

WORKING
MOTHER

**2011 BEST
COMPANIES** *for*
MULTICULTURAL WOMEN



Executive Summary



Congratulations to the 2011 Working Mother Best Companies for Multicultural Women!

Allstate Insurance Company

American Express Company

CA Technologies

Chubb & Son

Cisco*

Citi

Colgate-Palmolive Company

Deloitte*

General Mills*

Goldman Sachs Group, Inc.

IBM Corporation*

JPMorgan Chase & Co.

KPMG LLP

Macy's Inc.

McDonald's Corporation

New York Life Insurance Company

PepsiCo

PricewaterhouseCoopers LLP

Procter & Gamble Company*

Sodexo

State Farm Insurance

Verizon Communications Inc

Walmart Stores, Inc.

* *Top 5 Company*

Source: 2011 Working Mother Best Companies for Multicultural Women

The Best Companies for Multicultural Women represent more than 2.6 million employees in 9 industries with over 44,000 worksites nationwide.

- Accounting
- Consumer Products
- Financial Services
- Food and Beverages
- Insurance
- Professional Services
- Retail
- Technology
- Telecommunications

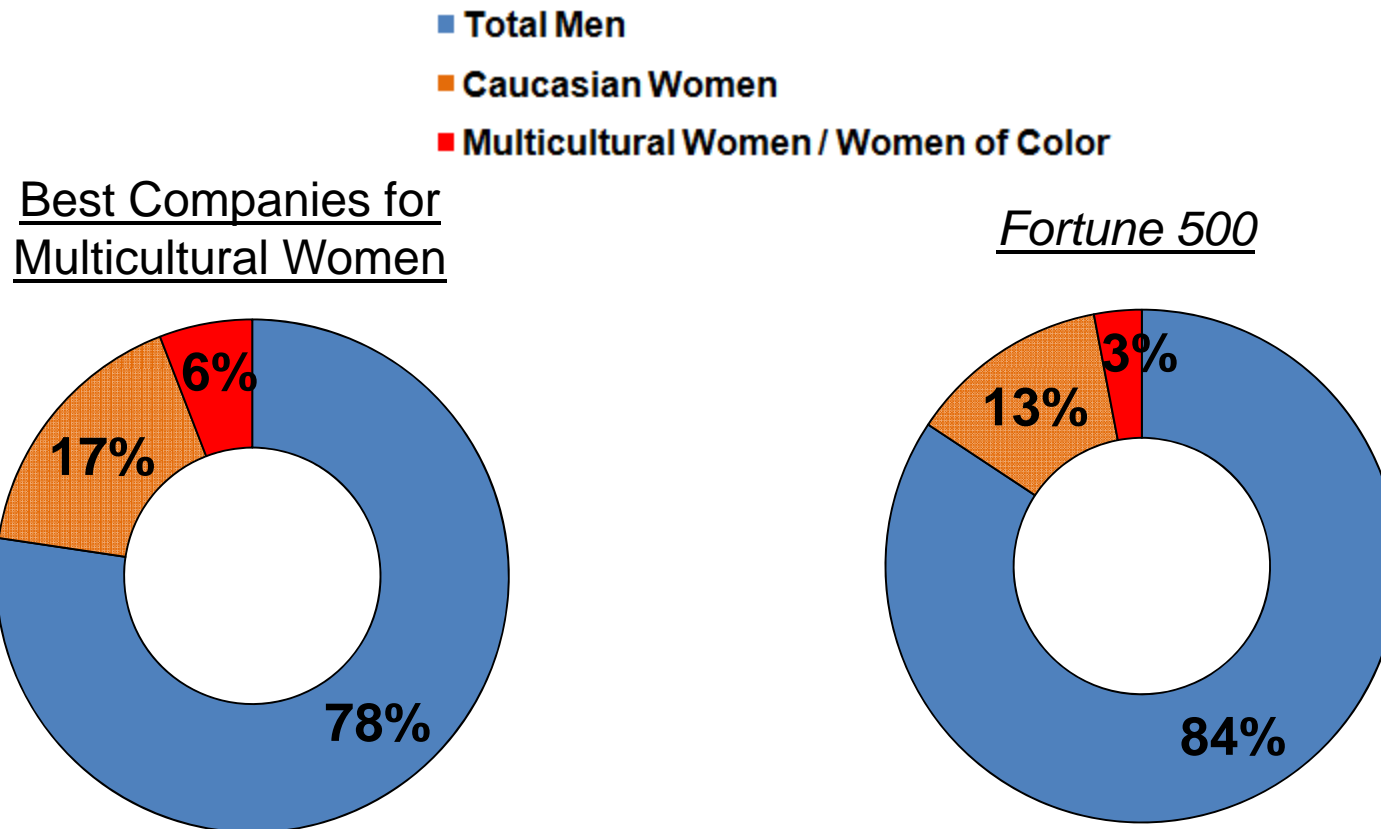


Source: 2011 Working Mother Best Companies for Multicultural Women



Board of Directors Membership

- At Best Companies, multicultural women hold 6% of board seats, on average, vs. 3% across the Fortune 500.



Source: 2011 Working Mother Best Companies for Multicultural Women

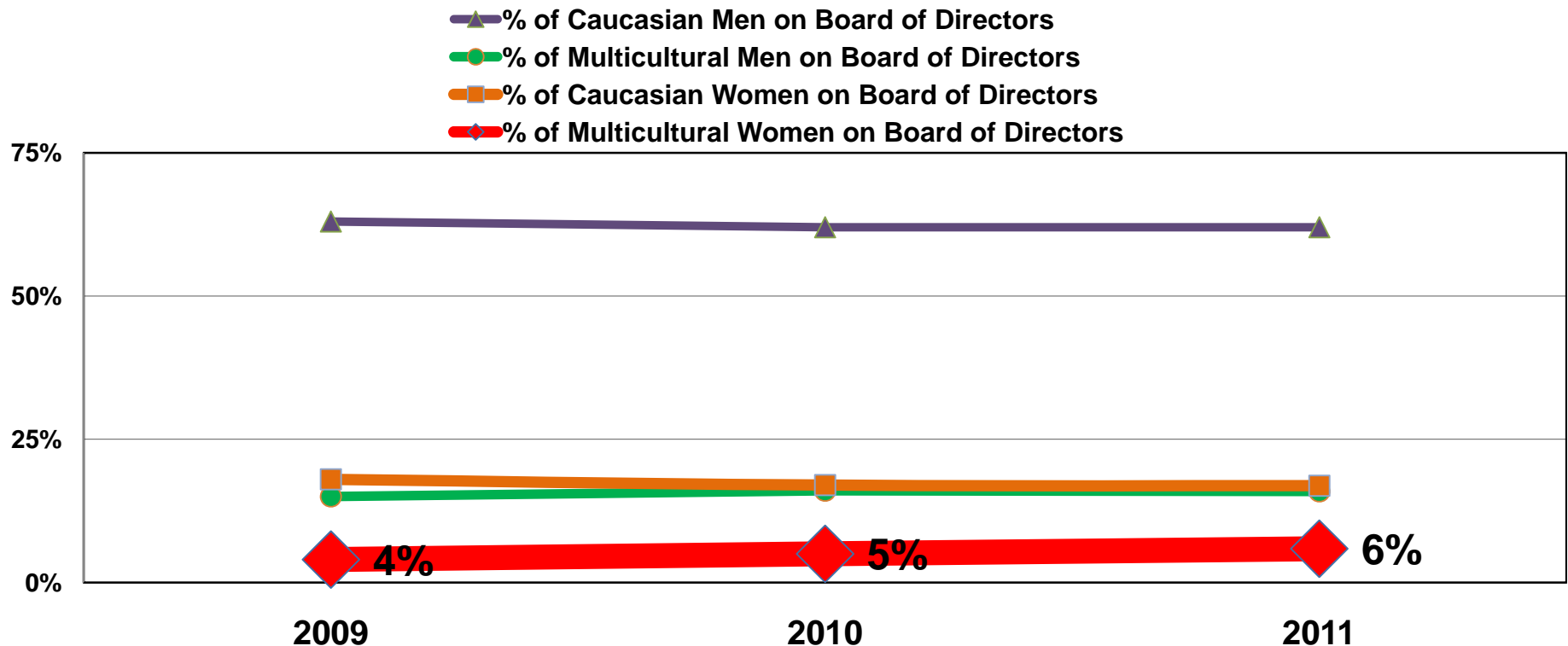
2010 Catalyst Census: *Fortune 500* Women Board Directors; Catalyst defines multicultural women as women of color



