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WORKING MOTHER 100 BEST COMPANIES 2011

Executive Summary

Research Goals and Objectives

For 26 years, the Working Mother 100 Best Companies have set the standard for work life practices in the United States.

This initiative:

- Reveals how the Best Companies compare in the areas of workforce profile, benefits, advancement, child care, flexible work arrangements, parental leave and company culture for working mothers.
- Creates a benchmark of progressive policies and programs that make organizations succeed.
- Tracks and measures the Working Mother 100 Best Companies against the nation's employers.
- Raises awareness of the issues working mothers face in the workplace and encourages the development of programs to address those issues.
- Promotes the interests of working mothers in corporate America by honoring companies that successfully help employees integrate home and work.

Research Methodology

- Each organization completed a detailed application covering both internal and external programs and activities that benefit working mothers. The 2011 application included more than 850 questions in the following clusters:

Company Profile

Workforce Profile

Benefits

Women's Issues & Advancement

Child Care

Flexible Work

Paid Time Off and Leave

Company Culture

Work Life Programs

Best Practices: Tell Us Your Story

- Completed applications for the 2011 Working Mother 100 Best Companies initiative were collected online from December 10, 2010, to March 11, 2011.
- Winning companies were ranked on the data they provided in their applications.
- Statistics in this report are based on the data from the 100 winning companies.
- Winners were announced in the October 2011 issue of *Working Mother* magazine and online at www.workingmother.com/BestCompanies.

2011 Summary of Findings

- Commitment to flexibility remains strong at the Working Mother 100 Best Companies despite the economy. *By comparison, the percentage of employers nationwide that offer flex rebounded a bit last year to near pre-recession levels.*
- Nearly all 2011 Working Mother Best Companies offer mentoring programs, compared with only **17%** of the nation's employers overall. *Employers nationwide have pulled back on their support for some advancement programs in recent years.*
- The Working Mother 100 Best Companies continue to lead the way on paid parental leave vs. employers nationwide.
- Working Mother 100 Best Companies also continue to offer a broad array of economic and employee-service related programs at a much higher rate than employers nationwide.

2011 Top Ten Winners!

Bank of America

Deloitte

Discovery Communications

Ernst & Young LLP

General Mills

KPMG LLP

PricewaterhouseCoopers LLP

Prudential Financial, Inc.

TriHealth, a Partnership of
Bethesda and Good Samaritan

WellStar Health System

By the Numbers

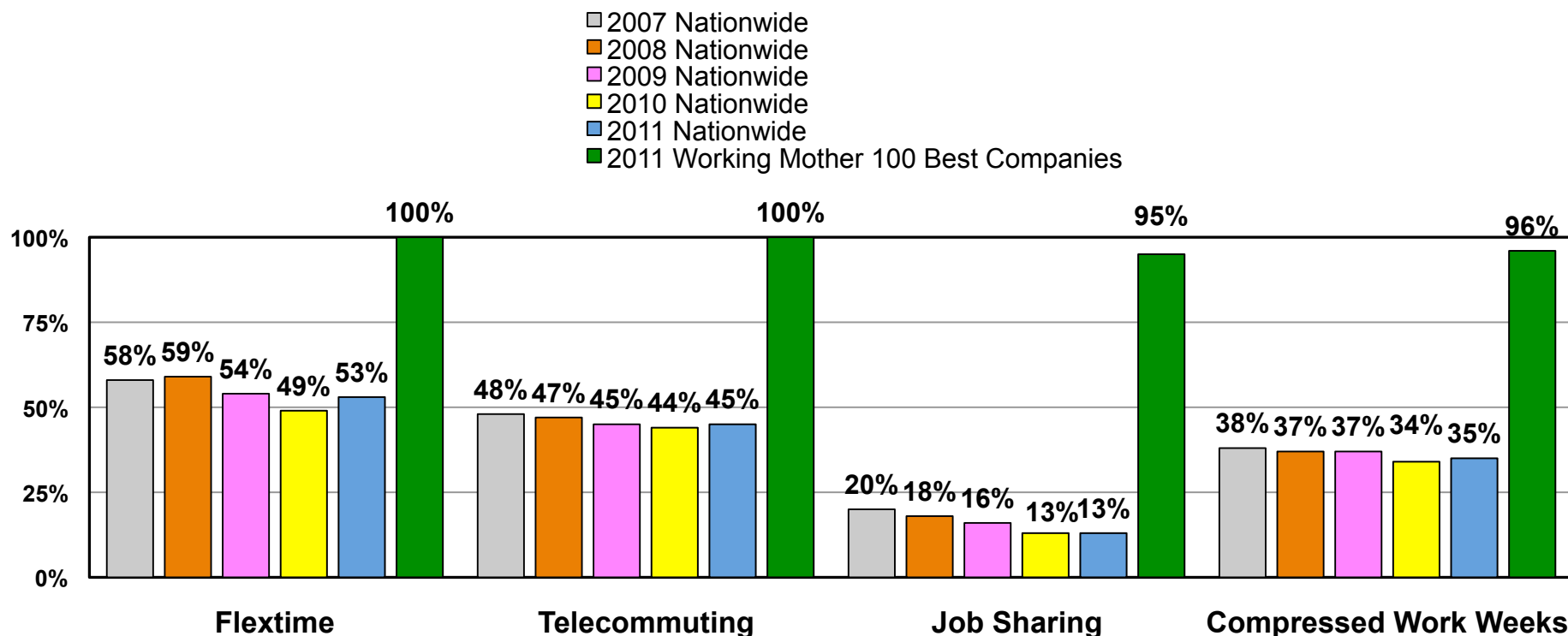
- The 2011 Working Mother 100 Best Companies employ **2.5 million people** in **18 industries** at more than **37,700 worksites** nationwide.
- Of these employees, **1.21 million** are **women**.

<i>Accounting</i>	<i>Legal</i>
<i>Apparel</i>	<i>Management Consulting</i>
<i>Chemicals</i>	<i>Manufacturing</i>
<i>Consumer Products</i>	<i>Media, Internet & Advertising</i>
<i>Education</i>	<i>Pharmaceutical</i>
<i>Financial Services</i>	<i>Professional Services</i>
<i>Hospitals/Healthcare</i>	<i>Technology</i>
<i>Hospitality</i>	<i>Telecommunications</i>
<i>Insurance</i>	<i>Utilities</i>

Best vs. Rest: Access to Flexible Work Arrangements

- Access to flexibility at the nation’s employers rose slightly or stayed constant after some gradual declines in the previous few years. By comparison, access at the 2011 Working Mother 100 Best Companies remains strong with **100%** of the Best Companies offering flextime and telecommuting.

