2012 Catalyst Awards Conference & 50th Anniversary Celebration

Wednesday, March 28 - Thursday, March 29, 2012

The Waldorf=Astoria, New York City, NY
Welcome to the 2012 Catalyst Awards Conference & 50th Anniversary Celebration

Since 1991 the Catalyst Awards Conference has brought together experts from around the world to share knowledge and shape the dialogue related to women’s leadership. The event has also showcased Award-winning initiatives that have proven, measurable results that address the recruitment, development, and professional advancement of all women, including diverse women. More than just another conference, this gathering of experts has become a community that counts, shaping organizations and the society, and reflecting the Catalyst Vision: Changing workplaces. Changing lives.

This year marks Catalyst’s 50th anniversary and during this special two-day Conference, we will review the historic milestones crossed during our five decades of existence. Many challenges and successes have shaped our history, brought us to our present, and will change the next 50 years for all committed to the Catalyst Mission: Expanding opportunities for women and business.

About Catalyst

Founded in 1962, Catalyst is the leading nonprofit membership organization expanding opportunities for women and business. With offices in the United States, Canada, Europe, and India, and more than 500 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.
Connect With Catalyst!

Stay connected, engaged, inspired, and impactful as a community that counts at www.catalystawardsconference.org.

Today’s Conference is being shared on Twitter. Join the discussion with hashtag #Catalyst50th.

Facebook: http://www.facebook.com/catalystinc
Like Catalyst on Facebook to get our updates on the latest news about women and global diversity issues, engage in discussions with us and other fans, and be the first to know about Catalyst initiatives.

LinkedIn: http://www.linkedin.com/groups?gid=2710104
Join the Catalyst group to participate in conversations pertinent to diversity and inclusion with others who are leaders in their industries.

Twitter: http://twitter.com/CatalystInc
Follow @CatalystInc to receive daily tweets on gender, diversity, women, work-life effectiveness, and work trends, using humor, facts, articles, and quotations to enlighten, entertain, and educate followers.

YouTube: http://www.youtube.com/user/CatalystClips
View our powerful and timely videos on women and business, including previous Catalyst Award winner videos.

Catalyzing: http://www.catalyst.org/blog/
Read and comment on biweekly posts by Catalyst President & CEO Ilene H. Lang, who shares her views and tracks news stories, emerging research, and debates about women and business.

Catalyst CanCon: http://www.catalyst.org/blog/can-con/
Read and comment on weekly posts by Deborah Gillis, Senior Vice President, Membership & Operations, who offers the Catalyst Canada viewpoint on news and trends related to women and work.

C-News: http://catalyst.org/page/82/newsletter
Stay ahead of the curve by signing up for C-News, our monthly e-newsletter, which provides insight into women’s advancement and workplace inclusion, as well as information on forthcoming Catalyst research and events.
### Celebrating 50 Years of Expanding Opportunities for Women and Business

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<th>Year</th>
<th>Event</th>
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<td>1962</td>
<td>Catalyst is established by Felice N. Schwartz to help women find part-time work.</td>
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<td>1963</td>
<td>Catalyst programs in science, social work, education, and on campus are launched.</td>
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<td>1969</td>
<td>Part-Time Social Workers in Public Welfare shows the spectacular success of the Roxbury project.</td>
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<td>1971</td>
<td>Catalyst establishes the National Network of Career Resource Centers.</td>
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<td>1993</td>
<td>Schwartz resigns after 31 years. Sheila Wellington is appointed President.</td>
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<td>1996</td>
<td>Catalyst conducts its first Census of Women Corporate Officers and Top Earners.</td>
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<td>1997</td>
<td>Catalyst begins to focus on women of color in business.</td>
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The Catalyst Award is launched to recognize women board directors.

Catalyst turns 20 and has emerged as a pioneering organization.

Catalyst starts the Corporate Board Resource service.

Catalyst opens its first European office, in Zug, Switzerland.

Catalyst opens an office in Toronto.

A businesswoman takes the helm. Ilene H. Lang becomes Catalyst’s third president.

Catalyst starts celebrating corporate initiatives to advance women.

Catalyst continues its global expansion with a new office in Mumbai.

Catalyst opens an office in Toronto.
March 28, 2012

ALL DAY
Visit the Catalyst Museum to learn more about our 50 years of history.

• Learn about Felice N. Schwartz, who founded Catalyst in 1962.
• Peruse Catalyst publications over the years.
• Explore Catalyst’s history on our Interactive Timeline.
• Record a digital testimonial of Catalyst’s impact on your career.

7:30 a.m. – 8:30 a.m.
Check-In and Continental Breakfast

8:30 a.m. – 8:50 a.m.
Welcome and Opening Remarks
Ilene H. Lang, President & Chief Executive Officer, Catalyst

8:50 a.m. – 9:30 a.m.
The Future of Women
Faith Popcorn, Futurist, Author, Founder and CEO, BrainReserve

9:30 a.m. – 9:50 a.m.
MARC: Men Advocating Real Change
Special Sneak Preview
Speakers:
Mike Otterman, Social Media Manager, Catalyst
Jeanine Prime, Ph.D., Vice President, Research, Catalyst

9:50 a.m. – 10:10 a.m.
Launching a Bold New Campaign for Equality
Nearly 50 years after the signing of the Equal Pay Act, the gender gaps in pay, leadership, and opportunity remain a problem. How can this be? And what can we do—right now—to make a real difference? Catalyst, the National Council for Research on Women, and The White House Project are thrilled to announce an exciting new equality initiative that will help create a culture shift in how all Americans think, talk, and take action around these issues.

Speakers:
Linda Basch, Ph.D., President, National Council for Research on Women
Tiffany Dufu, President, The White House Project
Ilene H. Lang, President & Chief Executive Officer, Catalyst

10:10 a.m. – 10:15 a.m.
Break

9:30 a.m. – 9:50 a.m.
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Ilene H. Lang, President & Chief Executive Officer, Catalyst

10:10 a.m. – 10:15 a.m.
Break
10:15 a.m. – 11:15 a.m.
Building a Better World as an Employer of Choice: Influencing Corporate Social Responsibility, Future Leadership, and the World

At a time when people around the world are taking to the streets to create change in their lives and community, more attention is being paid to ways employers and employees can work to influence social change. This session will explore the impact an organization’s core values, board level involvement, and employee and social investment have on corporate social responsibility (CSR). Learn how companies leverage sustainability and their community to invest in people working for the company, people who want to work for the company, and society. Participants will also discuss the link between gender diversity in leadership, corporate sustainability, and the increased business rewards of CSR. Find out how who you work for can work for you, and how working together can change workplaces and change lives.

Speakers:
Irene Chang Britt, Senior Vice President & Chief Strategy Officer, Campbell Soup Company
Serena Fong, Director, Government Affairs, Catalyst
Paul Lightfoot, Chief Executive Officer, BrightFarms Inc.
Charlotte Oades, Global Director, Women’s Economic Empowerment, The Coca-Cola Company
Vikki L. Pryor, Principal, Change Create Transform
Andrea B. Thomas, Senior Vice President, Sustainability, Walmart Stores, Inc.
11:15 a.m. – 12:00 p.m.
From Virtual to Actual: Professional Networking Opportunity

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12:00 p.m. – 2:15 p.m.
Luncheon Panel Discussion: The Portrayal of Women and Its Impact on Society
In the 1950s, it was said that a woman’s place was in the home. Today, women make up nearly 50 percent of the workforce and yet equity in the workplace and at home remains elusive. Stereotypes about how women should look, how they should behave, how smart and successful they should be, how much they should earn, and what their roles should be in our society still pervade our society and our media. After more than 50 years, have things really changed that much for women? This panel of influential media insiders will candidly discuss these issues from their unique perspectives.

