



2009 CATALYST MEMBER BENCHMARKING REPORT

About Catalyst

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

2009 CATALYST MEMBER BENCHMARKING REPORT

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OVERVIEW

Welcome to the *2009 Catalyst Member Benchmarking Report*. In it, we provide information on global diversity and inclusion issues and workforce statistics based on participation by members of Catalyst and Japan Women's Innovative Network (J-Win).

This year the report focuses on organizational practices that support women's career advancement. We examine the presence and effectiveness of career development and advancement programs, assignments, and/or opportunities. Areas examined include:

- Performance appraisal and management
- Education and developmental opportunities
- Employee resource groups (ERGs)
- Mentoring and coaching
- High-potential employee programs
- Succession planning
- Career development

This report also offers two Diversity & Inclusion Practices that serve as examples and provide practical advice related to women's career advancement. These Practices offer insight for all organizations, from those in the initial stages of implementing a program to more seasoned organizations striving to enhance the value of existing programs.

Catalyst Member Benchmarking assesses the scope of diversity and inclusion programs, policies, and initiatives of participating member organizations that contribute confidential data. Participating member organizations use the findings to benchmark their diversity and inclusion initiatives and workforce statistics against:

- All respondents
- Industry peers
- Respondents from other industries
- Catalyst Award winners
- Global regions

Catalyst Member Benchmarking provides participating members with:

- Workforce statistics analyzed by:
 - Global regions, including Asia, Canada, Europe, Japan, and the United States.
 - Gender.
 - Managerial level.
 - Race and ethnicity (Canada and the United States only).
- In-depth analysis of cutting-edge issues relating to diversity and inclusion.
- Password-protected online access to global workforce statistics, Diversity & Inclusion Practices, and customizable reports.
- Interactive comparisons with all respondents across global geographies, including industry peers, those from other industries, and Catalyst Award-winning and J-Win members.

Did your company or firm complete the 2009 Catalyst Member Benchmarking survey?

If so, the Benchmarking contact for your organization can access the complete results of the survey, including workforce statistics by industry and region and additional Diversity & Inclusion Practices, by using the online Catalyst Member Benchmarking Tool.

Please contact benchmarking@catalyst.org for more information.

This year nearly 200 Catalyst and J-Win member companies and firms representing 11 industries completed the 2009 Catalyst Member Benchmarking survey. Table 1 profiles respondent and member characteristics.

TABLE 1

Respondent and Member Profile¹

	CATALYST MEMBER RESPONDENTS AND J-WIN MEMBER RESPONDENTS N=181(45% RESPONSE RATE) ²	CATALYST TOTAL MEMBERSHIP AND J-WIN MEMBER RESPONDENTS N=368 ³
BY TYPE OF ORGANIZATION		
Company	86% (155)	84% (308)
Firm	14% (26)	16% (60)
BY HEADQUARTERS GEOGRAPHIC REGION		
Canada	13% (23)	16% (58)
Europe	8% (15)	9% (34)
Japan	15% (28)	8% (31)
United States	61% (110)	65% (241)
Other ⁴	3% (5)	1% (4)
BY INDUSTRY		
Accounting	6% (11)	4% (16)
Consulting and Engineering	5% (9)	4% (14)
Consumer Products/Services–Hospitality, Food and Retail	9% (17)	14% (51)
Energy & Utilities	4% (8)	5% (20)
Financial Services–Banking	17% (30)	13% (46)
Financial Services–Insurance	10% (18)	8% (29)
Industrials/Manufacturing	15% (28)	16% (59)
Information Technology–Computers, Office Equipment, Computer Software, and Data Services	12% (21)	9% (33)
Law	8% (15)	11% (40)
Medical and Pharmaceutical Manufacturing	4% (8)	7% (25)
Telecommunications	4% (8)	2% (9)
Other	4% (8)	7% (26)
BY CATALYST AWARD-WINNER STATUS		
Catalyst Award Winner	19% (35)	11% (41)
Non-Award Winner	81% (146)	89% (327)
BY REVENUE		
F500 Corporations (applicable to U.S. only)	33% (60)	36% (132)
F501-1000 Corporations (applicable to U.S. only)	5% (9)	5% (18)