Board of Directors Membership

- At Best Companies, representation of multicultural women corporate boards of directors has grown two percentage points from 4% in 2009.

Representation of Board of Directors Membership (Three Year Trend)

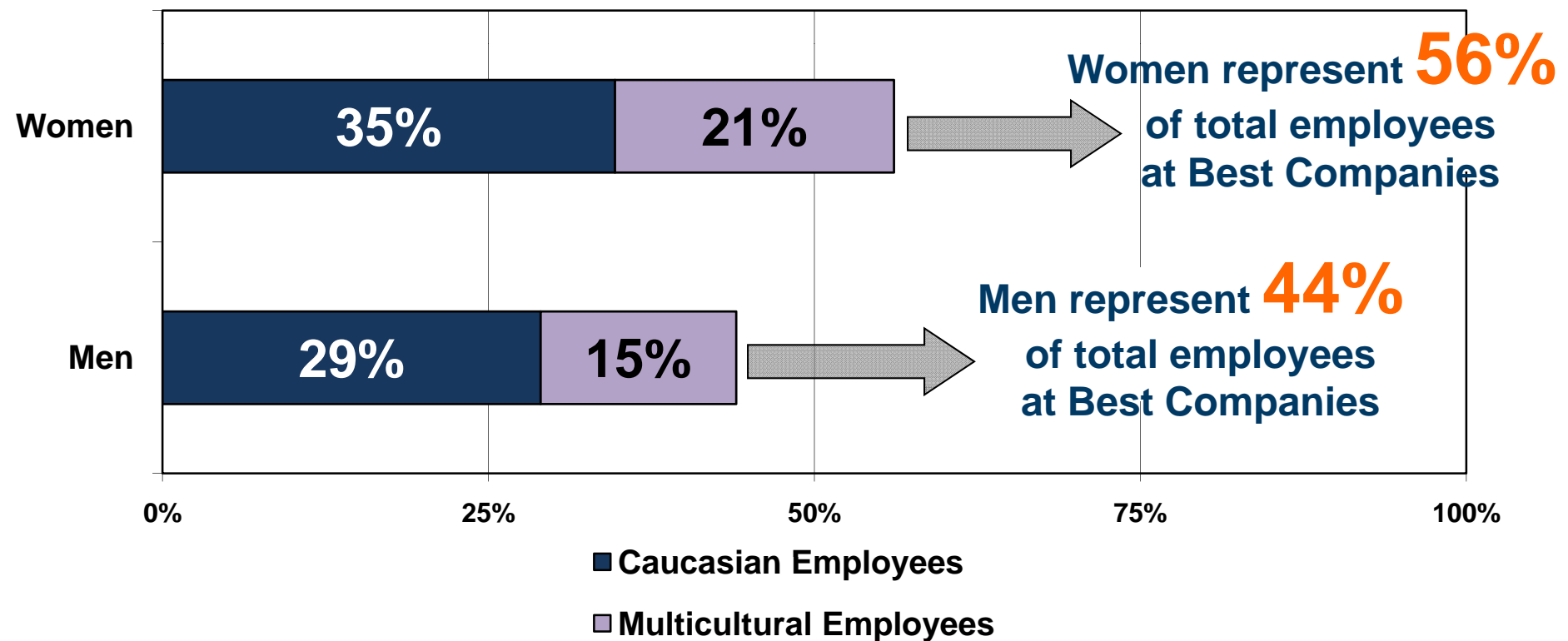


Source: 2011 Working Mother Best Companies for Multicultural Women

Total Workforce

- All told, multicultural women make up **21% of total employees** at the Best Companies vs. 17% of total employees nationwide.