Moderator:
Deborah M. Soon, Senior Vice President, Strategy & Marketing, Catalyst

Panelists:
Emme, Supermodel, Entrepreneur, Mom, and Author
Susan Cartsonsis, Producer, Storefront Films
Herminia Ibarra, Ph.D., Professor of Organizational Behavior, INSEAD
From Virtual to Actual: Professional Networking Opportunity

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3:00 p.m. – 4:15 p.m.
Catalyst Concurrent Sessions (Please Select One)

Session A
Men Advocating Real Change: Join the Movement
Join us at the launch of MARC (Men Advocating Real Change) the first online community for professional men committed to making real change in the workplace. On MARC, members can share observations, best practices, and advice about gender and inclusion—from men’s perspectives—and become part of an influential movement for greater equity at work. In this session, meet the official MARC bloggers—all world-renowned experts in gender and masculinity—and get a sneak peek of the MARC website and its innovative subject matter. Help shape the conversations on MARC and join the movement!

Moderators:
Mike Otterman, Social Media Manager, Catalyst
Jeanine Prime, Ph.D., Vice President, Research, Catalyst

Panelists:
Martin N. Davidson, Ph.D., Associate Professor of Business Administration, Associate Dean and Chief Diversity Officer, Darden School of Business, University of Virginia
Lars Einar Engström, Author and Senior Partner, Edcolby AB
Michael S. Kimmel, Ph.D., Sociologist, Author, Lecturer
Amitabh Kumar, Head of Media and Communication, Centre for Social Research
Frank McCloskey, Retired Vice President of Diversity, Georgia Power
Bill Proudman, Founding Partner and COO, White Men As Full Diversity Partners
Graeme Russell, Ph.D., Consultant
Michael Welp, Ph.D., Founding Partner, White Men As Full Diversity Partners
Session B
Creating Workplaces Inclusive of Diverse Women
Diverse women have made progress in their careers over the last several years, and yet “sticking points” still impede their advancement. Prior to the session, attendees will receive a short summary of Catalyst research showing change over time for diverse women in organizational climate; relational dynamics; and individual attitudes. The following questions based on the summary will be discussed in small groups at the session:

• What other changes over time have you noted within your organization that are not captured in our current indicators? What additional indicators would you suggest?
• What norms do you see emerging in your organization that may affect the dialogue about, or approaches to, the various career experiences of diverse women?
• With increasing globalization, the definition of “difference” is becoming increasingly complex, and organizations are struggling to find appropriate measures, approaches, or systems that create a truly inclusive environment. Have you experienced approaches to inclusion that have, or have not, translated well in global contexts? What lessons have you or your organization learned?

This interactive session will leverage the expertise of attendees to shape a forward-thinking research agenda that addresses barriers to progress and helps create more inclusive workplaces.

Speaker:
Katherine Giscombe, Ph.D., Vice President, Research, Diverse Women & Inclusion, Catalyst

Session C
The Resurgence of Employee Resource Groups: A Discussion of Future Trends
Employee Resource Groups (ERGs) have a rich history of convening people with common affinities for support, connections, and personal development. Today, ERGs are experiencing renewed enthusiasm as ERG members benefit from helping their organizations navigate the increasingly complex business environment. Recognized by business leaders as a win-win for all, employees are inventing new ways to impact their organization, community, and individual careers. Participants in this session will explore trends that harness the passion and skills of individuals to strengthen the impact of their ERGs.

Moderators:
Sylvia Apostolidis, Senior Director, Member Services, Catalyst
Mary N. Boughton, Senior Director, Catalyst Western Region

Panelists:
Sumita S. Prathap, Global D&I Network & Strategy Leader, Kimberly-Clark Corporation
Jennifer Rickard, Chief Diversity Officer, Hewlett-Packard Company
Julie Seitz, Director Workplace 2020, The Coca-Cola Company
Barbara Wittick, Senior Vice President, Branch Manager, Chubb Group of Insurance Companies

Session D
Get in on the Ground Floor of the Equality Initiative
Go inside the new and exciting campaign for equality from Catalyst, the National Council for Research on Women, and The White House Project. Help shape the direction of the campaign—share your stories, discuss the myths we need to dispel, and talk about actions people can take to make a real difference.

Moderator:
Shifra Bronznick, Founder & President, Advancing Women Professionals

Speakers:
Linda Basch, Ph.D., President, National Council for Research on Women
Tiffany Dufu, President, The White House Project
Serena Fong, Director, Government Affairs, Catalyst
Katie Orenstein, Founder & Director, The OpEd Project
Marie C. Wilson, Founder and President Emerita, The White House Project & Ms. Foundation for Women

4:15 p.m. – 5:00 p.m.
Closing Remarks and Reception
March 29, 2012

ALL DAY
Visit the Catalyst Museum to learn more about our 50 years of history.

7:15 a.m. – 8:00 a.m.
Check-In and Continental Breakfast

8:00 a.m. – 8:20 a.m.
Welcome and Opening remarks
Julie S. Nugent, Senior Director, Research, and Chair, Catalyst Award Evaluation Committee

- Learn about Felice N. Schwartz, who founded Catalyst in 1962.
- Peruse Catalyst publications over the years.
- Explore Catalyst’s history on our Interactive Timeline.
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Visit the Catalyst Museum to learn more about our 50 years of history.
8:20 a.m. – 9:45 a.m.
2012 Catalyst Award Winner Plenary Session
Commonwealth Bank of Australia—Opening the Door for Gender Diversity
Sodexo—Making Every Day Count: Driving Business Success Through the Employee Experience

Senior leaders, including the CEOs, from the 2012 Catalyst Award-winning organizations discuss the strategies and tactics used to successfully advance women, embrace diversity and inclusion, and change their workplaces, communities, and lives.

Moderator:
Julie S. Nugent, Senior Director, Research, and Chair, Catalyst Award Evaluation Committee

Panelists:
Ian Narev, Managing Director & CEO, Commonwealth Bank of Australia
Tristan Wills, Executive General Manager, Corporate Sustainability, Commonwealth Bank of Australia
George Chavel, President & CEO, Sodexo North America
Rohini Anand, Ph.D., Senior Vice President and Global Chief Diversity Officer, Sodexo
9:45 a.m. – 10:45 a.m.
**Evolution of a Catalyst Award-Winning Initiative**
Since 1987, when Catalyst started recognizing corporate initiatives to advance women, the landscape for diversity and inclusion has evolved tremendously. Join panelists from former Catalyst Award-winning organizations as they discuss the evolution of diversity and inclusion at their organizations, how they continue to drive progress and sustain results even during difficult times, and the lessons they have learned along the way.

**Moderator:**
Julie S. Nugent, Senior Director, Research, and Chair, Catalyst Award Evaluation Committee

**Panelists:**
Sam Ladah, HR Vice President, Workforce Strategy and Programs, IBM
Gerald Lema, Corporate Vice President and President, Asia Pacific, Baxter International Inc.
Nancy Nazer, Vice President, Human Resources, TD Bank Group
10:45 a.m. – 11:30 a.m.
From Virtual to Actual: Professional Networking Opportunity

**My Connections That Count**

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11:30 a.m. – 1:30 p.m.
Luncheon Panel Discussion: Redefining the Mommy Track
Ilene H. Lang, President & Chief Executive Officer, Catalyst, speaks with sisters Denise Morrison, President & Chief Executive Officer, Campbell Soup Company, and Maggie Wilderotter, Chairman & Chief Executive Officer, Frontier Communications.
1:45 p.m. – 2:45 p.m.
Catalyst Concurrent Sessions (Select One)

Session A
2012 Catalyst Award Winner: Commonwealth Bank of Australia
Come hear how Commonwealth Bank of Australia implemented a variety of strategies and programs aimed at breaking down barriers for women and diverse populations across the country. Unique programs include mandatory and in-depth unconscious bias training for all senior leaders, a rigorous talent review process, and a progressive approach to creating a culture of flexibility that rewards results over face time.