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

2. Response rate includes Catalyst members (N=150) only.

3. Total Catalyst membership (N=337) accurate as of May 1, 2009 + J-Win (N=31) participants.

4. These organizations responded that they had “no official headquarters country.”

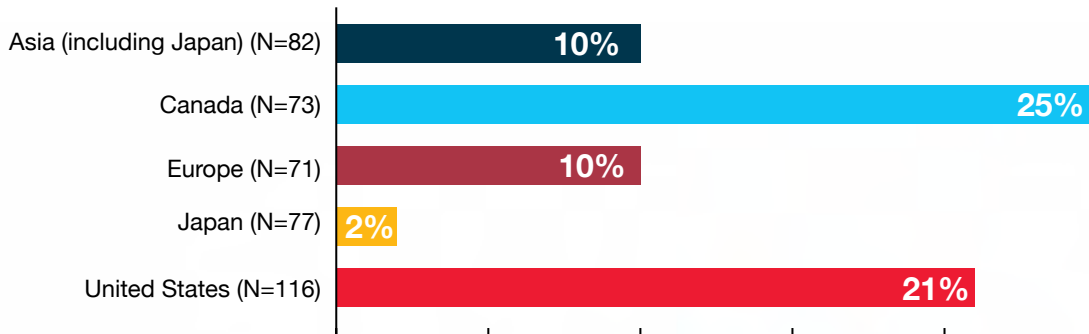
SAMPLE 2009 FINDINGS

The *2009 Catalyst Member Benchmarking Report* provides organizations with an important understanding of women's representation and attrition rates at three levels of leadership in companies and firms across Asia, Canada, Europe, Japan, and the United States. Race and ethnicity representation and attrition data are also available

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

For example, as Figure 1 depicts, women account for 10 percent of executive officer positions in Asia, 25 percent in Canada, 10 percent in Europe, 2 percent in Japan, and 21 percent in the United States.

FIGURE 1
Women Executive Officers by Region



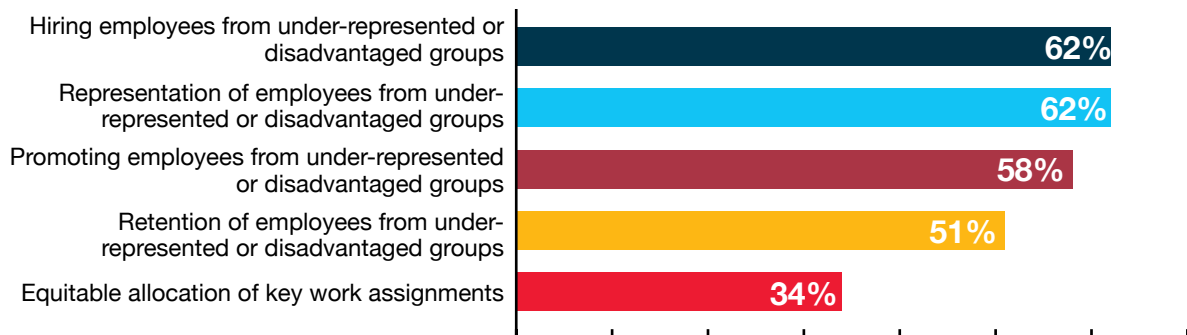
PERFORMANCE MANAGEMENT ACCOUNTABILITY

Catalyst research and Advisory Services engagements demonstrate that accountability for performance management is a prerequisite to the success of any organizational change management strategy. When senior leaders, middle managers, and supervisors are held accountable for ensuring that diversity and inclusion mechanisms are integrated into talent management and performance

appraisal processes, everyone wins. Individual talents are maximized, and organizational success is enhanced. Furthermore, organizations that link consequences to these efforts demonstrate commitment to making meaningful change.⁵ Figure 2 demonstrates the mechanisms by which organizations held senior managers and partners accountable.

FIGURE 2

Mechanisms for Integration of Performance Management Accountability for Senior Managers and Partners (N=154)



Respondents whose initiatives have won the Catalyst Award were significantly⁶ more likely to hold senior managers and partners accountable

for achieving targets in hiring, promotions, representation, and retention of under-represented or disadvantaged groups.

5. Nancy M. Carter and Ellen Galinsky, *Leaders in a Global Economy: Talent Management in European Cultures* (Catalyst, 2008), p. 27.

6. Z-tests were used to determine statistical significance. All differences are significant at $p < .05$.

EDUCATION AND DEVELOPMENTAL OPPORTUNITIES

Organizations with a career or leadership development program provide a means of identifying top talent. Development programs offer participants the opportunity to learn business-specific or diversity skills and establish relationships with other influential colleagues.⁷ Sixty-five percent of organizations had a formal initiative specifically designed for women’s leadership development.