Access to Flexible Work Arrangements



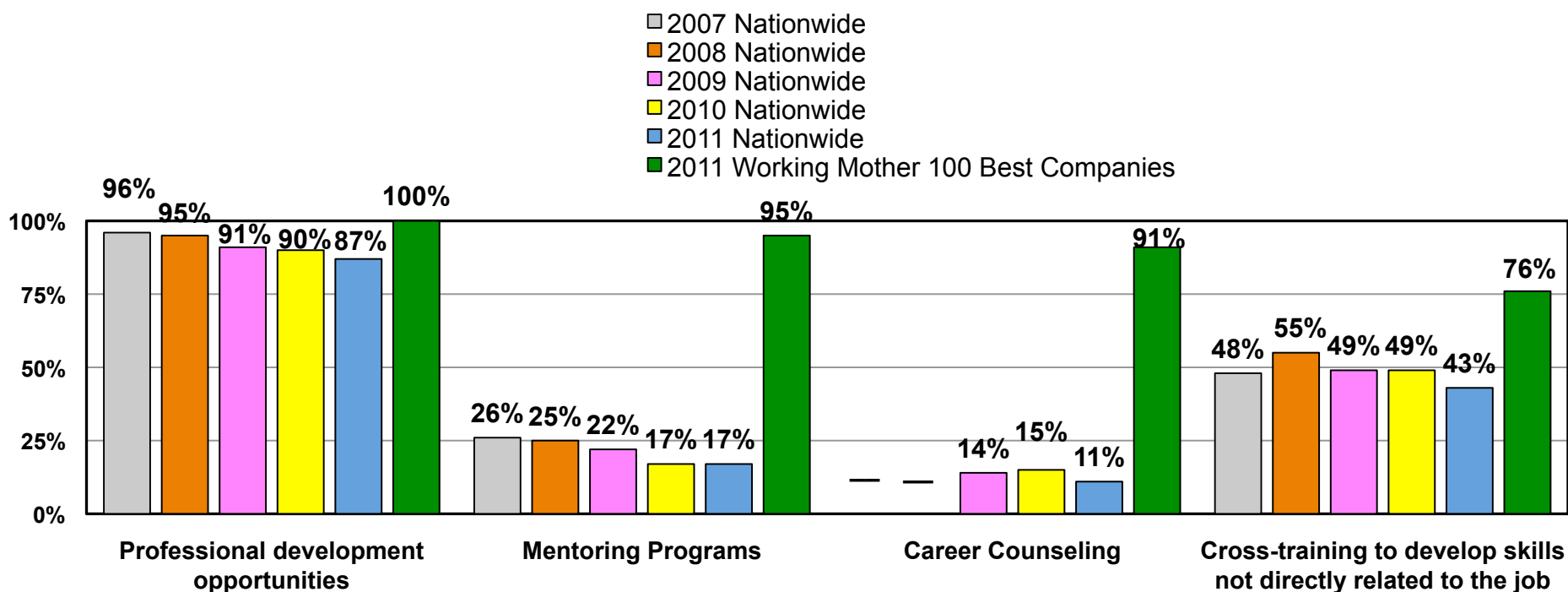
Source: 2011 Working Mother 100 Best Companies

Source: Nationwide data based on Society for Human Resource Management Benefits Survey Report (2011, 2010, 2009, 2008 and 2007 report)

Best vs. Rest: Advancement Programs

- **95%** of the 2011 Working Mother Best Companies offer mentoring programs, compared with only **17%** of the nation's employers overall.
- In addition, the nation's employers have been decreasing their support of some advancement programs, such as mentoring programs and professional development opportunities, over the past few years.

Access to Advancement Programs



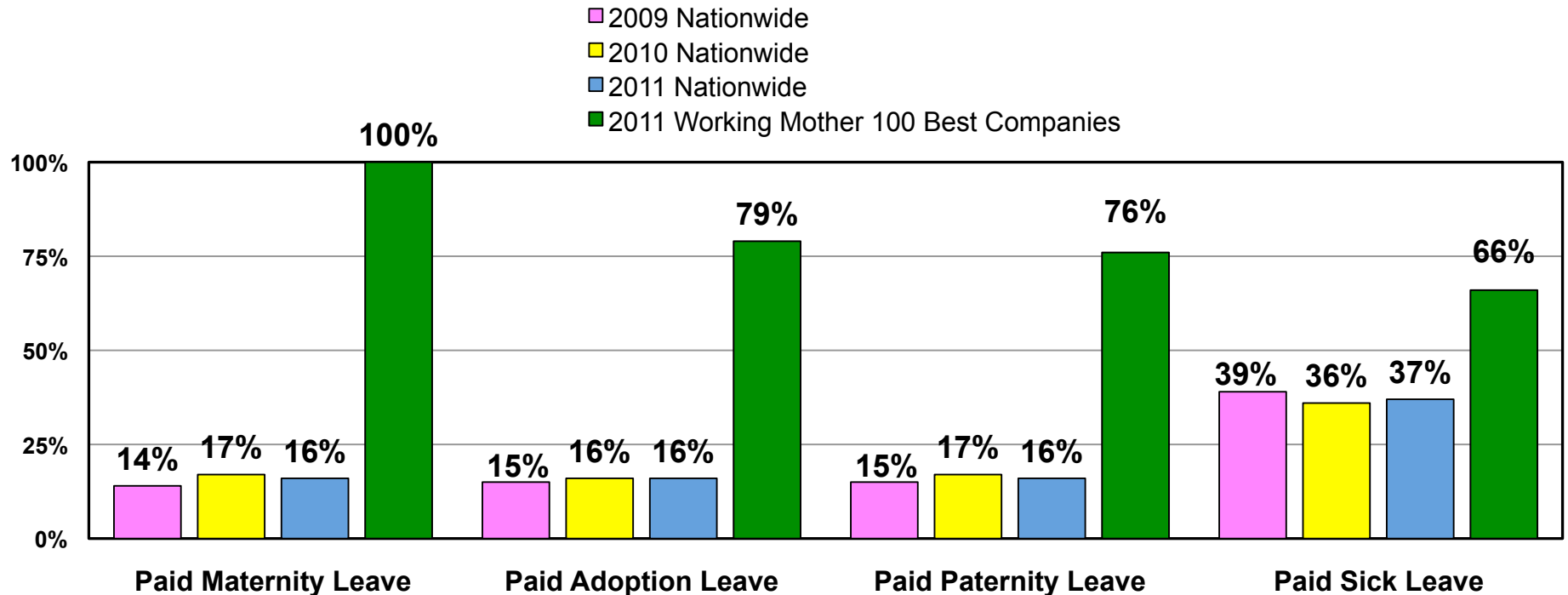
Source: 2011 Working Mother 100 Best Companies

Source: Nationwide data based on Society for Human Resource Management Benefits Survey Report (2011, 2010, 2009, 2008 and 2007 report); Note: A dash (—) indicates that this particular benefit was not asked about or was combined with another benefit.