Moderator:
Jennifer Kohler, Director, Advisory Services, Catalyst

Panelist:
Tristan Wills, Executive General Manager, Corporate Sustainability, Commonwealth Bank of Australia

Session B
2012 Catalyst Award Winner: Sodexo
Join panelists from Sodexo in a conversation about their multi-pronged initiative focused on Sodexo’s more than 15,000 salaried employees working at 6,000 client sites and offices throughout the United States. Compelling features include a host of professional development programs designed to share diversity lessons with staff and clients, strategic employee network groups, robust mentoring, and a variety of innovative tracking and monitoring mechanisms.

Moderators:
David Lau, Associate, Catalyst Canada
Svetlana Mostovsky, Senior Director, Development, Catalyst

Panelists:
Patty LaMothe, MS, RD, District Manager, Health Care, Sodexo
James Taylor, President, Senior Living, Sodexo
## Session C
### From Virtual to Actual: Professional Networking Opportunity
#### My Connections That Count

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2:45 p.m. – 3:30 p.m.
**Closing Remarks and Reception**
Advancing women in any business requires a workplace in which all employees are fully included and valued in a way that permits them to leverage their talents to the best of their abilities. Historically, the financial services industry has struggled to make significant progress in advancing talented women to the highest levels of leadership with one reason being the traditionally male-dominated culture. In Australia, despite an increasing number of women entering the industry, women's representation in line positions and senior executive levels remains low. Women make up more than one-half of financial services employees and approximately 31 percent of middle-level managers in Australia, but they only comprise 13 percent of executives reporting to the CEO, suggesting that, while the industry is attractive to women, barriers to advancement still exist. Commonwealth Bank of Australia (CBA), Australia's leading provider of integrated financial services, with 52,000 employees and offices in Australia, New Zealand, Europe, and the Asia-Pacific region, recognized the integral link between full engagement of all talent, including women and diverse employees, and its business goals.

CBA's initiative, Opening the Door for Gender Diversity, seeks to increase the number of women in senior leadership positions through a variety of strategies and programs aimed at breaking down barriers women and diverse populations often face in the workplace. CBA demonstrated its commitment to gender diversity by setting the first public target in Australian financial services for women's representation at senior levels. By valuing, respecting, and providing opportunities for all its people, CBA leverages their diverse backgrounds, experiences, and perspectives to provide excellent customer service to an equally diverse community. As a result, the initiative supports the overall goals of the organization. Opening the Door for Gender Diversity, which has challenged the organization to rethink the way work gets done and identify sustainable solutions for increasing the previously low levels of employee engagement, grew out of a broader workplace culture transformation started by former CEO Ralph Norris, and continues under the leadership of current CEO Ian Narev.

Unique programs include mandatory and in-depth unconscious bias training for all senior leaders, a rigorous talent review process, and a progressive approach to building a flexible workplace. In addition, a suite of talent strategies, cross-cultural activities and investments, and professional development and leadership programs—such as CommLeader, which helps identify and develop leadership styles—supports CBA's goal of a truly inclusive workplace. To create a culture of flexibility that rewards results over face time, CBA created innovative workspaces for many employees, along with business-unit-specific offerings such as a Maternity Leave Register, which allows women on leave to apply for new opportunities. CBA also implemented more traditional flexibility options, such as telecommuting, part-time work, and job share.

History and Launch of the Initiative
Originally a government bank, CBA was privatized in the mid-1990s and retained much of the bureaucratic, hierarchical, and male-dominated culture of its first 80 years. In 2004, CBA created the Group Culture Team, composed of internal experts passionate about organizational change, which in collaboration with CBA's Executive Committee, launched a culture change program designed to foster employee engagement and greater inclusion. The program's efforts were greatly accelerated when Ralph Norris took over as CEO in 2005.

Realizing that engaged employees lead to satisfied customers, Mr. Norris and his leadership team spearheaded initiatives to achieve two complimentary business goals: to make CBA #1 in customer satisfaction among Australian
banks and to transform its workplace into an environment committed to both results and greater inclusion. The initiative was strengthened in 2005 when the Group Diversity Team was created; it later merged with the Group Culture team in 2009. In 2006, the Diversity Council was established; from 2009 it comprises the entire Executive Committee and sets and takes responsibility for CBA’s overall diversity and inclusion goals. Also in 2006, Trust and Team Spirit became one of the strategic business “pillars” that guide the organization (in addition to Customer Satisfaction, Business Banking, Technology and Operational Excellence, and Profitable Growth). In 2008, with this foundation in place and with some positive changes already starting to take place, CBA rolled out a four-pronged organization-wide diversity strategy and associated goals that help drive measurable business objectives (specific targets and goals were updated in 2010):

- **Diversity in Leadership:** Increase the proportion of Executive Manager roles and above held by women to 35% by 2014.
- **Adaptable Work Practices:** Link measurable objectives to a flexibility rating as measured in the annual internal People and Culture Survey.
- **Respect and Inclusion:** Strive to maintain world’s best practice benchmarks for “respect and inclusion” as measured in the annual internal People and Culture Survey.
- **Diversity Support:** Implement the suite of measures in the Disability Action Plan within the designated timeframes.

Most recently, CBA has implemented an innovative and in-depth program to eliminate the unconscious bias that prevents women and minorities from achieving their potential in the workplace and help CBA reach the diversity target set for 2014. Through these efforts, CBA has created a forward-thinking workplace where it is possible for leaders and employees at all levels to have conversations about gender, including difficult discussions about stereotypes and bias that wouldn’t have been possible a few years ago. Ian Narev, who became CBA’s current CEO in December 2011, has a long history of championing diversity and inclusion work, and is committed to leading CBA’s further efforts to transform its workplace.

**Organization’s Strategy**

The objective of *Opening the Door for Gender Diversity* is to increase the representation of women in senior leadership roles—a leading indicator of broader diversity in the organization and an essential step in creating better career opportunities for the 61 percent of CBA employees who are women. Recognizing that no single initiative can create sustainable change, CBA has implemented a comprehensive suite of programs strategically placed across the organization and based on the unique needs of different business units and departments. The components of the initiative are interwoven with the organization’s business goals and include:

1. **Inclusive and Flexible Culture:** To become #1 in customer satisfaction and maintain high levels of employee engagement while increasing trust, collaboration, and inclusion, CBA has implemented a diversity target as well as innovative programs that have transformed the culture and the way work gets done. Without this fluid approach, CBA would not have been able to develop or support many of the specific programs and elements listed below. Its cultural work underpins the success of the overall initiative, and has created an environment that encourages honest discussions about culture change. Many of CBA’s efforts are unique for the financial services industry, and indeed for most industries.

   - **Diversity Target.** As part of its official diversity strategy, CBA publicly declared a “Diversity in Leadership” target designed to increase the proportion of Executive Manager roles and above held by women to 35 percent by December 2014. Though all Australian companies with 100 or more employees must report gender statistics to the Equal Opportunity for Women in the Workplace Agency (EOWA), a specific target is not required and CBA was the first financial services company in Australia to set one.