Forty percent of member organizations indicated they work with industry groups to place women into leadership roles and/or board positions. Thus, leadership development programs offer employees the advantage not only of developing and refining skills within their organization but also the opportunity to connect with and advise the wider industry.

Technical and non-technical business skills programs were the most frequently offered types of training available at organizations at 94 percent each. Technical training topics included, among others, marketing, negotiation, and leadership. Examples of non-technical training topics include communication and business etiquette. Other developmental opportunities such as tuition reimbursement, action learning opportunities, and company-sponsored MBA programs were also popular among respondents.

FIGURE 3
Presence of Formal Initiative for Women’s Leadership Development (N=179)

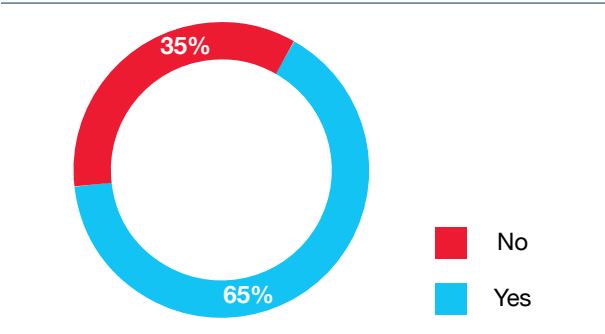
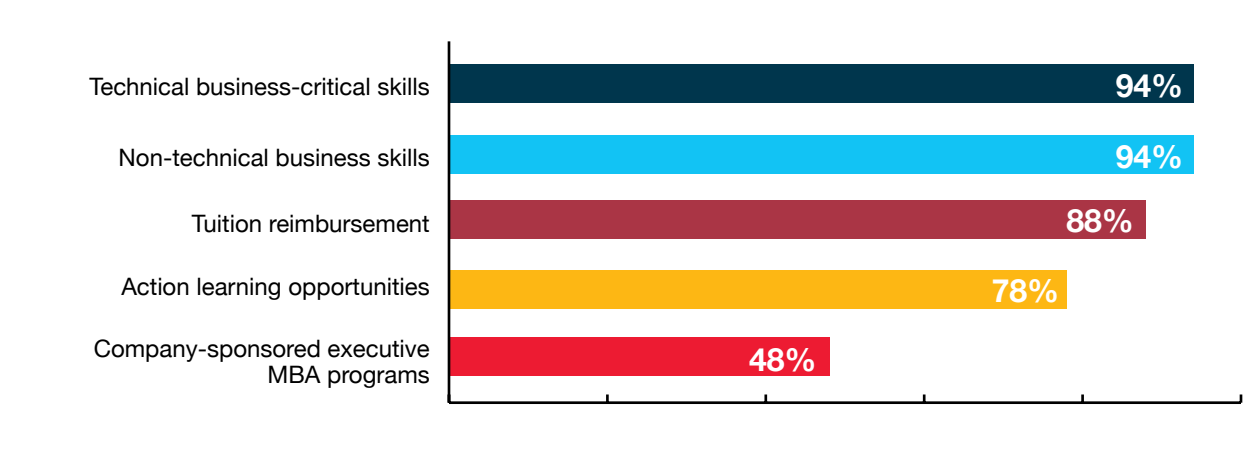


FIGURE 4
Types of Training and Development Offered (N=181)



7. Catalyst, *Advancing African-American Women in the Workplace: What Managers Need to Know* (2004).

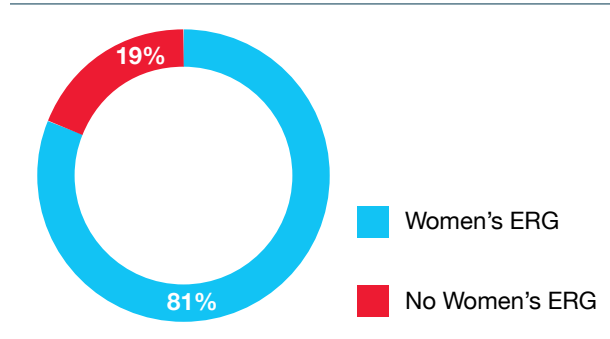
EMPLOYEE RESOURCE GROUPS (ERGS)

