



Frontline Employees Initiative

2024 Impact Report



FRONTLINE EMPLOYEES INITIATIVE

Your generous contribution has enabled the creation of our Frontline Employees Initiative to improve recruitment, retention, and gender equity across the front line.

The Frontline Employees Initiative, one of Catalyst's strategic pillars, expands our impact to a larger spectrum of companies and employees to include women throughout the workforce, from the front line to the executive suite. FEI offers groundbreaking research and products to create respectful and rewarding workplaces for women in frontline roles.

This approach reduces turnover costs, fosters a more engaged workforce, and ensures employees feel psychologically safe. Our research, derived from intensive interviews, surveys, and diaries, focuses on physical well-being, scheduling systems, growth and advancement, and frontline management. Our products provide on-the-ground insights and practical guidance, showcasing effective practices from multinational companies to help others learn and implement similar strategies.



WE HAVE

unveiled critical opportunities for corporate action and conducted research on the social connectedness of frontline employees, offering valuable insights for fostering inclusive work environments through a new initiative.



WE WILL

continue Catalyst's impactful work with upcoming research on economic mobility and product launches, including MARC for the Front Line, to leverage its momentum for sustained change and to set new benchmarks for workplace inclusion.

In our inaugural year, we developed and launched innovative tools such as Moments That Matter and Window to the Frontline, which provide frontline supervisors and corporate leaders with on-the-ground insights, practical guidance, and skill-building tools. These resources have been instrumental in equipping organizations with the means to drive equity and inclusion.

IN THE FIRST YEAR OF THIS INITIATIVE, WE HAD...



9,241

web page views



406

attendees for our launch webinar, [Women on the Front Line: Enabling Them to Thrive, Stay, and Perform](#), and our follow-up webinar, [How to Create a Respectful and Rewarding Frontline Experience-New Catalyst Data Shows How](#).



16

product tours completed with Supporters

3 virtual roundtables

- EMEA
- Canada
- US

5 in-person roundtables

- Houston; hosted by The Williams Companies
- New York City; hosted by H&M
- New York City; hosted by Open to All at Accenture
- Chicago; hosted by McDonalds
- Calgary; hosted by TC Energy

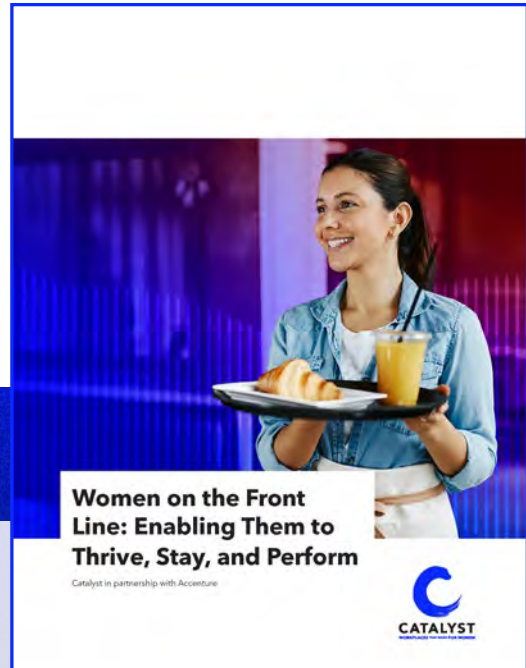


WE PUBLISHED 2 RESEARCH REPORTS

1. [Women on the Front Line: Enabling Them to Thrive, Stay, and Perform](#)

Published November 7, 2023

8,484 report views *(as of June 2024)*



BASED ON OUR RESEARCH, WE ENCOURAGE COMPANIES TO:

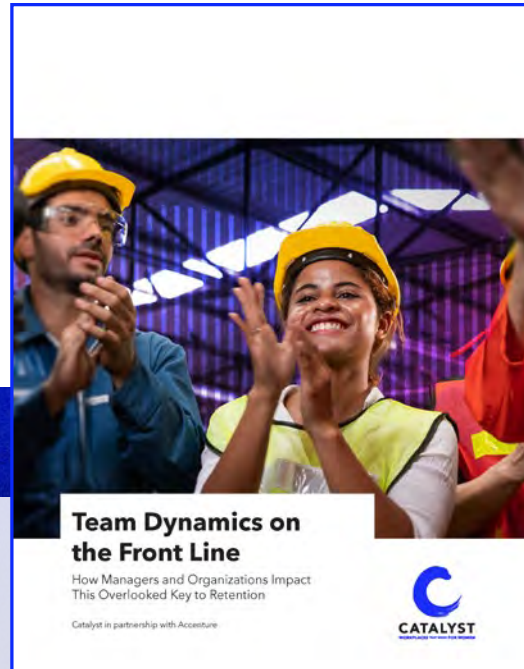
- 1. Invest in physical well-being.** Women's bodily safety, physical needs, overall well-being, and personal autonomy should be paramount. Facilities and policies must be designed or refreshed to accommodate women.
- 2. Adopt employee-centered scheduling practices.** Companies must remove sources of instability, unpredictability, and rigidity from scheduling systems to account for women's lives outside work.
- 3. Create and clarify growth opportunities.** Companies must clearly communicate well-structured opportunities for growth and advancement that are designed to meet the needs of women.
- 4. Enable managers to lead empathically.** Company leaders should enable managers of frontline employees to create positive environments so that employees feel valued, supported, and connected.

2. [Team Dynamics on the Front Line: How Managers and Organizations Impact This Overlooked Key to Retention](#)

Published March 12, 2024

1,800 survey respondents

2,357 page views *(as of June 2024)*



BASED ON OUR RESEARCH, WE CONCLUDED:

1. Reducing turnover by 10% can save \$4-7 billion in manufacturing, hospitality, and retail.
2. The employee value proposition matters. Team dynamics impact recruitment and employee experience.
3. When team dynamics improve, frontline employees are:
 - 3 times more likely to report high organizational commitment and work engagement.
 - 2.5 times more likely to report high job satisfaction.
 - 30% less likely to report high intent to leave.
 - 37% less likely to report high burnout.

SEE OUR NEWS AND INSIGHTS

Blog post:

[Retaining Frontline Retail Talent: Focus on Caregivers, People from Marginalized Racial and Ethnic Groups, and Gen Z](#)

Select media mentions

 [Hospitality Net](#)

 [PhocusWire](#)

 [Chain Store News](#)

 [Fortune's CHRO Daily](#)

 [Women's Wear Daily](#)

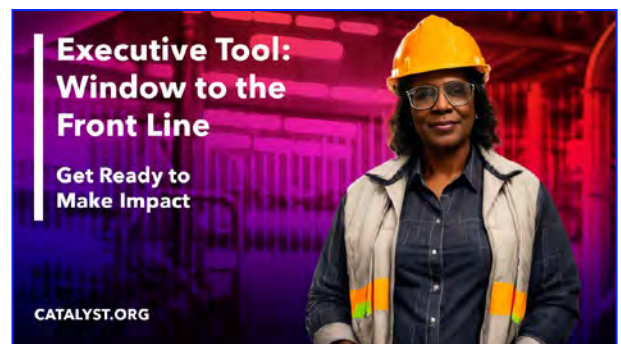
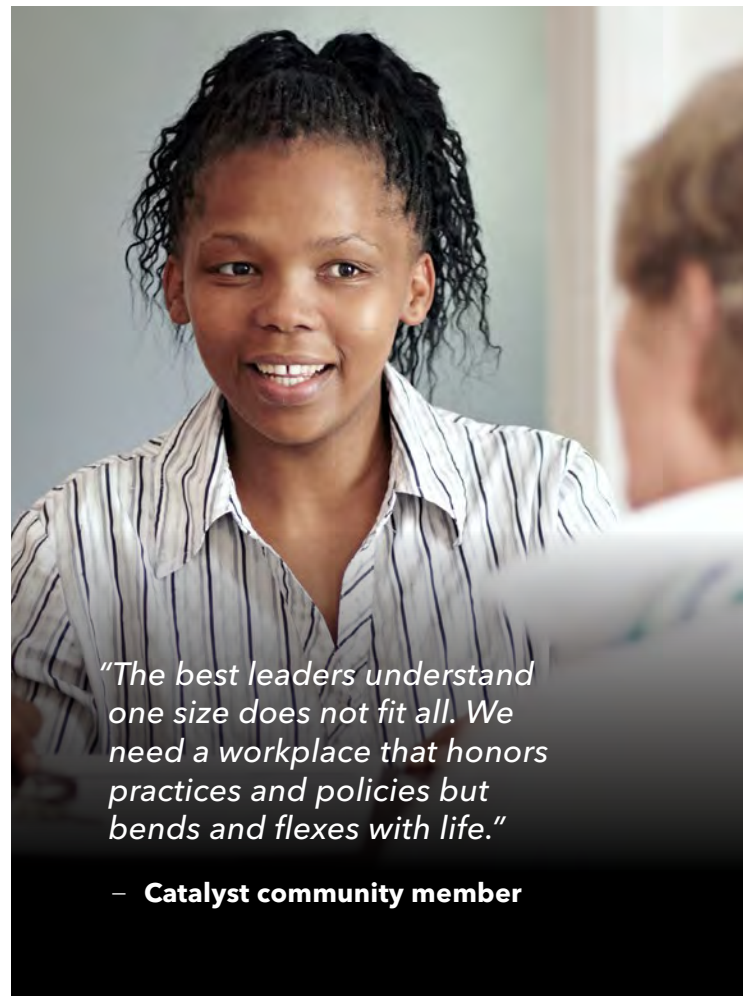
 [Health+Safety Magazine](#)