Representation of Workforce



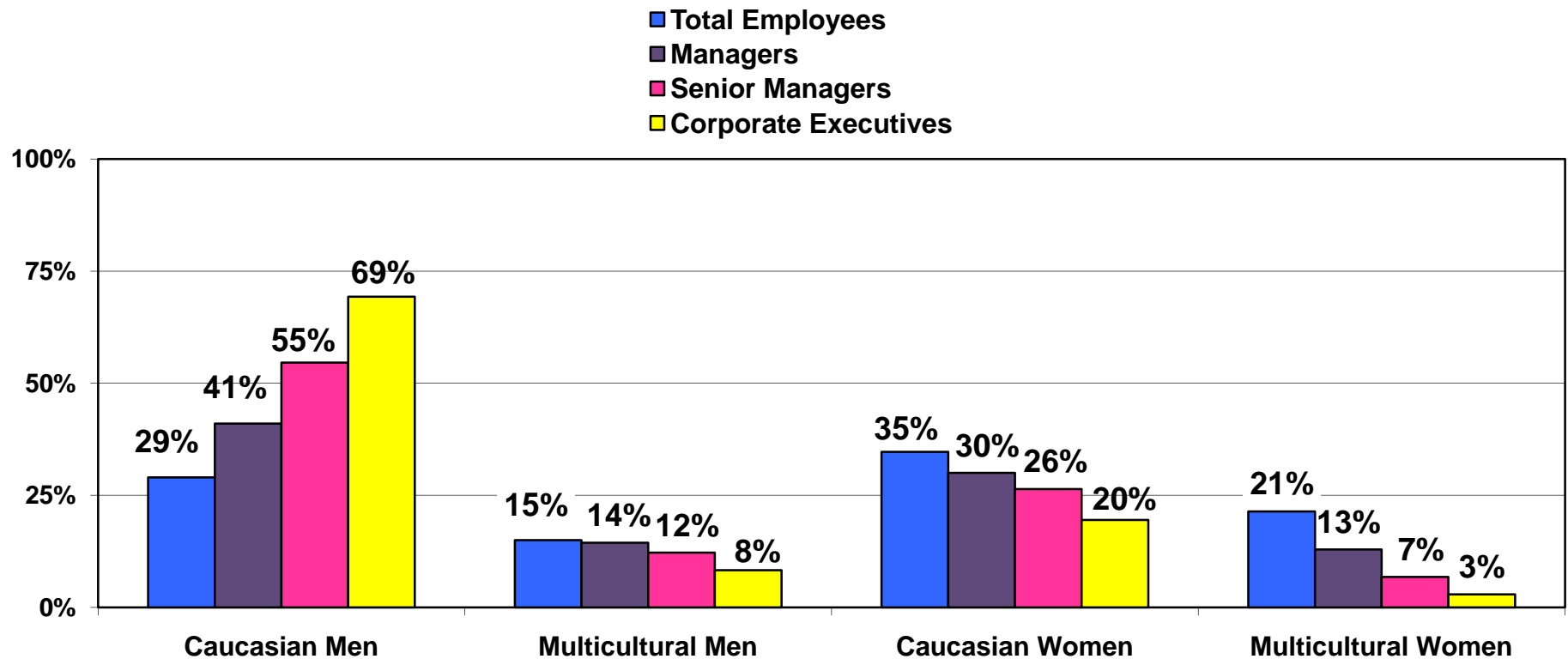
Source: 2011 Working Mother Best Companies for Multicultural Women

2009The U.S. Equal Employment Opportunity Commission National Aggregate Report (includes black, Hispanic, Asian, American Indian, Hawaiian, as well as two or more races).