Employee Resource Groups (ERGs)—also known as networks, affinity groups, or caucuses—are a valuable resource for individuals, organizations, and the surrounding community. Catalyst continually hears about the value these ERGs bring to organizations. These groups help develop and advance women by providing opportunities to interact with role models and mentors, giving individuals leadership experience, identifying high-potential talent, supplying career-planning advice, and improving performance.⁸

When Catalyst asked how leadership positions within these women’s ERGs were aligned with performance appraisal systems and succession-planning processes:

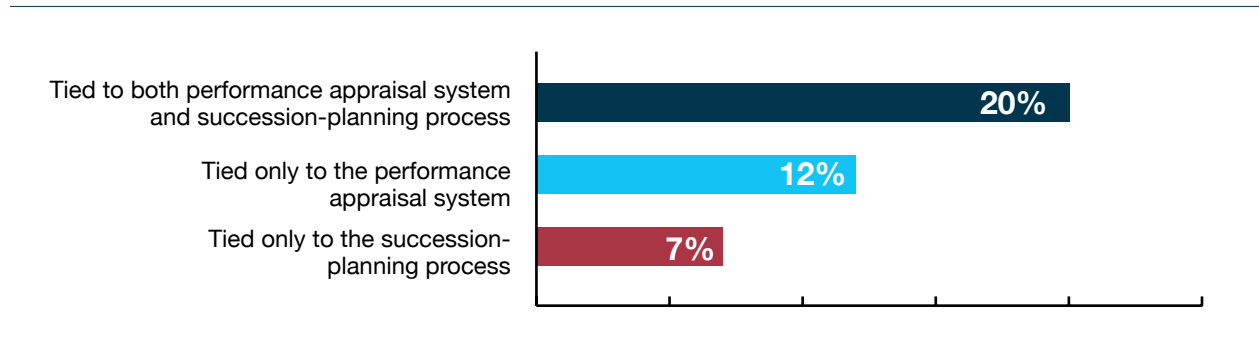
- 20 percent of organizations tied leadership positions within the women’s ERGs to both performance appraisal systems and succession planning.
- 12 percent tied their women’s ERG leadership positions only to performance appraisal systems.
- 7 percent tied their women’s ERG leadership positions only to succession-planning processes.
- 59 percent indicated that they did not tie their women’s ERG leadership positions to either opportunity.

FIGURE 5
Percentage of Organizations With Women’s ERG (N=179)



Catalyst’s work with organizations has shown that tying ERG leadership experience to performance appraisals allows individuals to demonstrate learned skills necessary for advancement. The majority of responding organizations did not link leadership experience in ERGs to the individual’s performance and advancement, and therefore, may not fully recognize the developmental opportunities ERGs can provide.

FIGURE 6
Alignment of ERG Leadership Positions with Performance Appraisal and Succession-Planning Processes (N=147)



8. Catalyst, *Creating Women’s Networks: A How-To Guide for Women and Companies* (San Francisco: Jossey-Bass, 1999).

MENTORING

Formal mentoring programs are gaining popularity among corporations and professional service firms. Research shows that these programs increase employee job satisfaction and organizational commitment, reduce turnover, and improve employee and organizational performance.^{9, 10, 11} As mentoring programs become an increasingly integral component of talent management strategies, organizations will reap greater rewards from programs being offered to broader employee populations. Of the 76 percent of responding organizations that said they had a formal mentoring program, only 59 percent indicated that the mentoring program was open to all employees.

Table 2 shows that among organizations with mentoring programs, mentoring of high-potential employees and women was most common. Mentoring programs were also offered to new employees; executives; women and men of color/visible minority women and men; and lesbian, gay, bisexual, and transgender (LGBT) employees.

Professional service firms were significantly more likely than corporations to offer formal mentoring programs specifically for the following groups of employees:¹²

- Employees on leave
- LGBT employees
- Men of color/Visible minority men
- New employees
- Women of color/Visible minorities
- Working parents

FIGURE 7
Presence of Mentoring Program (N=177)

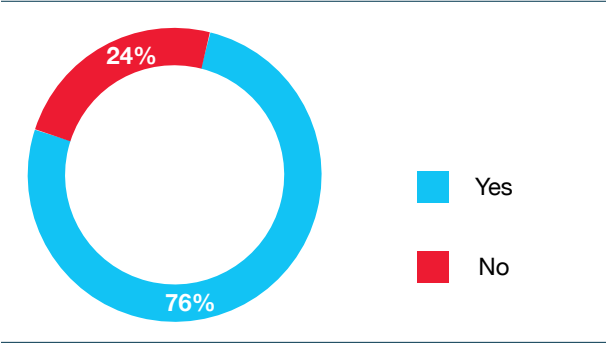


TABLE 2
Types of Mentoring Groups Offered (N=134)