Best vs. Rest: Paid Time Off and Parental Leave

- **100%** of the 2011 Working Mother 100 Best Companies offer paid maternity leave, **79%** offer paid adoption leave and **76%** offer paid paternity leave.

Parental Leave Offerings

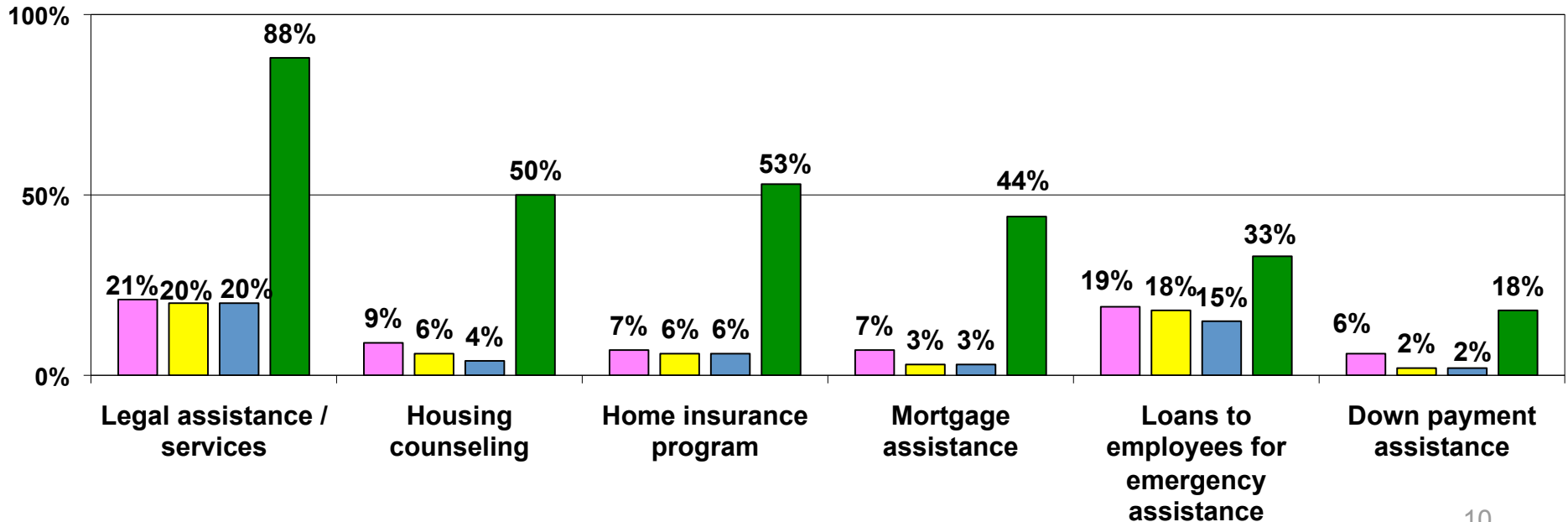


Best vs. Rest: Economic Benefits

- **88%** of the 2011 Working Mother 100 Best Companies offer legal assistance / services and **44%** offer mortgage assistance, versus **20%** and **3%**, respectively, of the nation's employers.

Access to Economic Benefits

- 2009 Nationwide
- 2010 Nationwide
- 2011 Nationwide
- 2011 Working Mother 100 Best Companies



Source: 2011 Working Mother 100 Best Companies

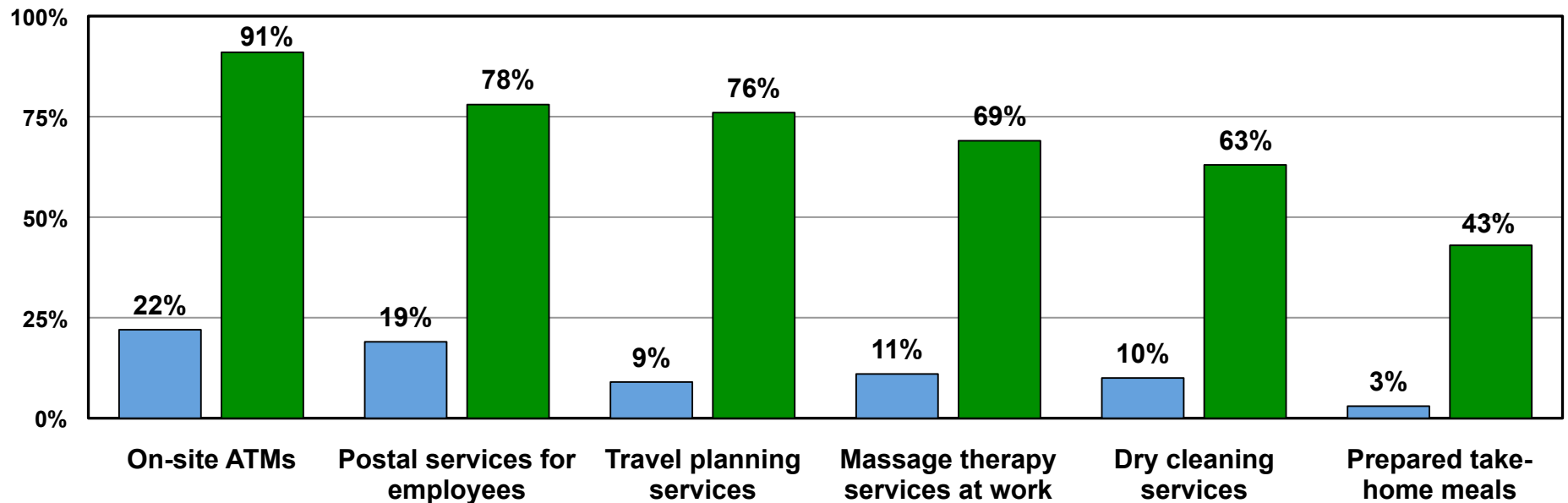
Source: Nationwide data based on Society for Human Resource Management Benefits Survey Report (2011, 2010, and 2009 report)

Best vs. Rest: Employee Service Benefits

- **76%** of the 2011 Working Mother 100 Best Companies offer travel planning services, **69%** offer massage therapy services at work and **43%** offer prepared take-home meals.