   - **Culture of Flexibility.** To address another part of the diversity strategy, Adaptable Work Practices, CBA has implemented a range of practices that replace the traditional emphasis on face time and presenteeism so common in financial services with a focus on results. Based on the 2011 People and Culture Survey—an annual employee survey which includes questions about the use of
available flexible work arrangements—the number of women and men working a formal or informal flexible work arrangement has increased from 35 percent in 2008 to 41 percent (of employees who responded to the question) in 2011. The percentage of men who reported using flexibility was an impressive 36 percent in 2011. Innovative flexibility programs available to all employees include:

- **Formal Flexible Work Options and Leave Programs.** Efforts include flexible working hours and location of work (including telecommuting), as well as part-time work and job-sharing opportunities so that employees can balance their work and personal needs.

- **Maternity Leave Register.** Some business units have enacted specific programs, such as a Maternity Leave Register, a listing of open job opportunities accessible to women on leave that allows them to apply for roles and prevents them being passed over for critical advancement opportunities.

- **Career Breaks.** Anyone can take from several months up to three years off to pursue a goal through a sabbatical or general time-out. Leaders, including male senior leaders, have used these sabbaticals to pursue personal interests.

- **Additional Purchased Leave.** Employees can purchase up to four weeks of additional leave a year as a form of self-funded leave.

- **Childcare Centers.** CBA has three nominated childcare centers close to its major offices for children aged 0-5 years old. All permanent employees can use the centers for their children, stepchildren, or children for whom they are legal guardians.

- **Families at Work (WorkLife Links).** This national search and advice service helps with care for dependents including children, teenagers, adult dependents, individuals with a disability, and older relatives.

- **Carers Australia.** This program works with carers (those caring for people with a disability or frail aged), community organizations, and the government to produce resources, with funding from the national Department of Health and Ageing.

- **Activity-Based Work environments.** To create a culture of flexibility that rewards results over face time, CBA created innovative workspaces for many employees. Two new buildings in Sydney have been constructed in which no employee has an assigned seat. Employees, including senior leaders, carry a MacBook Air with Instant Messenger and softphone that enables them to work with whomever, wherever, and whenever they need to best deliver results. This approach relies on Trust and Team Spirit, and is a physical testament to CBA’s financial and philosophical commitment to working differently.

- **Unconscious Bias (UB) Training.** Piloted in July 2010, but already demonstrating widespread positive effects, this mandatory in-depth program for General Managers and above was rolled out in February 2011 to equip leaders with the skills to recognize and understand their internal biases, communicate about them with their teams, and take steps to overcome them. Integrated into CBA’s broader diversity strategy and endorsed by the Diversity Council as a specific tool to help achieve the diversity target, this program aims to change mindsets and behaviors and drive specific actions to counteract bias. The training includes an initial assessment, an hour-long one-on-one debrief session with a psychologist to explore the results of the assessment, and a half-day action-planning session with other leaders and members of the participant’s business unit. Symmetra Diversity Consulting, an external provider, delivers the training, administers the programs, and facilitates sessions and debriefs.

2. **Strategic Talent Management:** Talent discussions focus on talent calibration through a detailed talent review process that considers employee needs and capabilities within a talent grid, as well as succession planning for those at the Executive Manager level and above. The Talent Management Team and Human Resources review the results of talent reviews from across the organization to understand trends and where bias may influence outcomes.

- **Hiring and Promotion Strategies.** Both female and male candidates are required on slates for all open Executive Manager and above roles and interview panels must be gender diverse.
If either of these requirements is not met, the hiring recruitment agency and manager must outline the steps taken in an attempt to meet the requirement. Also, managers are frequently engaged in conversations with leaders about the diversity of their teams and their efforts to attract and leverage diverse talent.

- **Talent Review Process.** Throughout the talent process, senior leaders assess the aspirations and capabilities of direct reports along with the strategic talent needs of the organization. Senior leaders use Career Profiles, which employees create with their CV, goals, mobility interests, and other pertinent information. Leaders assign employees scores which are then plotted on a nine-box talent matrix, with potential on one axis and performance on the other. The matrices are presented to the CEO for Executive Manager (EM), General Manager (GM), and Executive General Manager (EGM) roles, allowing the CEO to become familiar with all talent at these levels. Executives Committee members hold talent conversations with the CEO, with an eye on gender and diversity. In addition, leaders hold development planning discussions with their team members that may lead to finding opportunities for their people, whether via a new role or assignment, development, or training. When discussing high-potential women, business leaders decide what additional experiences, mentoring, or sponsorship they need to advance.

  - As an outcome of the process, senior leaders discuss gender analyses of the talent review and succession plans with the Executive Committee. All employees, including women who have been selected for succession planning, participate in robust development planning sessions with their managers and managers-once-removed. These discussions may result in development opportunities for building readiness for the next role.

3. **Talent Development and Mentoring Programs:** CBA has a number of programs that develop employee leadership skills and strategic thinking, and facilitate mentoring and networking across different business units and locations. These include:

- **Career Progression and Leadership Programs**
  - **CommLeader.** Started in 2006 and offered separately for Managers, EMs, GMs, and EGMs, this program builds leadership skills for Managers and EMs, and strengthens leadership capabilities among GMs and EGMs. Participants examine their leadership styles, identify their strengths, and develop plans to help them lead more effectively.
  - **Career Resiliency and Executive Career Resiliency Program.** For managers and early-entry EMs and high-potential EMs and GMs, respectively, these programs started in 2008 for women’s professional development, and were opened to men in 2010. Participants attend group and one-on-one sessions to discuss career aspirations, learn how to manage organizational challenges, and locate role models and other networking connections.
  - **Influential Leadership.** Since 2010, this program addresses the needs of experienced EMs, focusing on three themes: Analysis and Translation of Strategy, Creating a Culture of High Performance, and Leading Change.
  - **Accelerated Development Program.** Launched in 2005 for high-potential EMs, this program enhances strategic leadership skills, builds knowledge of the business, and strengthens participants’ professional networks.

- **Mentoring Activities**
  - **Informal Mentoring.** Informal mentoring with supervisors and peers is a common practice at CBA; it is considered to be a tool for building collaboration and team spirit that generates engagement and, as a consequence, customer satisfaction. Employees who attend development programs such as CommLeader or Career Resiliency are given the opportunity to find a mentor, and individual business units frequently engage in informal mentoring to fully maximize and leverage diverse talent.
  - **My Mentor.** Launched in 2008 and aimed at women in Team Member, Team Leader, and Manager roles, this mentoring program, which focuses on self-study, has been run in
business units such as Retail Banking, Wealth Management, and Business and Private Banking. Topics covered include personal branding, taking risks, career planning, increasing visibility, negotiation, and integrating work and life. Since the first launch, components of the program have been successfully adapted to allow for more interaction among mentors and mentees.

4. Cross-Cultural Activities and Activities Benefiting the Broader Community: Cross-cultural activities address the needs of diverse groups at the company, as well as in the broader Australian community, including Indigenous peoples, other culturally/ethnically diverse groups, and employees with disabilities. These programs foster acceptance of different leadership styles, help address the challenges of cross-cultural communication, and support broader workforce development activities throughout Australia.

