

EVERYDAY HEROES



Methodology

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

Executive/Senior-Level Officials and Managers are individuals who plan, direct, and formulate policies, set strategy, and provide the overall direction for companies within the parameters set by their boards of directors. Typically, this includes individuals within two reporting levels of the CEO (e.g., COOs, CFOs, line-of-business heads, presidents or executive vice presidents of functional areas, chief information officers, chief human resources officers, chief marketing officers, chief legal officers, management directors, and managing partners). For the purposes of this survey, this category includes Management/Executive Committee members in professional services firms and Equity Partners in law firms. Survey participants were asked to report data on their United States workforce only. Calculations are based on the sum of *Catalyst CEO Champions For Change* Executive/Senior-Level Officials and Managers positions held by (1) all women and (2) women of color, divided by the sum of all *Catalyst CEO Champions for Change* Executive/Senior-Level Officials and Managers positions.

First/Mid-Level Officials and Managers are individuals who typically lead major business units and report into executive/senior-level management. This category includes those who oversee the delivery of products, services, or functions at group, regional, or divisional levels within the parameters set by Executive/Senior Level management (e.g., vice presidents and directors; group, regional, or divisional controllers; treasurers; human resources, information systems, marketing, and operations managers). For the purposes of this survey, this category includes Partners in professional services firms and Senior Associates in law firms. Survey participants were asked to report data on the United States workforce only. Calculations are based on the sum of *Catalyst CEO Champions For Change* First/Mid-Level Officials and Managers positions held by (1) all women and (2) women of color, divided by the sum of all *Catalyst CEO Champions For Change* First/Mid-Level Officials and Managers positions.

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

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

Definitions of terms are taken from the EEOC descriptions of job categories and race and ethnic identification. U.S. Equal Employment Opportunity Commission (EEOC), "[Equal Employment Opportunity Standard Form 100, Rev. January 2006, Employer Information Report EEO-1 Instruction Booklet.](#)"

The survey findings were compared against the representation of all women and women of color among Executive/Senior-Level Officials and Managers and First/Mid-Level Officials and Managers, as well as the representation of all women among Boards of Directors, in the S&P 500 index. Due to the lack of available data on women of color among Boards of Directors in the S&P 500, the survey findings for this category were compared against the Fortune 500 index. Catalyst, [Pyramid: Women in S&P 500 Companies](#) (August 22, 2017); Catalyst, [Women in S&P 500 Companies by Race/Ethnicity and Level](#) (October 12, 2017); Alliance for Board Diversity and Deloitte, [Missing Pieces Report: The 2016 Board Diversity Census of Women and Minorities on Fortune 500 Boards](#) (February 6, 2017).