Access to Employee Service Benefits

■ 2011 Nationwide
■ 2011 Working Mother 100 Best Companies

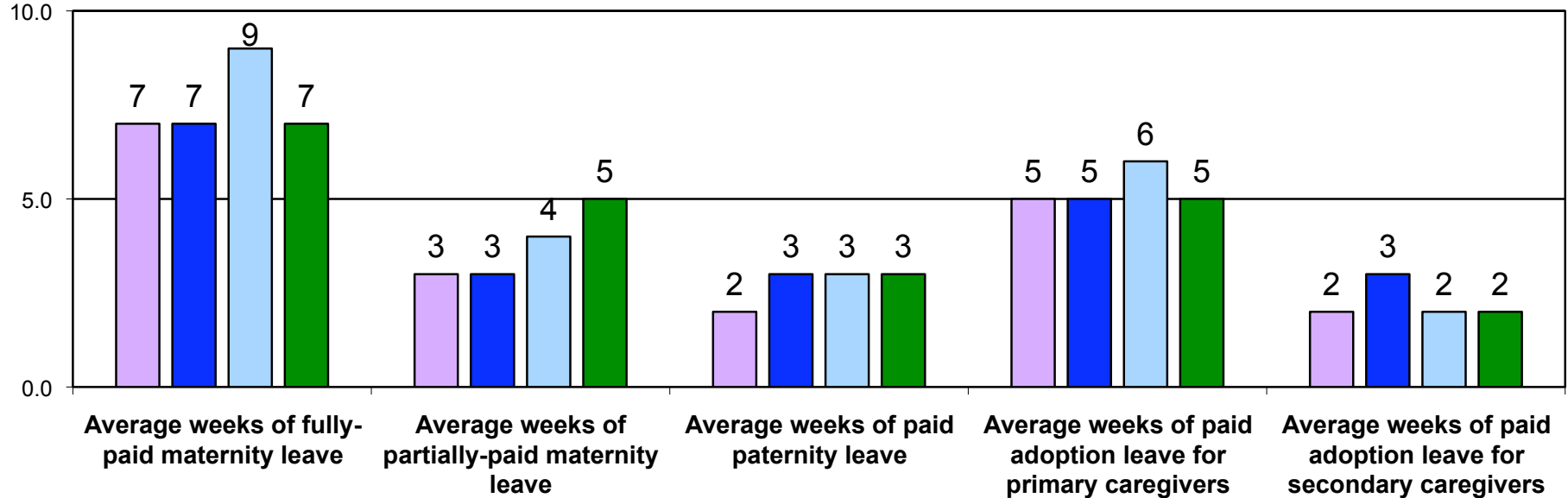


100 Best Year over Year: Paid Parental Leave

- In the past year at the Working Mother 100 Best Companies, the number of partially-paid weeks of maternity leave increased, while the number of fully-paid weeks of maternity leave declined.

Access to Paid Parental Leave

- 2008 Working Mother 100 Best Companies
- 2009 Working Mother 100 Best Companies
- 2010 Working Mother 100 Best Companies
- 2011 Working Mother 100 Best Companies



Average weeks for paid parental leave is based on an average from all employee groups

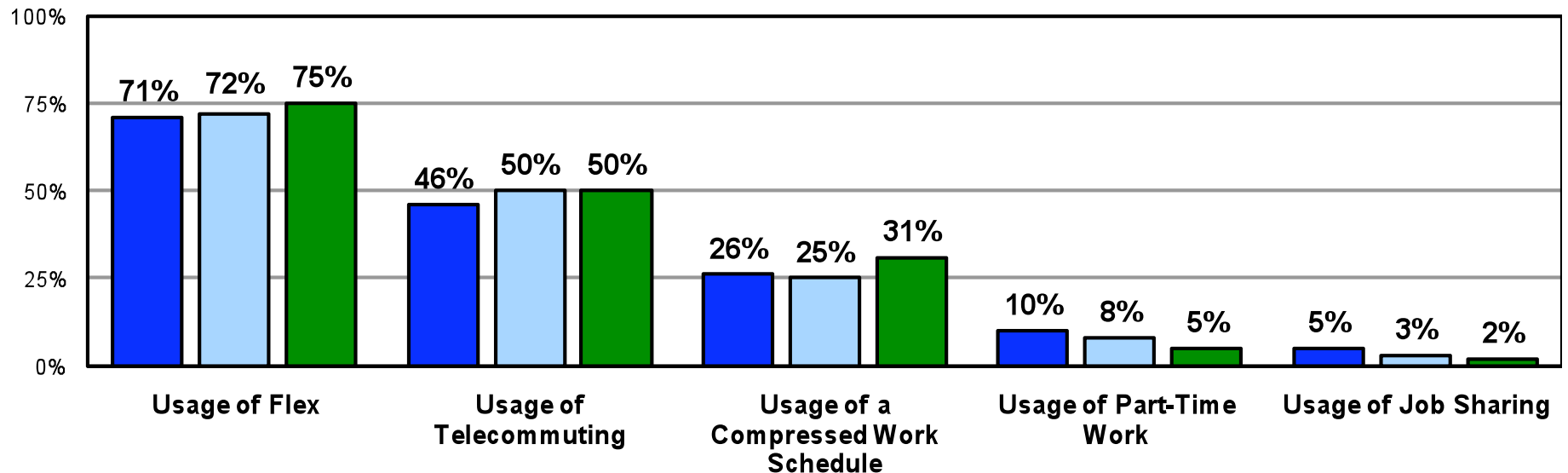
100 Best Year over Year:

Usage of Flexible Work Arrangements

- The percentage of employees using flextime, telecommuting and compressed work schedules has increased over the past three years at the Best Companies. However, usage of part-time work and job sharing has declined at the Best Companies.