High-potential employees	63%
Women	60%
New employees	46%
Executives	40%
Women of color/Visible minority women	40%
Men of color/Visible minority men	37%
Lesbian, gay, bisexual, and transgender (LGBT) employees	28%
Associates/Senior associates in professional service firms (N=24)	75%
Working parents	22%
Employees with disabilities	20%
Generations	19%
Partners in professional service firms (N=24)	54%
Employees on leave	8%

9. Belle Rose Ragins, John L. Cotton, and Janice S. Miller, “Marginal Mentoring: The Effects of Type of Mentor, Quality of Relationship, and Program Design on Work and Career Attitudes,” *Academy of Management Journal*, vol. 43, no. 6 (December 2000): p. 1177-1194; Human Capital Institute, *Achieving ROI to Sustain and Expand Your Mentoring Initiative* (2008).

10. Ralph E. Viator and Terri A. Scandura, “A Study of Mentor-Protégé Relationships in Large Public Accounting Firms,” *Accounting Horizons*, vol. 5, no. 3 (September 1991): p. 20-30; M. Hewett, D. Lepman, J. Bethe, and G. Pierson, “Don’t Eat Your Young, Mentor Them—Retention Grant Project,” *Critical Care Nurse*, vol. 28, no. 2 (April 2008): p. e28.

11. Human Capital Institute.

12. Z-tests were used to determine statistical significance. All differences are significant at p<.05.

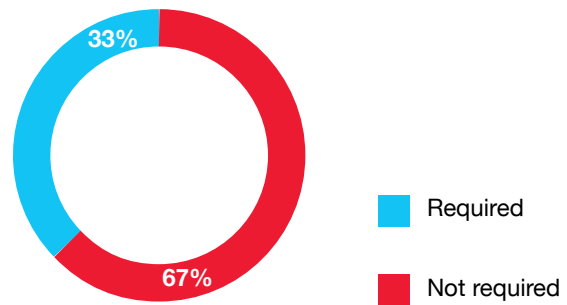
HIGH-POTENTIAL EMPLOYEE PROGRAMS

As organizations face the approaching retirement of large segments of their workforce, they need to avoid a talent gap by identifying and developing high-potential employees. Catalyst research¹³ and Advisory Services work finds that diversity in the talent pool leads to greater variety of business solutions and available talent as well as improved financial performance. Identifying and developing women leaders is essential to avoiding a finite and homogenous group of future leaders and to gaining the diversity of thought required for business success.¹⁴

Eighty-five percent of respondents had a formal process or program for identifying and developing high-potential employees. Sixty-seven percent of organizations did not require women to be identified and developed as high-potential employees.

Failing to require that a significant percentage of women be included in the high-potential talent pool may mean that organizations perpetuate inadvertent biases and underutilize a rich source of talent. Representational requirements—or at a minimum, representational goals—help ensure that members are not missing a significant opportunity when it comes to their high-potential pool.

FIGURE 8
Organizations Requiring Identification and Development of High-Potential Women (N=152)



13. Lois Joy, Nancy M. Carter, Harvey M. Wagner, & Sriram Narayanan, *The Bottom Line: Corporate Performance and Women's Representation on Boards* (Catalyst, 2007).

14. Lois Joy, *Advancing Women Leaders: The Connection Between Women Board Directors and Women Corporate Officers* (Catalyst, 2008).

SUCCESSION PLANNING

An effective and diverse succession plan is important for organizations. Rigorous succession-planning systems require organizations to align goals with planning and development processes and foster commitment and accountability to diversity among leadership.¹⁵ Diverse succession-planning systems require objective, transparent, and consistent processes that include under-represented groups in the talent pool.

Sixty-three percent of respondents had requirements or goals regarding women’s inclusion in succession-planning pools. Of those, 22 percent required that women be included in succession-planning pools. Another 42 percent reported that while they did not have a requirement, they did have a goal that women be included in succession-planning pools.

In terms of accountability mechanisms for succession-planning processes, responding organizations were most likely to cite challenge sessions (74 percent) and the reporting of metrics to senior management or the CEO (72 percent). Other measures or metrics included tracking slates by gender, race/ethnicity, and other diversity dimensions, and reporting metrics to the Board of Directors or Board of Advisors.