WE ALSO PUBLISHED 3 TOOLS AND 3 E-BOOKS

Total pageviews: 2,284

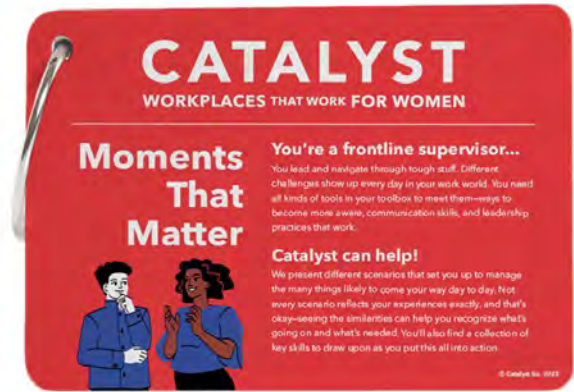
[Executive Tool: Window to the Front Line](#)

This actionable toolkit for corporate leaders provides a unique, research-based perspective on how they can have an impact that can make or break workplace experiences for women on the front line.



Manager Tool: Moments That Matter

Available in a variety of formats, from quick-reference printable cards to skill-builder videos, this toolkit includes common scenarios and provides advice on how to recognize the issues—and how to respond. Short-form, engaging content grounded in the realities of a frontline supervisor's day-to-day is curated across a collection of video and audio micro-learnings. Additionally, 24 scenario-based learning cards provide insights, tips, and recommended actions that build the confidence and capability to navigate sticky topics, foster connection, and contribute to creating a positive workplace culture as a direct frontline leader.

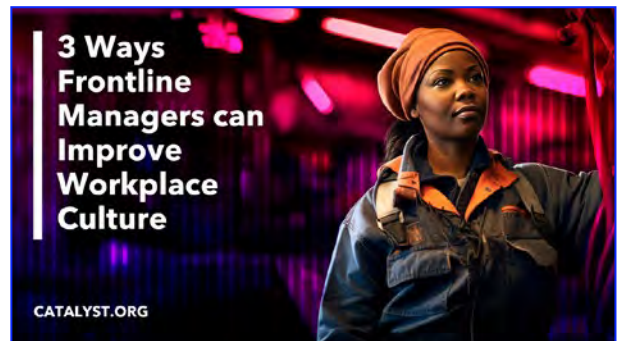


Manager Tool: Beyond Troubleshooting: Conversation Skills for Frontline Managers

Downloadable posters for frontline managers available in English, French, Quebecois, Spanish, and German.

3 e-books with guidance for managers and corporate leaders:

- [3 Ways Frontline Managers Can Improve Workplace Culture](#)
- [4 Ways Companies Can Improve Frontline Dynamics](#)
- [Half of Frontline Employees at Risk of Leaving: What You Can Do About It](#)





ACKNOWLEDGMENTS



We thank our Frontline Employees Initiative donors for their generous support of our work in this area.

Lead Donor



Major Donor



Partner Donor



Catalyst is grateful to Accenture for its strong partnership in producing this research.



Task Force

- Dow
- Marriott International
- Northrop Grumman
- Sodexo
- Target Corporation

Additional Advisors

- Carnival Corporation
- Chobani
- The Coca-Cola Company
- DICK'S Sporting Goods
- Flex
- Kimberly Clark Corporation
- Sephora
- Zoetis