Usage of Flexible Work Arrangements*

- 2009 Working Mother 100 Best Companies
- 2010 Working Mother 100 Best Companies
- 2011 Working Mother 100 Best Companies

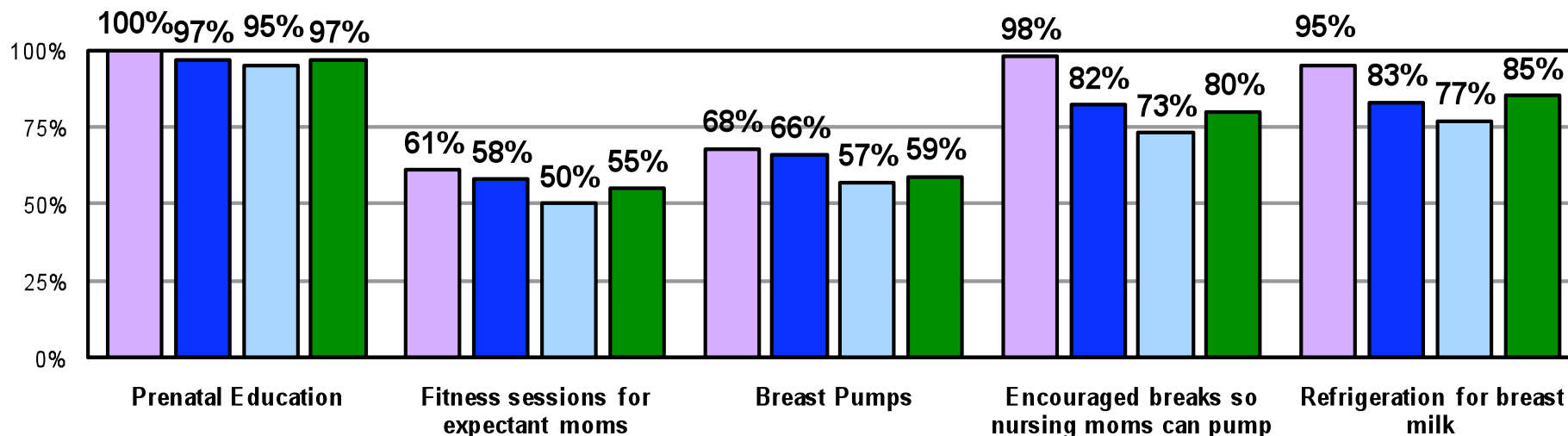


100 Best Year over Year: Work Life Programs

- After declines for the past three years, programs targeting moms-to-be and new moms experienced an increase in support. **85%** of Best Companies offer prenatal education, up from **77%** the year before.

Work Life programs offered for momsto-be and new moms

- 2008 Working Mother 100 Best Companies
- 2009 Working Mother 100 Best Companies
- 2010 Working Mother 100 Best Companies
- 2011 Working Mother 100 Best Companies



100 Best Year over Year:

Spending Trends on Work Life Benefits

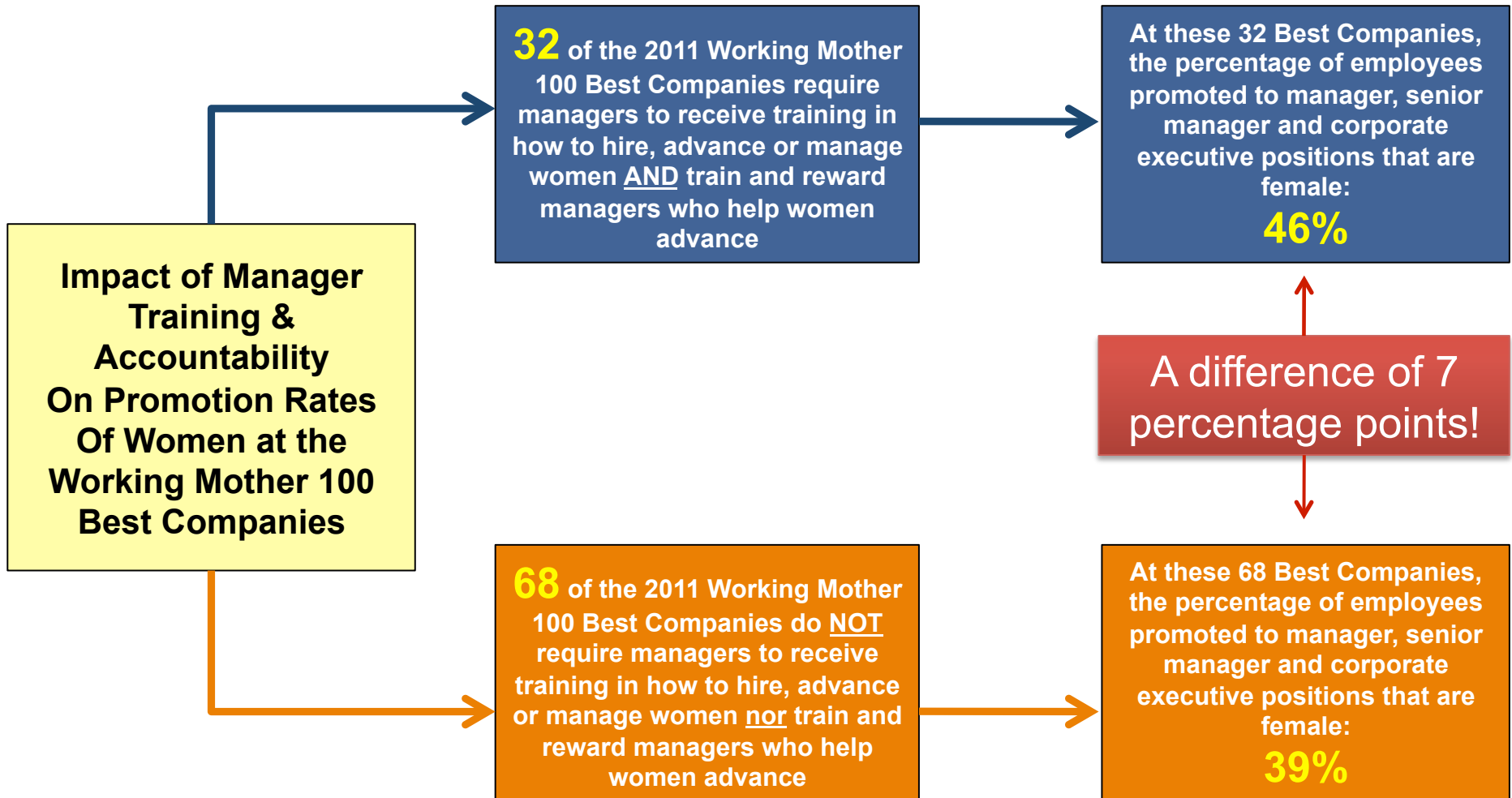
- Spending on work life benefits, as a proportion of the total U.S. payroll, held steady or increased at **99%** of winning companies last year, an increase over the past few years.
- Among companies that increased spending on work-life benefits this year, **89%*** said the growth resulted in new or improved programs and benefits (up from **82%*** in the previous year), not inflation.