FIGURE 9
Organizations With Requirement or Goal to Include Women in Succession-Planning Pools (N=172)

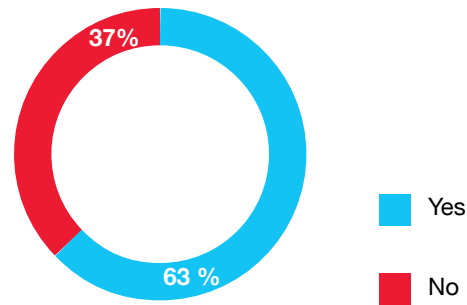


TABLE 3
Succession-Planning Accountability Mechanisms (N=151)

Challenge sessions	74%
Reporting metrics to senior management or CEO	72%
Tracking slates by gender	57%
Reporting metrics to Board of Directors or Board of Advisors	54%
Tracking slates by race/ethnicity	46%
Tracking slates by other diversity dimensions	36%

15. Douglas A. Ready and Jay A. Conger, “Make Your Company a Talent Factory,” *Harvard Business Review*, vol. 85, no. 6 (June 2007): p. 68-77.

CAREER DEVELOPMENT

An important factor in recruiting and retaining talented employees is the promise of rewards and opportunities. Career development within organizations is changing from a focus on traditional promotions and advancement to a focus on skill development and continuous training.¹⁶ Cross-functional and/or cross-business group job rotations serve as one way to provide employees with opportunities to develop new skills. Because this type of development involves a less obvious reward system, it requires clear policies

and practices, including a system for equitable assignment distribution. When assignments are distributed fairly, organizations minimize feelings of inequality and win employee trust, satisfaction, commitment, and performance.^{17,18}

Of the 85 percent of surveyed organizations offering cross-functional and/or cross-business group job rotations to their employees, only 29 percent of them monitored rotation assignments for gender equity.

FIGURE 10
Organizations Offering Cross-Functional and/or Cross-Business Group Job Rotations (N=165)

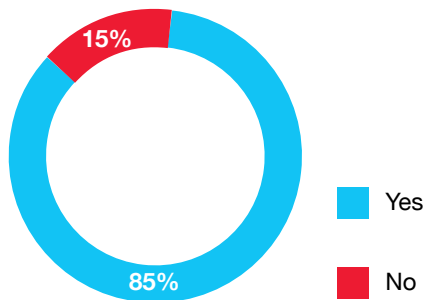
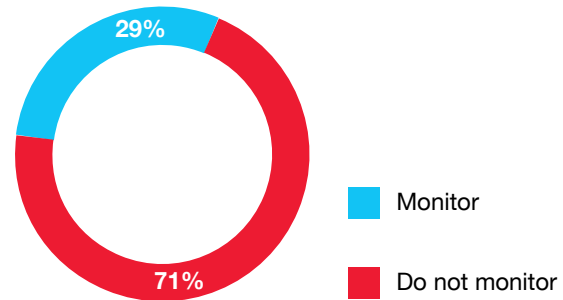


FIGURE 11
Organizations that Monitor Job Rotations for Gender Equity (N=145)



16. Jonathan Crawshaw, "Justice Source and Justice Content: Evaluating the Fairness of Organisational Career Management Practices," *Human Resource Management Journal*, vol. 16, no. 1 (2006): p. 98–120.
17. Ibid.
18. Carol Atkinson, "Career Management and the Changing Psychological Contract," *Career Development International*, vol. 7, no. 1 (2002): p. 14–23.

CONCLUSION

As the data in this report make clear, organizations have a variety of programs in place to provide support for women's career advancement. The programs, practices, assignments, and opportunities presented here not only help to develop and advance women, but also deliver multiple benefits to organizations. These activities, in combination with a well-developed, well-executed strategy and the commitment of senior leaders, allow employees—women and men—to gain the advantage necessary to launch, develop, and advance their careers and the organization's business. Equally important, organizations gain the skill, competitive advantage, and reputation to recruit, retain, and advance the best talent—particularly women.

Respondents to the survey demonstrate commitment to and accountability for employee advancement, especially women's, by offering a multitude of development opportunities. Holding leadership accountable and hosting a variety of advancement efforts are signs of an organization's dedication to developing its employees. To establish themselves as leading employers, organizations need to offer consistent and equitable programs and policies that provide alternative and flexible advancement opportunities that suit individual needs and reward systems.

