



Catalyst Formal Mentoring ROI Spreadsheet Tool Additional Mentoring Benefits

NOTES: The below benefits² may be translated by individual organizations into suitable hard dollar amounts, as organizations deem appropriate, to further illustrate the positive effects of formal mentoring and mentoring ROI. If there are no suitable ways to translate these into hard dollar amounts, organizations still need to think strategically about them and consider how they add competitive advantage.

| | Without Mentoring | With Mentoring |
|--|-----------------------------|-----------------------|
| <p>Benefits as evidenced through performance or employee feedback/survey ratings:</p> <ul style="list-style-type: none"> o Increase in job satisfaction (due to increased engagement; if promoted, increased salary or increase in number and pace of promotions) o Decrease in stress and absenteeism (those with mentors vs. those without) o Increase in skills and productivity with diverse employee base - better able to permeate marketplaces, etc. o Increase in exposure to and decrease in bias against those who are different - increased support for Diversity and Inclusion o Increase in knowledge transfer or organizational cultural norms o Increased retention (increase in the number of continued relationships and mentees becoming mentors) o Increase in reports that mentoring supports "wanted" culture of the organization (e.g., performance culture, mentoring culture, relationship-based culture, accountability with shared responsibility for development, etc.) o Increase in representation of diverse groups in pipeline | MISSED OPPORTUNITIES | ADDED BENEFITS |
| | | \$ |
| Total Added Return of Above Benefits | | 0 |

² See Sarah Dinolfo and Julie S. Nugent, *Making Mentoring Work* (Catalyst, 2010) for resources and references.