Representation by Job Level

- As Multicultural women move up the corporate ladder, their representation shrinks significantly, even against their male Multicultural peers.

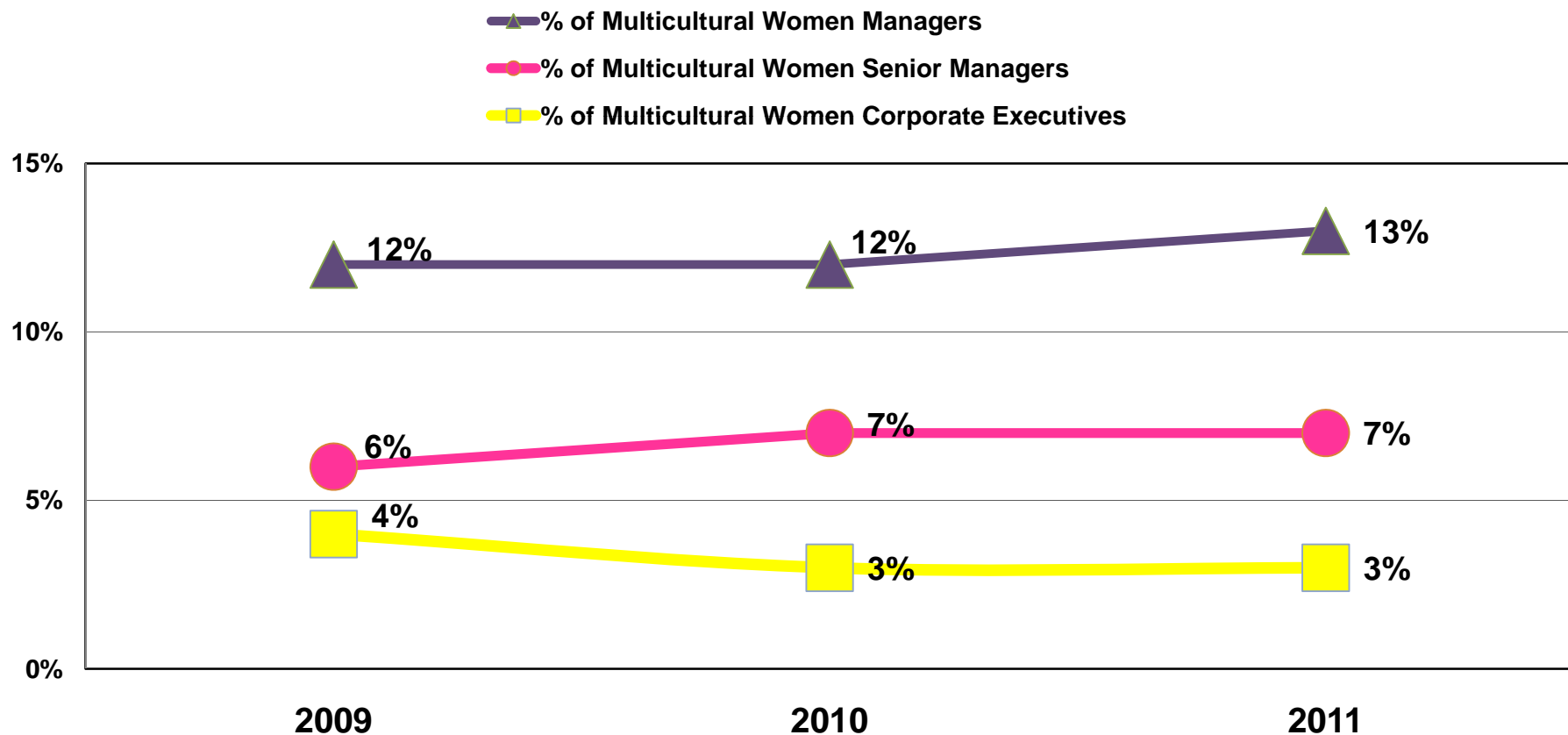
Representation of Workforce by Job Level



Source: 2011 Working Mother Best Companies for Multicultural Women

Representation of Multicultural Women

- However, on average, representation of multicultural women at the manager and senior manager levels increased one percentage point at the Best Companies over the past year.