Spending	2008	2009	2010	2011
Spending Increased or Remained the Same	96%	93%	97%	99%
Spending Decreased	4%	7%	3%	1%

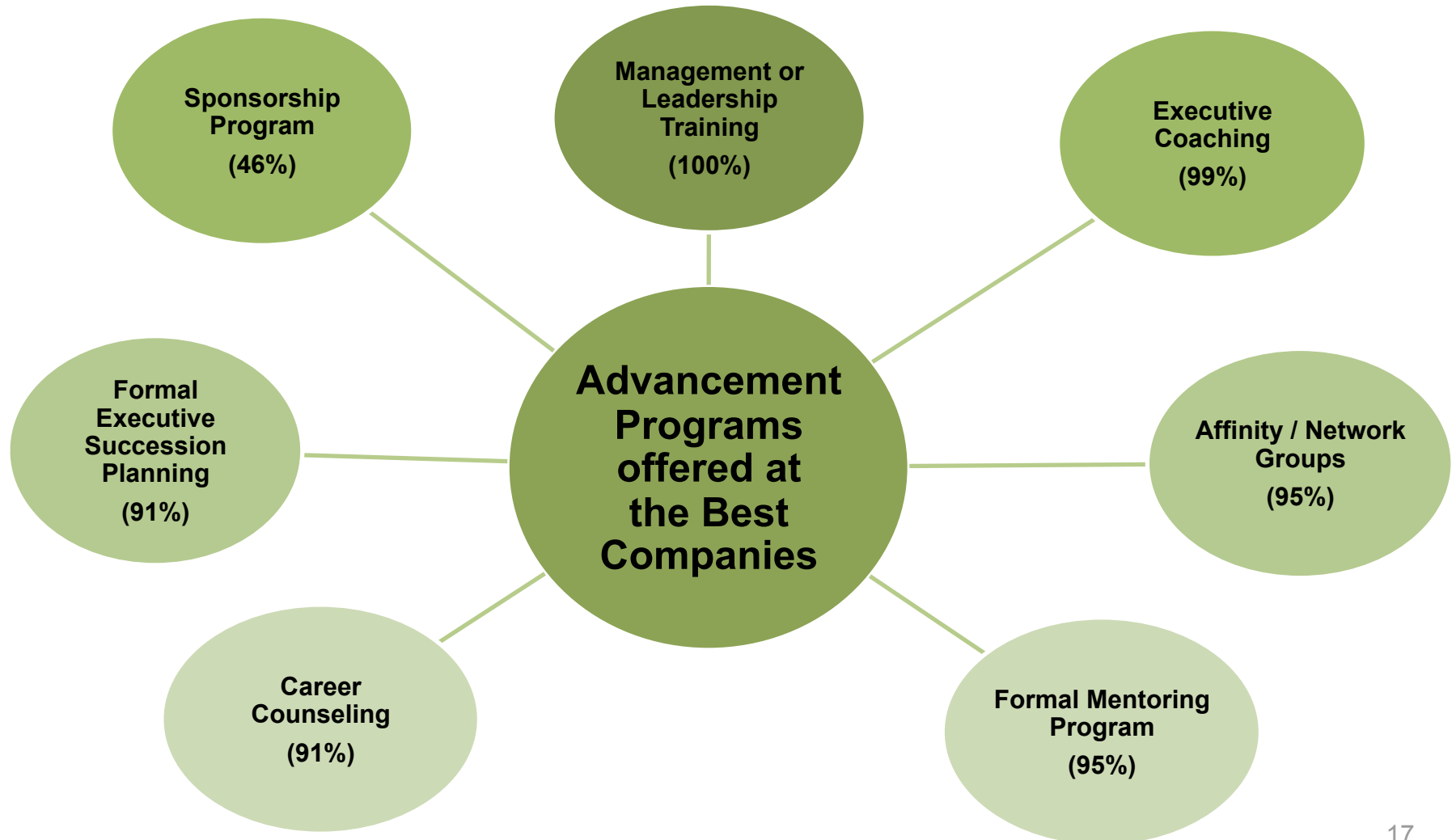
**Figure is percentage of those companies that increased spending in the past year*

Source: 2011, 2010, 2009 and 2008 Working Mother 100 Best Companies

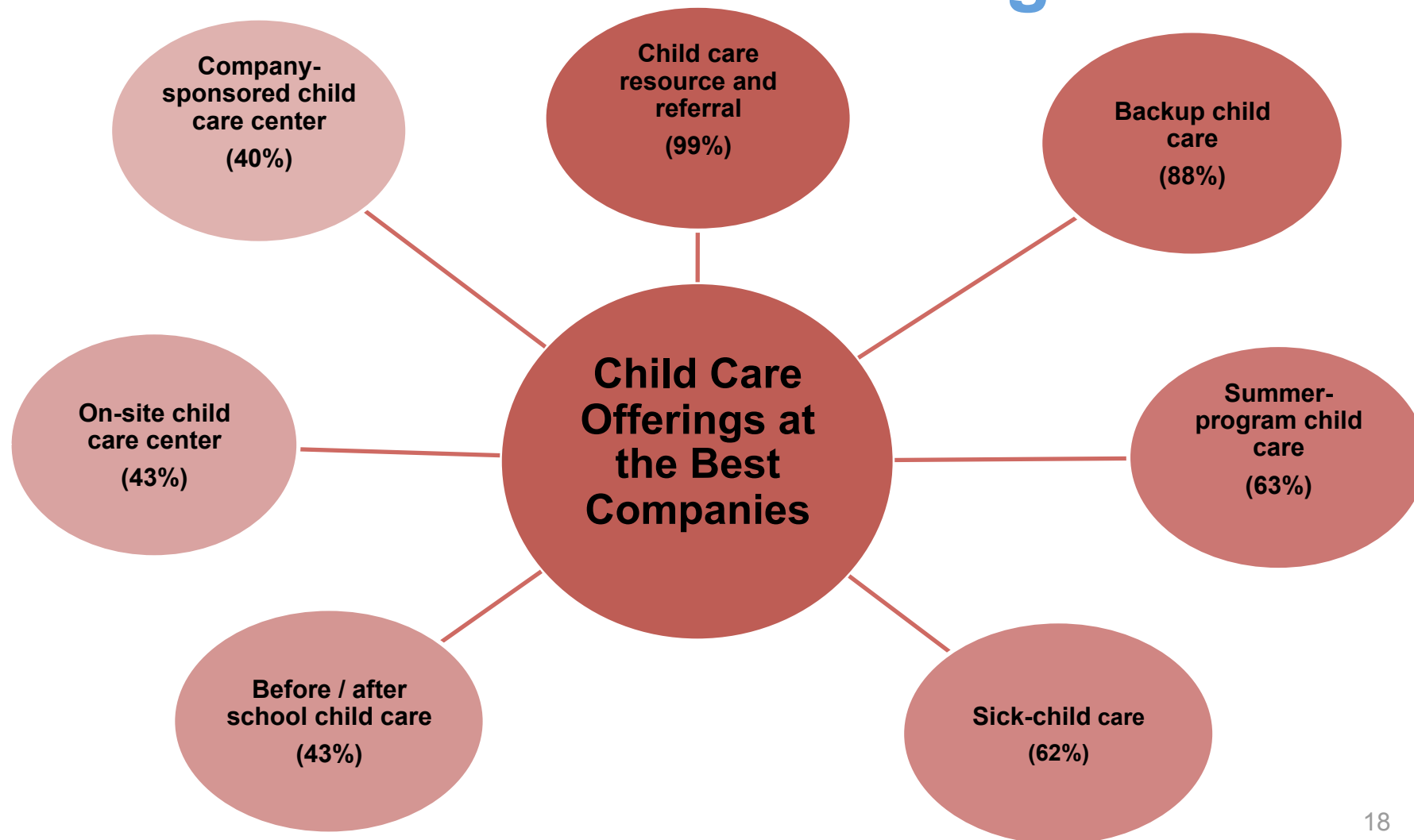
The Positive Impact of Manager Training and Accountability