Participating members can use the information and examples in this report as well as that contained in custom reports available via the Catalyst Member Benchmarking Tool to develop and expand their diversity and inclusion efforts.

DIVERSITY & INCLUSION PRACTICES

Catalyst's Diversity & Inclusion Practices showcase initiatives that have been successful in advancing women and other diverse groups at organizations. Two are profiled here, but participants can find others using the Catalyst Member Benchmarking Tool. The first, based on KPMG LLP's 2009 Catalyst Award-winning initiative *Great Place to Build a Career*, profiles the firm's accountability

mechanisms that focus on recruiting, retaining, and developing talented people from a diverse pool of backgrounds and experiences. The second highlights the 2009 Catalyst Award-winning initiative from Baxter International Inc., *Building Talent Edge*, which cultivates a more effective, diverse, and sustainable organization built for growth and maximized opportunities.

DIVERSITY & INCLUSION PRACTICE

KPMG LLP—*Great Place to Build a Career* 2009 Catalyst Award Winner

KPMG's Strategy

KPMG's initiative has made its workplace culture more inclusive and respectful of employees' diverse values and ideals. KPMG's business strategy is based on four priorities: Professionalism and Integrity; Employer of Choice; Quality Growth; and Global Strength and Consistency. *Great Place to Build a Career* helps the firm reach its strategic objective of becoming an employer of choice and is a critical part of the firm's long-term success. Attracting, retaining, and developing a robust talent pool to deliver high-quality service and innovative ideas to clients enhances KPMG's reputation and leads to business growth. In turn, business growth enables KPMG to provide employees with more opportunities to build and develop the skills and experiences needed to advance.

Individualized Career Guidance for All Employees

When faced with low employee morale and high staff turnover in 2002, especially among women, firm leadership decided to design, implement, and enhance programs and tools to increase transparency around career paths and person-to-person career guidance, including:

- **Performance Managers and People Management Leaders:** KPMG understands the important role performance managers have in developing talent. Until 2007, KPMG had a traditional performance management system in which all employees had a Performance Manager (PM) who conducted regular performance evaluations, helped with professional development, and ensured that employees had mentors. However, some people are better at being effective PMs than others. For client service delivery

professionals, KPMG introduced People Management Leaders (PMLs), a smaller group of trained, senior-level professionals who have an aptitude for career coaching. KPMG PMs and PMLs provide women and men employees with meaningful career guidance and frequently record and track employees' business goals, skills development, career mobility desires and opportunities, and personal and professional development. In addition, PMs and PMLs are involved with engagement reviews (mandatory reviews written by and about all associates and senior associates who work on client assignments totaling 80 hours or more) and upward feedback (anonymous constructive feedback for senior leaders, PMs, and PMLs).

- **Employee Career Architecture (ECA):** ECA is an interactive set of online resources and tools that removes ambiguity and secrecy around career paths and skills or experiences needed for advancement. Mentors, PMs, PMLs, and partners regularly use ECA tools during conversations about career goals with those they manage or mentor. Since ECA was launched in April 2007, more than 85 percent of employees have visited the site and built 11,000 career paths.
- **Managing Career/Life Choices:** Developed in 2007, this workshop for women senior associates, a group that historically has had high turnover, shows women at this critical stage how they can reach personal and professional goals at the firm.

- **Training:** In addition to technical and functional trainings, employees have access to a wide range of training opportunities that impact diversity and inclusion and advancement, including:

- **The Chairman's 25 (C25):** The Chairman's 25 is a two-year cross-functional leadership program that prepares 25 high-potential partners for senior leadership positions. The 2008 C25 class included seven women (26 percent), and the 2010 class includes nine women (30 percent).
- **Vice Chairs' 50 (VC50):** Similar to C25, this 18-month leadership training program is for 50 senior managers on the partnership

track. The 2007 VC50 class had 18 women (35 percent). In 2009, the program will expand to 300 participants under the name Leadership in Action.

- **Respect and Dignity and Diversity in the Workplace:** These mandatory diversity training programs enhance partner and employee understanding of workplace diversity and its importance to KPMG's people, clients, and the marketplace.
- **Diversity and Creating an Inclusive Work Environment:** This four-hour training for partners, taught by a Harvard Business School professor, looks at the pervasive role of unconscious or implicit biases in human behavior.

