



Progress in Action: Catalyst CEO Champions For Change— Methodology

The findings for [*Progress in Action: Catalyst CEO Champions For Change*](#) are based on responses to a survey distributed to all [*Catalyst CEO Champions For Change*](#) companies that were eligible to submit. Sixty-four companies responded to the survey and self-reported employee demographic data as of the end of their fiscal years in 2013 and 2018. The survey findings are reported in aggregate to protect the anonymity of the respondents and confidentiality of their data.

Survey participants were asked to report the following data for their global workforce:

Executives are individuals who plan, direct and formulate policies, set strategy and provide the overall direction of the enterprise/organization. Residing in the highest levels of the organization, they plan, direct, or coordinate activities with the support of subordinate executives and staff managers. A large company's executives often include people within two reporting levels of the CEO whose responsibilities entail frequent interaction with the CEO. At smaller organizations, "executives" may include the CEO and their direct reports only.¹ For the purposes of this survey, this category includes Executive Committees and Office/Department Heads in law firms, as well as Executive Leadership in professional services firms. Calculations are based on the number of *Catalyst CEO Champions For Change* Executive positions held by women divided by the total number of *Catalyst CEO Champions For Change* Executive positions.

Senior Managers include employees who determine the policy and direction of the organization or a functional area and direct its activities, usually through other managers. They control the selection of senior employees and the allocation of resources.² For the purposes of this survey, this category includes Management Committees in law firms and Partners in professional services firms. Calculations are based on the number of *Catalyst CEO Champions For Change* Senior Manager positions held by women divided by the total number of *Catalyst CEO Champions For Change* Senior Manager positions.

Managers include employees who coordinate and organize the activities of a discrete unit or service within the organization, usually reporting to a senior manager. They establish operational and administrative procedures, formulate policy relevant to their areas, and organize, lead, and direct others to achieve their goals. They are likely to include first- to mid-level managers.³ For the purposes of this survey, this category includes Partners in law firms and Senior Managers in professional services firms. Calculations are based on the number of *Catalyst CEO Champions For Change* Manager positions held by women divided by the total number of *Catalyst CEO Champions For Change* Manager positions.

Boards of Directors members include Executive Committee members in law firms for the purposes of this survey. Survey participants were asked to report data for all Boards of Directors members, which may span multiple countries/markets. Calculations are based on the number of *Catalyst CEO Champions For Change* Board of Directors positions held by (1) women and (2) women of color, each divided by the total number of all *Catalyst CEO Champions For Change* Board of Directors positions.

Survey participants were asked to report data on the following segments of their United States workforce only:

Executive/Senior-Level Officials and Managers are individuals who plan, direct, and formulate policies, set strategy, and provide the overall direction for companies within the parameters set by their boards of directors. Typically, this includes individuals within two reporting levels of the CEO (e.g., COOs, CFOs, line-of-business heads, presidents or executive vice presidents of functional areas, chief information officers, chief human resources officers, chief marketing officers, chief legal officers, management directors, and managing partners).⁴ For the purposes of this survey, this category includes Executive Committees, Office/Department Heads, and Management Committees in law firms and Executive Leadership in professional services firms. Calculations are based on the number of *Catalyst CEO Champions For Change* Executive/Senior-Level Officials and Managers positions held by (1) women and (2) women of color, each divided by the total number of *Catalyst CEO Champions for Change* Executive/Senior-Level Official and Manager positions.

First/Mid-Level Officials and Managers are individuals who typically lead major business units and report into executive/senior-level management. This category includes people who oversee the delivery of products, services, or functions at group, regional, or divisional levels within the parameters set by Executive/Senior Level management (e.g., vice presidents and directors; group, regional, or divisional controllers; treasurers; human resources, information systems, marketing, and operations managers).⁵ For the purposes of this survey, this category includes Partners in law firms and Partners in professional services firms. Calculations are based on the number of *Catalyst CEO Champions For Change* First/Mid-Level Official and Manager positions held by (1) women and (2) women of color, each divided by the total number of *Catalyst CEO Champions for Change* First/Mid-Level Official and Manager positions.

Women of color are women who identify as Hispanic or Latina, Black or African American, Native Hawaiian or Other Pacific Islander, Asian, Native American or Alaska Native, or women of two or more races/ethnicities.⁶

The survey findings for the global workforce representation were compared against the representation of all women among Executives, Senior Managers, and Managers across the 452 participating organizations in Mercer's ILM Map database.⁷

The survey findings for Boards of Directors were compared against the representation of (1) all women among Boards of Directors in the S&P 500 index,⁸ and (2) women of color among Boards of Directors in the Fortune 500.⁹ Because figures on women of color among Boards of Directors for the full S&P 500 dataset are not available,¹⁰ the Fortune 500 was selected as the best available comparison.

Due to a lack of available data on women of color in S&P 500 companies, no comparison was made between the S&P 500 and our findings on the representation of women of color among Executive/Senior-Level Officials and Managers and First/Mid-Level Officials and Managers.

This year's Catalyst CEO Champions For Change findings are not comparable to Catalyst CEO Champions For Change findings from previous years.¹¹ The total number of companies participating in the survey increased from 2017 to 2018 and again from 2018 to 2019. Additionally, the 2019 and 2018 surveys measured the representation of women across the leadership pipeline in the global workforce, while the 2017 survey examined women across the leadership pipeline in the United States workforce only. All three surveys measured the representation of women of color in the United States; however, findings are not comparable across years because the number of companies participating grew each year.

¹ Definition taken directly from Mercer's unpublished descriptions of job categories. Mercer, [When Women, Thrive Businesses Thrive](#) (2016): p. 31; Carole Jackson, Mercer, Email message to author, February 5, 2018.

² Definition taken directly from Mercer's unpublished descriptions of job categories. Mercer, [When Women, Thrive Businesses Thrive](#) (2016): p. 31; Carole Jackson, Mercer, Email message to author, February 5, 2018.

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⁴ Definition taken directly from the EEOC descriptions of job categories. U.S. Equal Employment Opportunity Commission (EEOC), "[Equal Employment Opportunity Standard Form 100, Rev. March 2018, Employer Information Report EEO-1 Instruction Booklet](#)" (March 2018).

⁵ Definition taken directly from the EEOC descriptions of job categories. U.S. Equal Employment Opportunity Commission (EEOC), "[Equal Employment Opportunity Standard Form 100, Rev. March 2018, Employer Information Report EEO-1 Instruction Booklet](#)" (March 2018).

⁶ Definition taken directly from the EEOC descriptions of race and ethnic identification. U.S. Equal Employment Opportunity Commission (EEOC), "[Equal Employment Opportunity Standard Form 100, Rev. March 2018, Employer Information Report EEO-1 Instruction Booklet](#)" (March 2018).

⁷ Carole Jackson, Mercer, Email message to author, June 5, 2019.

⁸ Spencer Stuart, 2018 United States Spencer Stuart Board Index (2018): p. 8.

⁹ Alliance for Board Diversity, [Missing Pieces: The 2018 Board Diversity Census of Women and Minorities on Fortune 500 Boards](#) (2019): p. 17.

¹⁰ Spencer Stuart calculates minority representation among the top 200 companies in the S&P 500. Spencer Stuart, 2018 United States Spencer Stuart Board Index (unpublished data) (2018).

¹¹ Catalyst, [Everyday Heroes: Catalyst CEO Champions For Change](#) (November 7, 2017); Catalyst, [Inclusion in Action: The Catalyst CEO Champions For Change](#) (December 5, 2018).