



## Towards a More Equitable Future: Catalyst CEO Champions For Change—Methodology

These findings are based on responses to a survey distributed to all *Catalyst CEO Champions For Change* companies that were eligible to submit. Sixty-six companies responded to the survey and self-reported employee demographic data as of the end of their fiscal year in 2019. The survey findings are reported in aggregate to protect the anonymity of the respondents and the confidentiality of their data.

Survey participants were asked to provide the following data:

- The number of employees globally by job level and gender.
- The number of employees globally by job level, gender, and ethnic or racial identity. Participants had the option to self-select and provide data for an unlimited number of geographies for this section.
- The number of members among the board of directors, by gender identity and ethnic or racial identity.

To provide consistent measurements of ethnic or racial identity across geographies, participants were asked to provide data on employees identifying with the majority group and those **identifying with ethnically or racially underrepresented groups**, tailored to the unique cultures and demographics of each self-selected geography. Majority groups are defined as groups of people that "possess a disproportionate share of societal resources, privileges, and power."<sup>1</sup> Employees who identified with more than one ethnicity or race (i.e., multiracial or multiethnic) were included among the counts for underrepresented ethnic or racial groups, even if one of the groups with which they identified was the majority group. Survey participants were asked to consider population groups, which should not be confused with citizenship or nationality, when providing data on ethnic and racial identity.

Calculations are based on the following:

- **Women's global representation in leadership.** The number of *Catalyst CEO Champions For Change* positions at a given level (executive, senior manager, manager) held by women globally, divided by the total number of *Catalyst CEO Champions For Change* positions at that same level globally.
- **The representation of women identifying with underrepresented ethnic or racial groups in leadership.**
  - **Globally:** The number of *Catalyst CEO Champions For Change* positions at a given level (executive, senior manager, manager) held by women identifying with underrepresented ethnic or racial groups globally, divided by the total number of *Catalyst CEO Champions For Change* positions at that same level globally. These global figures represent over 50 geographies across the world, with the majority of responses coming from the United States.

- **In the United States:** The number of *Catalyst CEO Champions For Change* positions at a given level (executive, senior manager, manager) held by women identifying with underrepresented ethnic or racial groups in the United States, divided by the total number of *Catalyst CEO Champions For Change* positions at that same level in the United States. In our sample, 63 companies provided data on ethnic and racial identity among their US employees.
  - **As a share of all women in the United States:** The number of *Catalyst CEO Champions For Change* positions at a given level (executive, senior manager, manager) held by women identifying with underrepresented ethnic or racial groups in the United States, divided by the number of *Catalyst CEO Champions For Change* positions held by women at that same level in the United States. In our sample, 63 companies provided data on ethnic and racial identity among their US employees.
- **In Canada:** The number of *Catalyst CEO Champions For Change* positions at a given level (executive, senior manager, manager) held by women identifying with underrepresented ethnic or racial groups in Canada, divided by the total number of *Catalyst CEO Champions For Change* positions at that same level in Canada. Our sample included six companies that provided data on ethnic and racial identity in Canada.
- **Women’s representation among boards of directors.**
  - **Women:** The number of *Catalyst CEO Champions For Change* board of directors positions held by women, divided by the total number of all *Catalyst CEO Champions For Change* board of directors positions.
  - **Women identifying with underrepresented ethnic or racial groups:** The number of *Catalyst CEO Champions For Change* board of directors positions held by women identifying with underrepresented racial or ethnic groups, divided by the total number of all *Catalyst CEO Champions For Change* board of directors positions.

**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, these executives plan, direct, or coordinate activities with the support of subordinate executives and staff managers. Likely to include those individuals within two reporting levels of the CEO, whose responsibilities [involve] frequent interaction with the CEO. In smaller organizations, this may include the CEO and his/her direct reports only.”<sup>2</sup> 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.

**Senior managers** include “employees who determine 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.”<sup>3</sup> For the purposes of this survey, this category includes management committees in law firms and partners in professional services firms.

**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. Likely includes first- to mid-level managers.”<sup>4</sup> For the purposes of this survey, this category includes partners in law firms and senior managers in professional services firms.

**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.

The survey findings for the global workforce representation were compared against the representation of all women among executives, senior managers, and managers across the 1,157 participating organizations in Mercer’s ILM Map database.<sup>5</sup>

The survey findings for boards of directors were compared against the representation of (1) women among boards of directors in the S&P 500 index,<sup>6</sup> and (2) women of color among boards of directors in the Fortune 500.<sup>7</sup> Because figures on women of color among boards of directors for the full S&P 500 dataset are not available,<sup>8</sup> the Fortune 500 was selected as the best available comparison.

**This year’s Catalyst CEO Champions For Change findings are not comparable to Catalyst CEO Champions For Change findings from previous years.**<sup>9</sup> The total number of companies participating in the survey has increased year by year since the start of the initiative in 2017. The 2019 survey examined increases in women’s representation across leadership roles over a five-year period, drawing from the 2019 pool of surveyed companies. Additionally, the 2020, 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 four surveys measured the representation of women of color in the United States; however, findings are not comparable across years because the definitions of job categories for this group changed in 2020 and the number of companies participating in the survey increased each year.

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<sup>1</sup> Knowles, E.D. & Peng, K. (2005). [White selves: Conceptualizing and measuring a dominant-group identity](#). *Journal of Personality and Social Psychology*, 89(2), 223–241.

<sup>2</sup> Career level definitions are based upon Mercer’s When Women Thrive research. [Let’s get real about equality: When Women Thrive 2020 global report](#). (2020). Mercer.

<sup>3</sup> Career level definitions are based upon Mercer’s When Women Thrive research. [Let’s get real about equality: When Women Thrive 2020 global report](#). (2020). Mercer.

<sup>4</sup> Career level definitions are based upon Mercer’s When Women Thrive research. [Let’s get real about equality: When Women Thrive 2020 global report](#). (2020). Mercer.

<sup>5</sup> [Let’s get real about equality: When Women Thrive 2020 global report](#). (2020). Mercer.

<sup>6</sup> [2019 U.S. Spencer Stuart board index](#). (2019). Spencer Stuart.

<sup>7</sup> [Missing pieces: The 2018 board diversity census of women and minorities on Fortune 500 boards](#). (2019). Alliance for Board Diversity.

<sup>8</sup> Spencer Stuart calculates minority representation among the top 200 companies in the S&P 500. [2019 U.S. Spencer Stuart board index](#) [Unpublished data]. (2019). Spencer Stuart.

<sup>9</sup> [Progress in action: Catalyst CEO Champions For Change](#). (2019). Catalyst.; [Inclusion in action: The Catalyst CEO Champions For Change](#). (2018). Catalyst.; [Everyday heroes: Catalyst CEO Champions For Change](#). (2017). Catalyst.