DIVERSITY & INCLUSION PRACTICE

BAXTER INTERNATIONAL INC.—*Building Talent Edge*

2009 Catalyst Award Winner

Baxter's Strategy

Building Talent Edge is a talent management initiative that greatly benefits all Asia Pacific employees, especially women, through its structured and well-executed efforts and goals to achieve a 50/50 gender balance across leadership and critical positions. The initiative also achieves accelerated growth for women by developing and retaining 90 to 100 percent of high-potential talent in the region. The Asia Pacific Leadership Team (APLT), led by Gerald Lema, Corporate Vice President and President, Asia Pacific, sponsors *Building Talent Edge*. Its members participate in an organization-wide review of talent and serve as mentors to employees selected for leadership development programs.

Through its synergy of women's advancement with talent acquisition and development processes, the initiative has helped Baxter's operations in Asia Pacific achieve a work environment characterized by high performance expectations. This environment benefits all employees, business units, and teams because it ensures that the best talent, regardless of gender, can excel. It also provides opportunities for leaders to work and train in teams that are diverse by country, level, gender, and function.

Talent Development: The talent development components of *Building Talent Edge* provide women with the leadership skills, technical and functional training, and business knowledge

they need to advance. Women are selected for talent development programs in proportions that mirror Baxter's gender balance goal, and they are sometimes overrepresented.

- **Leadership Acceleration Program (LEAP):** LEAP is a development program launched in 2006 to accelerate readiness for leadership positions for high-potential women and men at Baxter. The LEAP curriculum is delivered by internal and external experts and includes team-based projects. In addition, two five-day learning summits are delivered over a six-month period. The first develops strategic thinking abilities, and the second emphasizes building and developing employee and organizational capability. The team-based projects, which bring participants together across regions and business units, are completed between these two learning summits. Women's participation has increased over time: in 2007, 50 percent of participants were women, and in 2008, 63 percent were women. Sixty-six percent of women participants from 2007 and 33 percent from 2008 have been promoted, and 100 percent of women participants have been retained.
- **GROW:** This program, introduced in 2007, is similar to LEAP. It was successfully piloted in China, and it will be rolled out to other

countries in 2009. GROW gives women and men who are lower in the leadership pipeline—at the middle-management level—the opportunity to acquire the skills to advance. Participants receive coaching and training on technical and functional areas, business skills, and interpersonal skills such as coaching, negotiating, and managing performance.

- **Fitness Training:** Because of Baxter's strong presence in critical and chronic care management, deep medical and technical knowledge is an important requirement to advance to leadership positions. After an internal assessment in 2005 revealed gaps in employee knowledge about products and the core content of the business, Fitness training was developed to bolster the clinical, product, and competitive knowledge of Baxter's Asia Pacific teams. Employees can apply the knowledge they gain in the training when partnering with customers, such as hospitals and medical practitioners, to identify performance improvement opportunities.

New hires are usually trained within three months. Existing customer-facing teams are usually trained during the first two quarters of the year. Expectations of Fitness knowledge are uniform across all countries and languages. A separate training team delivers customer-focused programs that can be customized to specific business units, regions, and countries.

Fitness training covers many functional areas, including Bioscience, Finance, Marketing, Medication Delivery, and Renal. Each program is sponsored by a country general manager and/or regional vice-president

and includes three components: training, measurement, and reinforcement. Training enables the company to increase product or therapy knowledge and improve selling and marketing skills. Measurement, by testing employees, allows it to track performance and success rates, and identify additional skill gaps or employee needs.

Reinforcement, such as tracking test scores regularly and communicating to general managers and business unit leaders, enables Baxter to continually build a culture of success, recognize achievements, and optimize the return on investment. Country leaders also commit to including certain metrics in annual performance objectives for in-field coaching, follow-up on Fitness programs, test scores, and more.

Baxter in Asia Pacific has standard processes for implementing Fitness training. First, leaders communicate with general managers and business unit directors to get their support. At the planning stage, baseline assessment tools are devised and content is prepared and tested. Teams and general managers from a particular unit then undergo baseline testing to assess skill gaps. Finally, country-level champions are selected and trained using a "train the trainer" model.

Fitness training has contributed to Baxter's success in the marketplace. For example, Renal training in Korea led to an increase in market share and the number of patients served. In addition, since the Marketing Fitness training program was rolled out in 2007, women's participation has increased: in 2007, 50 percent of the participants were women and in 2008, 63 percent were women.

PUBLIC BENCHMARKING PARTICIPANTS LIST

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Aon Corporation
Avon Products, Inc.
Baker Hughes Incorporated
Barclays Capital
Barclays Global Investors
BBVA
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