to sponsor Lunch & Learn sessions in which powerful leaders give presentations. Other activities

sponsored by the networks include diversity fairs, financial literacy seminars, networking events, and professional development sessions.

The Diversity Symposium, an annual employee network event, provides members with the opportunity to exchange ideas, showcase best practices, address challenges and concerns, and identify opportunities for collaboration. CEO Tom McInerney, his executive team, and the executive sponsors meet with members during cross-network meetings, networking lunches, an awards ceremony, receptions, and dinners, thereby demonstrating their support and sponsorship of the networks' agendas. Among other goals, it strives to:

- Provide network leaders with the tools they need to lead and manage their respective networks and to pursue their personal development.
- Acknowledge the visible leaders, as well as the unsung heroes who make a difference in diversity at ING.
- Demonstrate ING's leadership support and sponsorship of the employee network agendas.

The success of the employee network groups can be attributed to the pervasive inclusiveness of the "One ING" culture and the diversity of teams throughout the organization. As the groups have become more focused on delivering bottom-line business value to ING USFS, they have gained the support and recognition of senior leaders.

#### 4. Ensuring Direct Senior Leadership Support

Each of the groups has a senior executive sponsor with direct access to the CEO. Executive sponsors may request to head a specific network, or the networks themselves may approach a senior leader to take on this advisory role. Executive sponsors interact often with national network leaders and meet with local networks during site visits to the company's ten major locations. Each group has local boards and a national board staffed by employees from all levels, including the call centers. The national board members from each group convene

to form an overall body called the National Network Council.

The networks connect with each other and the Office of Diversity and Human Resources through the employee network liaison. The liaison's primary role is to counsel the network leaders, assist them in securing necessary resources, and ensure that they are effective.

#### 5. Measuring Results

The company has a dedicated HR Analytics Team that regularly reviews and monitors human capital management (HCM) metrics to measure the success of the overall initiative, as well as the employee networks. An important measure that is monitored is growth in employee network membership. Since 2003, there has been tremendous growth in all five employee networks. For example, the Women's Network had just 20 members in 2003, and in 2007 had more than 1,100.

In addition, ING USFS surveys employee opinions every year. The satisfaction commitment score is made up of seven questions that measure employee engagement. Since the initiative's inception in 2003, overall employee engagement has increased, as well as employee perceptions of personal and career growth.

## DIVERSITY & INCLUSION PRACTICE

### Weil, Gotshal & Manges LLP: *Advancing Women in Law*

Weil, Gotshal & Manges LLP formalized its affinity group, Women@Weil, in 2005 with the objective of being the “firm of choice” for women lawyers. Women@Weil utilizes an integrated effort to help women lawyers achieve their potential in their professional and personal lives and to advance women at the firm, learning not only from the successes and challenges women face within the firm but also from women clients. Women@Weil is present in each of the firm’s offices around the world, and each group is open to all women lawyers, from first-year associate to senior partner. Capitalizing on a firm-wide commitment to diversity of thought and culture, Women@Weil collects locally driven best practices from all of its offices.

Women@Weil is organized in a systematic way throughout the firm. The management of Women@Weil is comprised of a Steering Committee, which provides leadership for the team; individual office leaders, who provide region-specific leadership; and six project committees, which cover a variety of planning, mentoring, recruitment, retention, and business development efforts that Women@Weil undertakes to support the firm-wide diversity initiative.

The six project committees directly connect the program efforts to bottom-line and other goals at the firm as follows:

- 1) Mentoring and networking: programs related to mentoring women lawyers throughout the firm and networking with alumni, members of the firm, and clients.
- 2) Recruiting and retention: programs related to recruiting and retaining women lawyers and organizing programs with women summer associates.
- 3) Pro bono: programs related to pro bono clients.
- 4) Business development and outreach: relationships with external women’s organizations and with clients.
- 5) Communications: internal and external communications, such as website and newsletters.
- 6) Programs: all internal and external firm programs, such as lecture series and client events.

Women@Weil effectively links women lawyers both within and across offices in the United States and internationally. The group emphasizes a cooperative approach and addresses the issues that women face working internationally: the challenges of working cross-culturally, and the additional obstacles that being a woman can raise. It allows women to come together from all levels at the firm during retreats and events.

Weil’s senior leadership is committed to the Women@Weil initiative, and Chairman Stephen J. Dannhauser speaks about Women@Weil each year at the New Associates Orientation, as well as at the biannual partners retreat. Mr. Dannhauser makes it apparent to the entire firm that this is a business priority for him personally as well as for the firm. At biannual partners retreats, senior women have convened, assessed the progress of women at the firm, and brainstormed strategies for future success. In addition, since each practice group tracks statistics on the recruitment, retention, and promotion rates of women lawyers, accountability is built into the process. Through its coordination and scope of activities, Women@Weil strives to engage and advance all women lawyers.

## DIVERSITY & INCLUSION PRACTICE

### **Royal Dutch Shell—*Mobility Across the Borders: Addressing Global Relocation Barriers for LGBT Employees***

Like many global companies, Royal Dutch Shell knows the value of having a diverse and inclusive workplace. By ensuring that everyone feels included and respected, Shell can maximize employee potential and engagement. Shell has focused on the concerns and issues surrounding inclusion of LGBT employees, and its LGBT Netherlands Network has worked to create positive results.

The mandatory diversity training for HR staff includes a segment on LGBT inclusion. This is consistent across various regions of the globe, despite resistance from countries that did not want to include this topic as part of the training.

Shell has an extensive expatriate workforce located in many countries and regions. In some regions, identifying as LGBT is illegal and self-disclosure can have significant risks. Shell recognizes that LGBT employees who are expatriates or potential expatriates may need support to address these issues. There is evidence that some LGBT employees hesitate to apply for international assignments because of the perceived challenges and risks. This can limit their opportunity to develop and advance to more senior positions in the organization. If selected for an expatriate assignment, an employee moving overseas with a same-sex partner can also experience unique challenges (e.g., introductions to a new set of co-workers, societal norms, participation in company-sponsored social events). In addition, if employees do not feel comfortable or safe in a region, their performance and their well-being may suffer.

Shell's LGBT Netherlands Network organized a conference entitled *Mobility Across the Borders: Addressing Global Relocation Barriers for LGBT Employees*. The primary aim of the event was to raise awareness about the issues associated with LGBT employees moving internationally and to reinforce the business case for taking action to overcome the barriers they face. The conference attracted an audience of about 60 business leaders, HR professionals, and LGBT staff.

The conference achieved a number of goals, including:

- Raising awareness about LGBT challenges with international assignments.
- Identifying issues and actions to address.
- Reinforcing the business case for addressing the issues.
- Creating support and buy-in for addressing the issues.

One result of the conference is that the LGBT Netherlands Network is now working to create an international knowledge exchange system so that LGBT employees can share their experiences working in other cultures. This will provide information to LGBT employees considering positions in other geographies and make transitions easier.

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