- Indigenous Australians. As one of Australia's largest institutions, CBA has a unique opportunity and, it says, an “obligation” to address the needs of Indigenous people, who are often underskilled and underemployed. In 2008, the organization launched its Reconciliation Action Plan to address these issues. Specific focus areas of the program include:
  - Ensuring Aboriginal and Torres Strait Islander individuals, businesses, organizations, and corporations have access to financial services to meet their needs through the establishment of an Indigenous Banking team.
  - Providing employees with interesting and unique opportunities to learn about and engage with Aboriginal and Torres Strait Islander cultures. This includes a two-day immersion program engaging senior leaders and others in the organization through the opportunity to stay with an Indigenous community in Northern Australia. Over 80 employees have participated to date including the former CEO Ralph Norris.
  - Developing pathways that provide greater employment opportunities and career development. In 2009, a role was created to manage the employment and training of Indigenous people for CBA.
  - Providing greater access to education opportunities for youth and adults, particularly in financial literacy.
  - Supporting the establishment and growth of Aboriginal and Torres Strait Islander enterprises.
- Cross-Cultural Awareness Programs and Executive Cross-Cultural Coaching. These programs are designed for teams and senior executives (EM and above) who manage across geographies and cultures. Activities that highlight cultural diversity include cultural diversity days and events with speakers from different ethnic backgrounds. CBA's commitment to cultural inclusion is also reflected by the establishment of prayer rooms in multiple buildings.
- Women in Focus. Started in 2007, this program is for women in business, no matter what they do or where they bank. The purpose is to inspire, inform, and connect women. This is done through events, programs, online community, an annual conference, partnerships, and sponsorships. Women in Focus presents and meets with tens of thousands of women a year across Australia.

Catalyst Award Criteria: Change Drivers
CBA’s efforts exceed the following criteria, by which Catalyst evaluates efforts to develop and advance women in business.

1. Integrate the Initiative With the Business Strategy. CBA’s vision to be “Australia’s finest financial services organisation through excelling in customer service” is integrated into the fabric of the organizational culture and enabled by the focus on employee engagement and inclusion. Behaviors demonstrating Customer Service and Trust and Team Spirit—two of five strategic pillars for CBA—are built into the performance and reward system. Evidence of trust, teamwork, and collegiality are demonstrated through many programs and offerings, including the strong commitment to and widespread use of flexibility, and a focus on results over face time. This enables employees to work in the way that best allows them to balance their work and personal lives as well as meet the needs of the business and customers.
2. Demonstrate the Commitment of Senior-Level Leadership. The CEO and senior leaders are all actively invested in and engaged with this initiative; in fact, a large number of senior male executives are known to be informal champions for gender diversity and inclusion. Senior-level commitment is demonstrated by frequent communications with direct reports on the topic of diversity and inclusion, role modeling desired behaviors, including the use of flexibility, and innovative business-unit-specific actions. Also, the rigorous talent management processes and performance-linked Key Performance Indicators (KPIs), all connected to diversity goals, progress, and action plans, result in a sense of shared accountability.

3. Effectively Communicate the Strategy. Because of CBA’s focus on customer service, employees have a shared goal and understanding of how their efforts are enhanced by greater diversity and inclusion. The communication strategy surrounding the initiative and its components are strong and consistent, with professional development programs, mandatory senior-level unconscious bias training, and senior leaders working in the new “activity-based work environments” all serving as evidence of how CBA is “walking the walk” and not just “talking the talk.” Specifically, CBA uses a variety of methods to communicate and reinforce diversity initiatives, policies and practices, such as intranets (CommNet and HR Intranet); an internal and proprietary television channel, CBA-TV; brochures and newsletters; and support and advice telephone lines. In addition, senior leaders frequently engage employees at all levels in conversations about diversity and inclusion, and encourage uptake of available programs and offerings.

4. Create Accountability Systems. Accountability among executive leaders is an essential component of this initiative. The CEO serves as Chair of the Diversity Council, which comprises the Executive Committee. The CEO also reports to the board on progress relative to targets, with metrics published in CBA’s Annual Sustainability Report. Members of the Executive Committee, as well as all senior leaders, are responsible for meeting or exceeding diversity-related KPIs in their performance reviews, and their bonuses are affected as a result. The diversity KPIs include Trust and Team Spirit and Talent Management, and measure actual contributions to achieving diversity goals through the clearly defined implementation of specific actions, making the KPIs more than mere numeric ratings. Leaders are responsible for embedding diversity objectives into their business plans, implementing supporting programs in their divisions, and ensuring divisional contributions in support of the diversity target. Finally, all employees are expected to align with CBA’s vision and values, as well as the Trust and Team Spirit strategic pillar. People leaders (i.e., anyone managing one or more employees) are responsible for placing a diversity lens over their role as leaders and ensuring a lack of bias in hiring and talent management decisions; all people leaders are held accountable for building a culture where all employees feel respected, included, and have the opportunity to do their best every day.

5. Create Tools to Measure Progress. The annual People and Culture Survey is used to track a variety of aspects of the initiative, including employee engagement, satisfaction with flexibility, and progress in cultivating a culture of respect and inclusion across the organization. Response rates for the annual survey were an impressive 85 percent in 2011, with responses cut by level, gender, and business unit. CBA also measures the impact of the initiative via workforce statistics, including representation and promotion data, and utilization of adaptable work practices. A Diversity Scorecard tracks movements among Executive Managers and above for each business unit, including women’s representation and other metrics at each level, participation in talent programs, and the percentage of employees working flexibly. The Scorecard is reviewed quarterly by the Executive Committee, the Group Diversity and Culture Team, and at the business-unit level by HR and diversity managers.

The Impact of the Initiative
Strong metrics and results reinforce the power of Opening the Door for Gender Diversity. Because of CBA’s support for flexibility, the proportion of employees who state they work flexibly (formally and informally) has increased from 35 percent in 2008 to 41 percent in 2011. Of those working flexibly in 2011, 36 percent are men. Women’s representation in Executive Manager and above roles has increased from 21 percent in 2005 to 30 percent in 2011, and
the percentage of women on the board of directors increased from 20 percent to 27 percent. From Branch Manager to CEO, women represent almost 45 percent of leaders in CBA. In addition, women’s engagement scores were above Gallup “world’s best practice levels” in three out of the last four years.

The Commonwealth Bank is Australia’s leading provider of integrated financial services including retail banking, premium banking, business banking, institutional banking, funds management, superannuation, insurance, investment and sharebroking products and services. The Commonwealth Bank Group is one of the largest listed companies on the Australian Stock Exchange and is included in the Morgan Stanley Capital Global Index.

For more information on Commonwealth Bank of Australia’s Opening the Door for Gender Diversity initiative, please contact:

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The foodservice industry, with more than 16.5 million employees, includes some of the world’s largest employers in the United States. While entry-level foodservice jobs have traditionally been held by women, white men have dominated leadership positions at middle and senior levels, making it difficult for women to crack the proverbial glass ceiling. Both the size and the often decentralized nature of these organizations can make it more difficult to establish a unified corporate identity and culture. Taking these factors into account, Sodexo developed a comprehensive initiative focused on leveraging diversity and inclusion as a business growth strategy that drives employee engagement and business development. This strategy enables employees to build cross-divisional relationships in a highly decentralized work environment and helps them partner with clients to impact their diversity initiatives.

Sodexo’s initiative, **Making Every Day Count: Driving Business Success Through the Employee Experience**, is a systemic strategy to provide the tools, resources, and support necessary to ensure the success of all employees, including women. The initiative focuses on Sodexo’s more than 15,000 salaried employees working at more than 6,000 client sites and offices throughout the United States. It leverages a top-down, bottom-up, middle-out strategy to drive diversity and inclusion, inform diversity strategies, engage employees across levels and functions, and influence client employees. Sodexo’s progress has led many client organizations to seek its guidance and support in developing and implementing their diversity and inclusion strategies and initiatives.

History and Launch of the Initiative
A series of events pushed Sodexo to spearhead the initiative that ultimately positioned the company as a diversity and inclusion leader. Throughout the 1990s, Sodexo experienced a number of mergers and acquisitions that quadrupled the size of the company. This dramatic growth, coupled with a highly decentralized structure where most employees worked at client sites, greatly splintered the organizational culture: employees became increasingly disconnected from Sodexo. This situation was compounded by a racial discrimination class-action lawsuit filed in 2001.