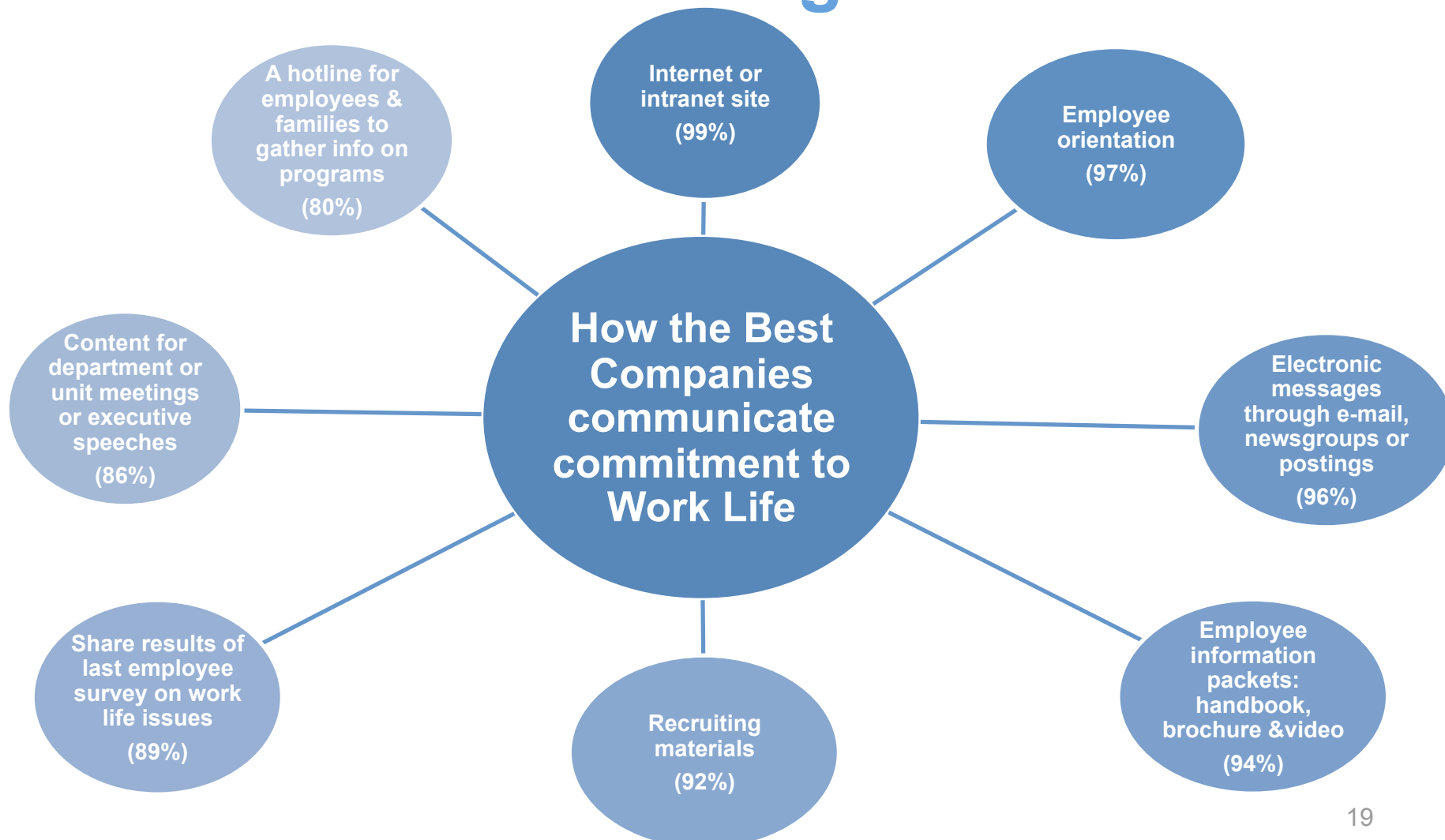
Women's Issues & Advancement



Child Care Offerings



Communication Strategies for Work Life

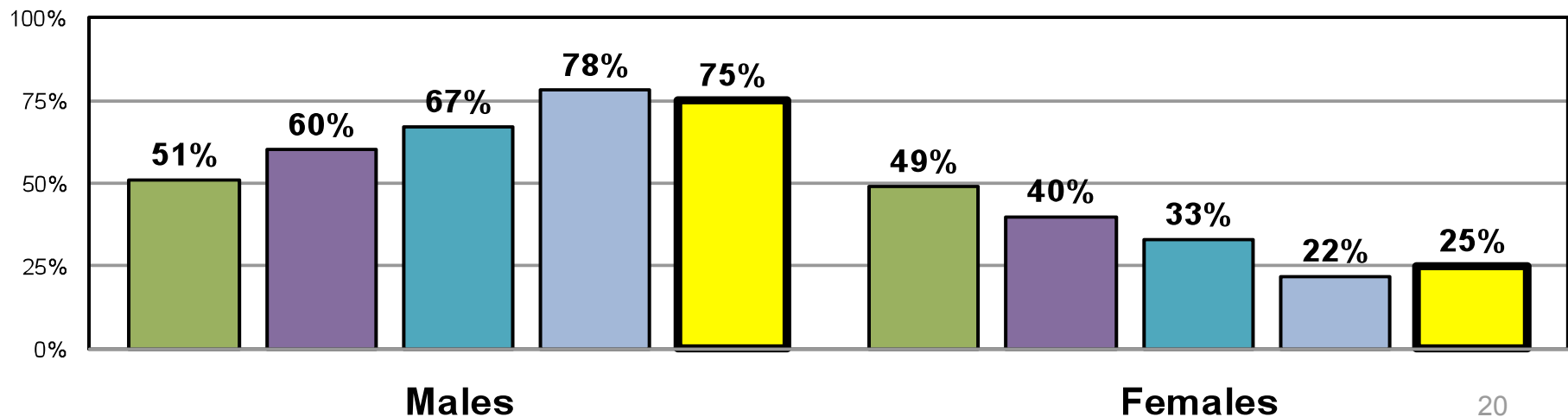


Representation: Gender's Impact

- Even though women represent almost **50%** of all employees at the Best Companies, their representation shrinks the higher up the ladder they go.
- The most significant shift this year was that the percentage of women on boards of directors increased to **25%**, up from **17%** in the previous year.

Representation at the 2011 Working Mother 100 Best Companies

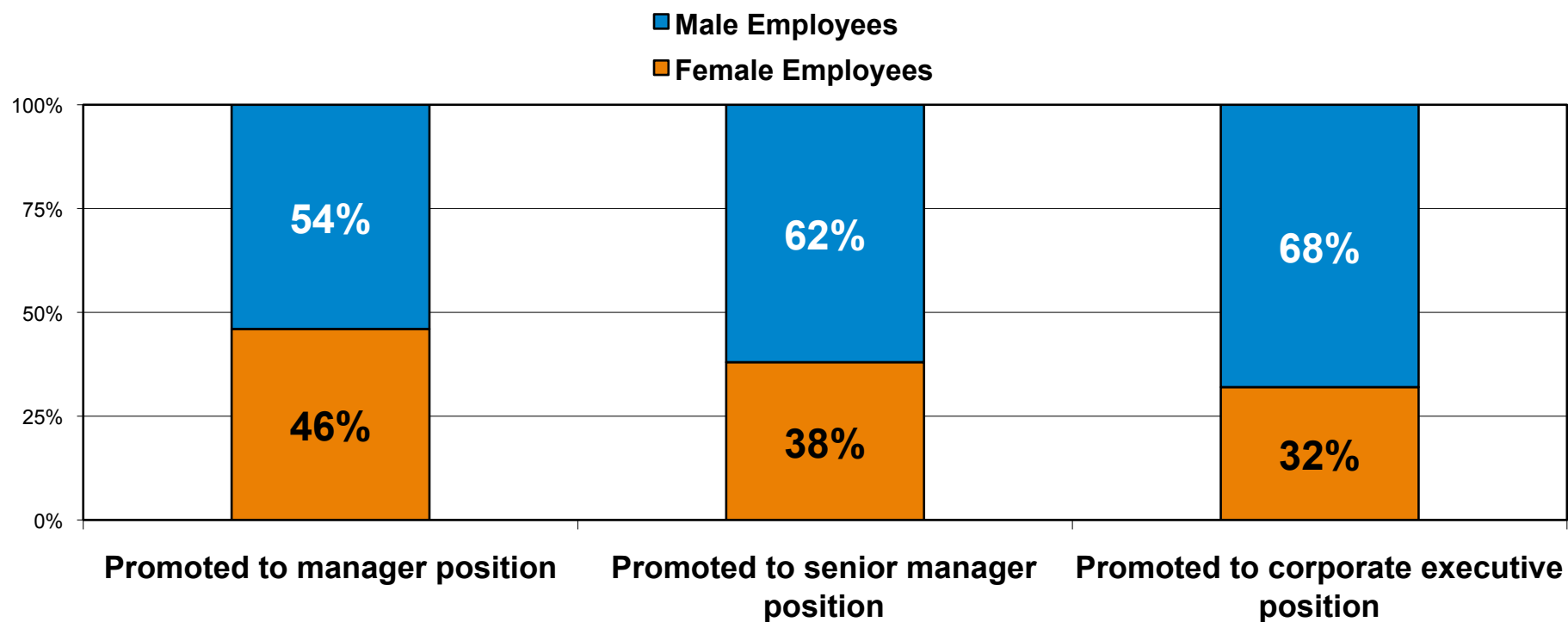
- Total Employees
- Managers
- Senior Managers
- Corporate Executives
- Board of Directors



Representation: Promotions

- Women received almost half (**46%**) of the promotions to **manager positions** at the Best Companies in the past year. However, they received slightly less than a third (**32%**) of all promotions to **corporate executive positions**.

Representation of Promotions





Scorecards

Each participating company receives a free top-line summary of how it compares to all applicants across essential clusters of the initiative's extensive application.

Benchmarking

The most detailed data available, our benchmarking reports show how your company rates, question-by-question, against all Best Companies. Custom comparisons are also available.

Custom Assessments

Let our researchers do the assessment for you. Our experienced team will turn your benchmarking data into a turnkey presentation showing where your company leads and lags against the Best Companies.

Interested in learning more? Contact Kristen Willoughby at kristen.willoughby@workingmother.com for more information today!



From flexibility and child care to the recruitment, retention and advancement of women, the Working Mother Research Institute is dedicated to tracking and promoting the best practices of today while also creating marching orders for tomorrow. WMRI's goal is to give both working mothers and their employers the information they need to be truly family friendly.

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Learn more at workingmother.com/bestcompanies/research ²³

Benchmarking Survey

Want to see how your company compares to other Working Mother 100 Best Companies?

- **Level 1 Benchmarking:** Get comprehensive knowledge on work life practices with this complete report on all benchmarking data for your company as culled from the Working Mother 100 Best Companies application.
 - **Level 2 Benchmarking:** Get a full benchmarking report, plus custom data specific to your industry and a turnkey Custom Benchmarking Assessment showing where your company leads and lags in important work life areas versus the Working Mother 100 Best Companies and the Best Companies in your industry.
 - **Level 3 Benchmarking:** Companies receive a full benchmarking report and Custom Benchmarking Analysis. Plus, Working Mother experts will tailor a data comparison that gets you the information you need to succeed.
- Learn more about the Working Mother Research Institute at workingmother.com/bestcompanies/research