While these incidents provided a specific impetus, Sodexo’s response was very broad-based. Top Sodexo leaders reacted to the lawsuit with openness and a real desire to improve the culture of the company. Michel Landel, then Sodexo North America’s President and CEO, publicly declared his vision that Sodexo would be “the reference and benchmark in diversity and inclusion.” He hired a senior executive to oversee Sodexo’s diversity and inclusion initiatives in 2002, and the company conducted an assessment to understand the lack of progression into managerial and senior roles of women and racially/ethnically diverse women and men. At the same time, an employee engagement survey...
revealed diversity concerns. In 2007, the Global Chief Diversity Officer (CDO) position was created, reporting directly to both Michel Landel, now Group CEO of Sodexo, and George Chavel, current Sodexo North America CEO.

To advance diversity efforts, Sodexo positioned its client organizations and customers at the center of its strategy, identifying organizational sustainability and business growth as strategic objectives. As part of business growth, the organization has targeted opportunities in facilities management, space planning, and asset management, and it believes that collaborating with its clients to advance diversity will help it expand in these areas. Sodexo’s executive team developed a diversity business case in 2002 that included the following goals:

- Drive innovation, productivity, and customer service.
- Build the value of the brand.
- Increase profitability.
- Position Sodexo to grow existing business and compete successfully for new business.
- Gain a competitive advantage to attract, develop, and retain the best talent.

Organization’s Strategy

Making Every Day Count: Driving Business Success Through the Employee Experience is supervised by the Global Chief Diversity Officer and the Office of Diversity, in partnership with the Chief Human Resources Officer, the Human Resources team, and Sodexo’s executive leadership team. The Office of Diversity is an independent 27-person department, separate from Human Resources, that oversees various aspects of diversity and inclusion in the United States and globally. Additional leadership bodies include:

- The Diversity Leadership Council (DLC), established in 2003 and chaired by the CEO, provides strategic guidance. The DLC consists of seven internal C-suite executives charged with providing leadership and guidance regarding maintaining progress on Sodexo’s diversity and inclusion strategy.
- Sodexo’s Diversity and Inclusion Advisory Board (DIAB), formed in 2010, comprises seven leaders from outside the company who have specific expertise on diverse communities. The DIAB meets three times a year to help the company stay focused, remain accountable, and progress with its diversity and inclusion objectives. The members of the DIAB also act as external ambassadors representing Sodexo in the community. The DLC reports diversity progress to the DIAB in addition to Sodexo’s North America Board of Advisors.
- The Cross Market Diversity Council (CMDC) also enhances Sodexo’s ability to sustain the initiative throughout the organization. In 2008, recognizing the need to better engage middle managers and develop talent across all business lines, Sodexo replaced the individual diversity councils, established in 2003 in each market, with the CMDC, which is sponsored by a Market President and chaired by the CDO. The CMDC reports to the DLC on a quarterly basis. Members of the CMDC chair six regional CMDC councils, ensure that the regions act in alignment with corporate plans, and serve as “eyes, ears, and hands” to further the diversity strategy. They are also thought leaders in both a strategic and advisory capacity, operationalizing Sodexo’s diversity and inclusion efforts across the organization at a regional level and within their respective divisions.

Sodexo’s initiative comprises a multi-faceted and multi-layered strategy to increase diversity and inclusion that engages senior leaders, employees, and clients with a wealth of training and development programs and employs unique accountability and measurement tools to help keep the initiative on track. Key components of the strategy include:

1. Client Value Differentiation: Sodexo’s highly decentralized structure makes it challenging to establish a uniform culture, especially because employees working at client sites frequently manage non-Sodexo employees. The initiative enables Sodexo employees to impart their engagement in diversity to the client employees they manage. By partnering with its clients in this way, Sodexo not only integrates diversity to improve business results at client locations, but also stands out from its competitors, which has resulted in the growth of its client roster. Sodexo offers its clients:
   • Training and Education. Through targeted diversity and inclusion trainings and workshops, Sodexo has increased its connections
and influence with clients. Clients are invited to trainings and workshops that take place locally, as well as Sodexo’s annual Diversity Business & Leadership Summit (DBLS), attended by almost 300 clients in 2010 and 2011. These educational resources expose Sodexo employees and clients to different dimensions of diversity.

• **Partnership.** In 2011, Sodexo collaborated with clients on a number of activities, including almost 150 external speaking engagements and/or benchmarking sessions delivered by the CDO and members of the Office of Diversity team.

2. **Professional Development and Learning:** To address Sodexo’s decentralized structure, the initiative uses many programs to reach all employees and ensure that professional development and learning opportunities are accessible through multiple channels, ranging from in-person to remote access to e-learning modules.

• **Employee Network Groups.** Sodexo’s ENGs, which have approximately 6,000 members in aggregate, contribute to the company’s business strategy and advance diversity and inclusion goals through professional development, educational opportunities, and community involvement. All ENGs have business plans, with a shared focus on development, career management, and career progress. The eight ENGs are the African American Leadership Forum (AALF), the GLBT Network Group (PRIDE), Honoring our Nation’s Finest with Opportunity and Respect (HONOR), Intergenerational Network Group (i-Gen), Pan-Asia Network Group (PANG), Sodexo Organization for DisAbility Resources (SOAR), Sodexo Organization of Latinos (SOL), and Women’s Network Group (WiNG). Senior leadership participation in the ENGs, particularly at local levels, is very pronounced, as is the diversity of each group’s membership, which extends beyond the target demographic. For example, one-half of PRIDE members do not identify as LGBT, and 67 percent of SOL members do not identify as Latina/Latino.

Sodexo leverages its ENGs to engage employees across geographically dispersed locations. ENGs partner closely with Human Resources and the Office of Diversity to drive recruiting, professional development, and community outreach. Results of a 2009 Employee Network Group Commitment Survey, an anonymous electronic questionnaire measuring the impact of ENG participation on employees’ professional development and engagement, showed that 74 percent of women ENG members and 77 percent of racially/ethnically diverse women ENG members responding to the survey reported increased engagement at Sodexo, while 53 percent of women ENG members and 60 percent of racially/ethnically diverse women ENG members felt their performance had improved due to their participation in network groups.

ENGs often partner with one another by sharing business plans and trainings, which helps them to engage a greater number of people, particularly in remote locations. In fact, ENGs are required to have a meeting together with another ENG at least once a year; these joint meetings have often resulted in the development of new programs.

Each ENG has an individual development program designed to address relevant barriers for the group, which is renewed and/or updated as needed. These programs are offered to employees throughout the organization, as well as to clients. For example, PRIDE has developed the GLBT Conversation Guide, a comprehensive guide for managers who want to become fully inclusive leaders; WiNG has developed a program called “I.D. Me: Brand Me,” which is offered virtually and in-person to prepare women for career advancement.

• **Mentoring.** Sodexo offers many different mentoring initiatives to various target populations. Spirit of Mentoring is an over-arching program that started in 2005. Its three tracks include Peer2Peer, informal mentoring offered through Sodexo’s ENGs; Bridge, informal mentoring across Sodexo’s business lines; and IMPACT, a formal year-long leadership development and mentoring program that emphasizes cross-gender and cross-race/ethnicity connections.
While women comprise 45 percent of the employee population overall, they are represented in IMPACT at 53 percent. Nominations are decided by Human Resources in partnership with the Office of Diversity, based on perceived potential, performance history, and tenure within the organization. The implementation team, made up of members from Human Resources, Operations, and the Office of Diversity, narrows the pool of mentors and mentees through pre-established criteria and a rigorous interview process. The majority of mentoring pairs are matched on a cross-demographic (race/gender) basis. Participants can only be a mentee once, but are encouraged after completing the program to participate again as mentors. Individuals who are not selected for IMPACT have the opportunity to take part in Peer2Peer or Bridge, and are encouraged to reapply for IMPACT in the future. IMPACT has caused a demonstrable improvement in women’s careers: between 2005 and 2010, 30 percent of women and 27 percent of racially/ethnically diverse women who participated in IMPACT received promotions.

• **Succession Planning.** Sodexo has designed its succession planning process to ensure diverse slates for each leadership role. Sodexo identifies key competencies associated with specific roles and selects candidates based on relevant skills and abilities. Women and racially/ethnically diverse employees are incorporated into all succession planning discussions to ensure progress on diversity goals. When the CEO, Division Presidents, Heads of HR and Diversity, and VPs of Executive Development/Talent Development meet to discuss pipeline talent, they identify high-potential employees who require sponsorship to help pave the way for their career progression. While this committee concentrates on three levels below CEO, the process and discussions are then cascaded to the markets and unit-level management.

Sodexo’s succession planning process is also closely aligned with its talent development efforts. In addition to **performance reviews**, yearly **performance assessments** provide employees with an opportunity to discuss their career aspirations and progress delivering on results. This also provides Sodexo with additional information on potential candidates for its leadership pipeline. Employees are also assessed on their diversity competency during the annual performance review process.

These efforts have led to a notable increase of women and racially/ethnically diverse individuals in Sodexo’s leadership ranks. For example, from 2008 to 2010, 24 percent of promotions to District Manager—based on high-potential identification through the succession planning process—went to women although they only comprised 14 percent of the candidates. As an ongoing part of succession planning, regular analyses are conducted to ensure that women and racially/ethnically diverse employees are represented in the high-potential pool at a rate no less than their representation in the workforce.

• **Diversity Business & Leadership Summit (DBLS).** This annual conference, a partnership between the eight ENGs, the CMDC, and Office of Diversity, brings together ENG leaders and senior leadership, including the CEO. The DBLS provides a forum for cross-business networking and collaboration, and affords ENG leaders the opportunity to participate in discussions on business strategy and professional development. Ninety-eight ENG leaders attended in 2010, of which 53 percent were women. This event was broadcast live across the globe, which allowed both employees and clients to participate remotely.

• **Training.** Diversity trainings are designed to be ongoing and skill-based, in order to build competencies and focus on business results. Sodexo’s multi-year training strategy is composed of 10 building blocks, which include: 1) Understanding the Business Case; 2) Compliance Training; 3) Awareness Building; 4) Skills Building; 5) Integration; 6) Building Internal Capacity; 7) Awareness & Skills for Clients; 8) Global Inclusion Training; 9) Signature Programs; and 10) Reinforcing Habits. The first three blocks are foundational and mandatory. Each market sets targets for the diversity-based training, which are tracked via scorecards and linked to incentive compensation. Specific training sessions include:
- **Spirit of Diversity Training.** Delivered by external facilitators and hosted across locations, almost entirely at client sites, this training instructs managers and new hires on the organization’s commitment to a diverse and inclusive workplace as well as the business case for diversity and inclusion at Sodexo.

- **Learning Labs.** Managers at Sodexo are required to participate in these in-depth workshops, which provide professional development opportunities through self-study, instructor-led classes, online learning, and partnerships with other organizations. The Office of Diversity develops the curricula, based on the evolving needs of the organization, on topics such as gender, microinequities, disabilities, generations in the workplace, and selecting the best talent.

- **Flexibility Works!** In 2008, exit interviews revealed that one of the top reasons employees left Sodexo was difficulty managing work and life priorities. As a result, Sodexo launched this business-based initiative, overseen by the Office of Diversity with support from HR and business units. Flexibility Works! helps all employees better achieve work-life effectiveness by providing innovative options to get work accomplished. As of July 2011, 225 formal flexible arrangements were in place, up from 210 arrangements in 2010 and 120 arrangements in 2009. In 2011, 68 percent of employees with formal flexible arrangements were women; 29 executive team members also leveraged informal flexibility.

- **Champions of Diversity.** This program recognizes both managers and Sodexo’s hourly workforce employees who go above and beyond their lines of duty to advance diversity and inclusion at Sodexo. The quarterly award focuses on grassroots efforts to build diversity and inclusion and share best practices internally and externally. The CMDC selects award recipients, who can choose between a team celebration or a donation in their name to Sodexo Foundation – STOP Hunger. Awardees also receive a framed certificate signed by the CDO and CEO, are featured in company media with both internal and external reach, and are invited to be guests and recognized publicly at the DBLS. Since the program’s inception in 2004, 122 employees have been recognized for their commitment to diversity and inclusion. In 2010, 72 employees were nominated across all business divisions.

3. **Senior Leadership Involvement:** Sodexo’s senior leadership is intimately involved in Sodexo’s diversity initiative. As mentioned earlier, the Global Chief Diversity Officer supervising the program reports directly into the CEO, and the DLC is made up of C-suite executives. In 2010, Sodexo’s senior leaders participated in more than 300 diversity and inclusion activities across the United States, including the DBLS. Other examples of how the initiative leverages senior leadership involvement include:

- **ENG Sponsorship.** Each ENG has a minimum of two executive sponsors who serve two-year terms and provide strategic leadership, guidance, and support. All members of Sodexo’s executive leadership are sponsors of ENGs.

- **Mentoring.** Many of Sodexo’s executives, including the executive leadership team, participate as IMPACT mentors each year. Starting in 2011, all executive leaders are required to actively serve as mentors.

- **Sodexo’s Women International Forum for Talent (SWIFT).** This team, comprising the global organization’s 20 most senior women leaders, is responsible for identifying barriers to women’s advancement in Sodexo’s global regions and recommending tailored approaches to effecting positive change for women in leadership and operations. Twelve nationalities are represented in the group, and four women are from the United States. SWIFT membership strives to be representative of Sodexo’s business around the world—one-half of SWIFT members are business line leaders—and it aims for regional representation to cover every continent and a diverse range of ethnicities. SWIFT reports to Sodexo’s Group CEO, Michel Landel.

4. **Accountability and Measurement Tools:** Accountability and measurement play a significant role in supporting diversity and inclusion goals. Sodexo has augmented “traditional” tools, such as its diversity index and balanced scorecard, with innovative measures to assess mentoring effectiveness (tracking ROI) and ENG members’
progress (its network group commitment survey). Notably, Sodexo’s tools include a variety of measures and rely on both qualitative and quantitative components.

• **Sodexo’s Diversity Index (SDI).** First developed in 2002, the SDI is a strategic management tool to measure progress in hiring, promoting, and retaining women as well as diverse women and men. At its inception, the SDI consisted solely of outcome (quantitative) metrics, but it has subsequently been redesigned to include process (qualitative) metrics as well. When developing the index, Sodexo consulted with a number of external experts and reviewed best practices from both industry leaders and internal executives from each division to ensure its alignment with Sodexo’s overall business objectives. For managers not involved in hiring and promotion activities, qualitative metrics gauge positive role modeling of diversity behavior via involvement in diversity trainings, participation in initiatives such as Spirit of Mentoring, attending and/or sponsoring ENG events, or hiring diverse suppliers. Sodexo management measures yearly SDI results against the company’s overall diversity strategy, and each division must therefore work hand-in-hand with the Office of Diversity to ensure that targets are realistic. In addition, there are separate diversity indices for Sodexo’s headquarters population and the total enterprise. This enables each division to have a line of sight into its organization, while still allowing the CEO and executive team to have accountability for the entire company.

• **Balanced Scorecard.** A tool to outline SDI results at a quick glance, the balanced scorecard is distributed monthly and comprises 1) an executive summary highlighting how well the organization has achieved its hiring, promotion, retention, and qualitative goals; 2) the quantitative components of the SDI with a month-by-month view of how well the organization has achieved its goals; 3) the qualitative component of the SDI, summarized on one page showing what has been completed and where focus is needed; 4) a summary of representation by race and gender.

• **Diversity Incentive.** Results from the SDI and balanced scorecard impact 10 to 15 percent of bonus compensation for senior managers, depending on leadership level, and 25 percent of the executive team’s bonus. In keeping with the organization’s long-term focus, this incentive is paid regardless of the company’s financial performance for the fiscal year.

• **Mentoring and ROI Measures.** Sodexo has implemented an innovative objective system for measuring the results of IMPACT to determine how mentoring has affected diversity, inclusion, and the overall business. Surveys are administered at mid-point and close of the 12-month cycle to measure participant satisfaction and the effectiveness of the program. Additionally, three to six months after the program has ended, the company calculates ROI by examining the ratio of the cost to run IMPACT to the financial gains made by participants, who estimate how the program has affected their day-to-day work and detail which business accomplishments they attribute directly to the experience. Mentees and mentors provide this information through email questionnaires and phone interviews.

• **Network Group Commitment Survey.** To examine the effectiveness of its ENGs, Sodexo developed an anonymous electronic survey, first conducted in 2009 and to be conducted every two to three years going forward. It measures ENG impact for employees (e.g., professional development, engagement) and for the business (e.g., financial performance) and provides benchmarking for future ENG analysis and ROI analytics. The survey also helps to shape business plans and future ENG activities. Survey questions touch on engagement with the ENG, reasons for joining, and whether ENG involvement has improved overall work relationships.

**Catalyst Award Criteria: Change Drivers**
Sodexo’s efforts exceed the following criteria, by which Catalyst evaluates efforts to develop and advance women in business.

1. **Integrate the Initiative With the Business Strategy.** Sodexo’s commitment to diversity and inclusion differentiates it from its competition in the eyes of its clients, customers, and employees, and as such is integral to the company’s business development and contract renewals. Sodexo’s diversity also helps the company better serve its diverse client base. The CMDC’s quarterly reports to the DLC
are a mechanism for achieving integration of the initiative with business strategy. The CMDC is able to push diversity and inclusion deeper into Sodexo’s operational units. CMDC members serve as thought leaders in both a strategic and advisory capacity, and drive implementation activities across the organization and at a regional level to integrate the corporate diversity and inclusion plan. Finally, Sodexo’s eight ENGs also help integrate diversity and inclusion with the company’s business strategy through the DBLS, where ENG leaders participate in discussions on business strategy.

2. Demonstrate the Commitment of Senior-Level Leadership. Senior-level involvement and accountability are central to the initiative, with Group CEO Michel Landel and North America CEO George Chavel acting as key supporters. Beyond his formal role as spokesperson for the initiative, the North America CEO demonstrates his engagement and commitment through his sponsorship of ENGs, his intentional approach to advancing women, and his willingness to risk contracts if Sodexo cannot find common ground with clients in this regard. The executive team has engaged in a quarterly diversity education session, the results of which were used to develop individualized action plans. Other senior leaders exhibit their commitment as well: Sodexo executives participated in more than 300 diversity and inclusion activities in 2010 and play key roles in supporting initiative components, for example sponsoring ENGs and participating in IMPACT. Many of Sodexo’s executives, including the entire C-suite, serve as mentors each year. Mentoring, flexibility, the CMDC, and the ENGs all have two executive sponsors each and almost all executives attend the annual DBLS.

3. Effectively Communicate the Strategy. Sodexo uses a variety of internal and external tools (e.g., videos, guides, and marketing collateral) to communicate its commitment to employees, diversity, and investing in women leaders. Diversity and inclusion messaging begins before the start of employment, during the interview process, and salaried employees are therefore highly aware of the initiative. According to a 2008 audit that was conducted to gain a comprehensive view of company-wide communications, managerial commitment to diversity and inclusion is strong and managers believe they are receiving the information they need about diversity and inclusion. As the initiative expands its reach, Sodexo is beginning to engage its hourly workers in diversity and inclusion training and development programs to communicate the strategy even further. The ENGs are also an essential vehicle for communications about diversity and inclusion and career development opportunities.

4. Create Accountability Systems. To ensure that diversity is deeply embedded in the organization, Sodexo leaders from senior executives down to senior managers are responsible for diversity and inclusion efforts. This tiered accountability follows the diversity strategy’s top-down approach and cascades accountability and engagement to managers in the field. Each year, the Office of Diversity and the vice presidents of diversity within each division use the Sodexo Diversity Index as a guide to determine whether diversity goals have been met and allocate monetary incentives to executives who achieve diversity goals. Accountability varies by seniority, as follows:

- The CEO reports diversity progress to the external North America Advisory Board, a group of respected leaders, academicians, and entrepreneurs who make recommendations to guide the strategic direction of the company’s operations. He also draws on the expertise of the external DIAB to assist him and his leadership team on the next steps related to diversity and inclusion. The CEO chairs the DLC which meets quarterly to review results and provide direction.
- Senior executives are held accountable for engaging in diversity activities throughout the fiscal year and for driving the diversity and inclusion message throughout their respective organizations. Activities include, but are not limited to, sponsoring diversity trainings, attending internal or external diversity events, acting as mentors, and becoming an executive sponsor of one of the ENGs.

5. Create Tools to Measure Progress. The organization has robust systems in place that track change over time and the impact of diversity and inclusion activities.

- The Sodexo Diversity Index (SDI) measures achievement of diversity goals. On a monthly basis, senior leaders receive the
diversity balanced scorecard, which incorporates the SDI. By rolling more than 300 pieces of data into one score, the scorecard gives leaders all the information needed to drive the diversity initiative throughout their divisions or business units. Each division, as well as Sodexo’s headquarters operation and the total enterprise, has its own SDI with goals and actions taken by the respective business line.

- The Return on Investment (ROI) metric for assessing mentoring programs is unique. The ROI process aligns the mentoring programs with other internal strategies and determines how mentoring has affected diversity, inclusion, and the business.
- The Network Group Commitment Survey measures the impact of ENGs for employees. Survey items look at engagement with the network, reasons for joining, and whether involvement in the network has improved work relationships.

The Impact of the Initiative

The strategic nature of this initiative has led to strong results. Overall, from 2003 to 2010, the number of women in leadership at Sodexo has increased by 74 percent. During that same time period, the number of women on the executive committee increased from three (18.8 percent) to five (20 percent). Women’s share of positions in the executive pipeline increased from 23 percent to 33 percent, with racially/ethnically diverse women’s share increasing from 6 percent to 9 percent. In addition, in 2010, engagement scores for women were at 71 percent, up 10 percent from 2006 and considered above the Aon Hewitt threshold for “best in class.”

Sodexo is a world leader in Quality of Daily Life Solutions. Quality of Life plays an important role in the progress of individuals and the performance of organizations. Based on this conviction, Sodexo acts as the strategic partner for companies and institutions that place a premium on performance and employee well-being, as it has since Pierre Bellon founded the company in 1966. Sharing the same passion for service, Sodexo’s 391,000 employees in 80 countries design, manage and deliver an unrivaled array of On-site Service Solutions and Motivation Solutions. Sodexo has created a new form of service business that contributes to the fulfillment of its employees and the economic, social and environmental development of the communities, regions and countries in which it operates.

For more information on Sodexo’s Making Every Day Count: Driving Business Success Through the Employee Experience initiative, please contact:

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