Source: 2011 Working Mother Best Companies for Multicultural Women

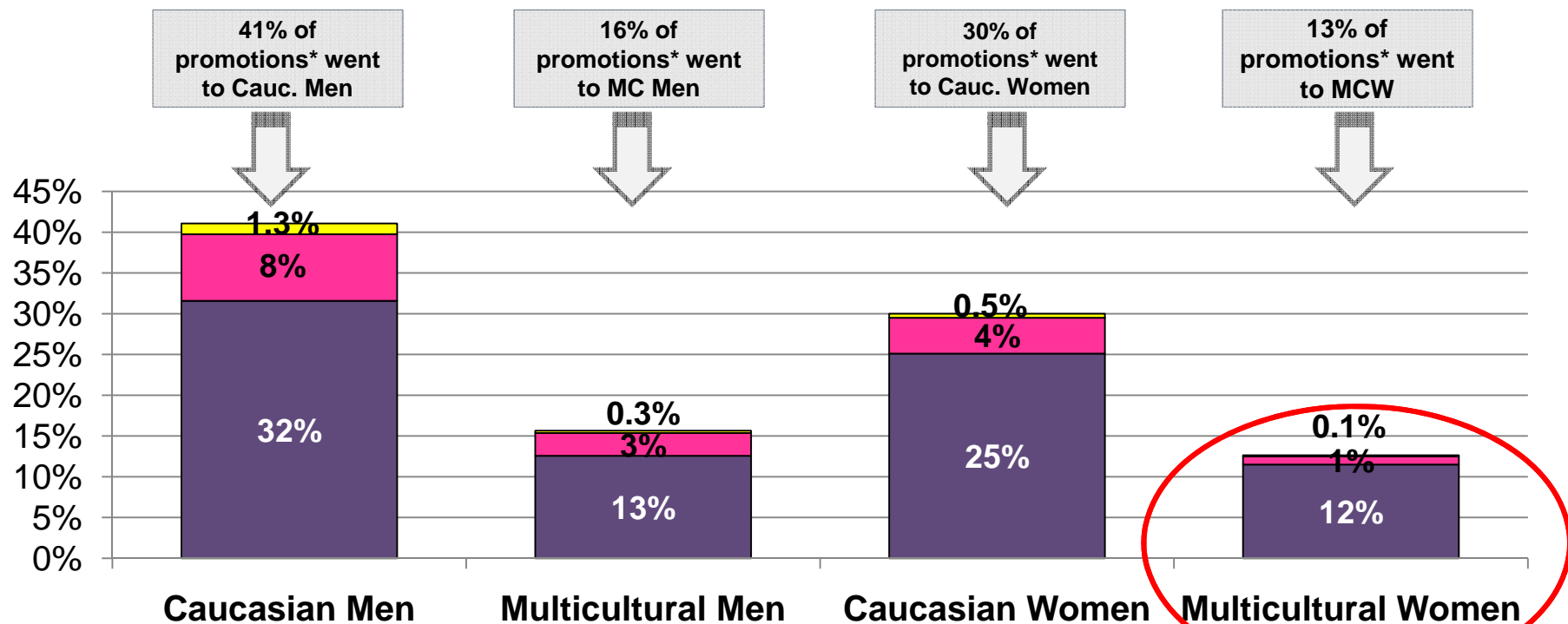


Promotions

- At Best Companies, multicultural women represented **13% of all management promotions**, on average, last year.

Representation of Promotions

- Promoted to Corporate Executive
- Promoted to Senior Manager
- Promoted to Manager



Source: 2011 Working Mother Best Companies for Multicultural Women

*percentage of promotion by employee group represented out of total employees promoted to managers, senior managers or corporate executives

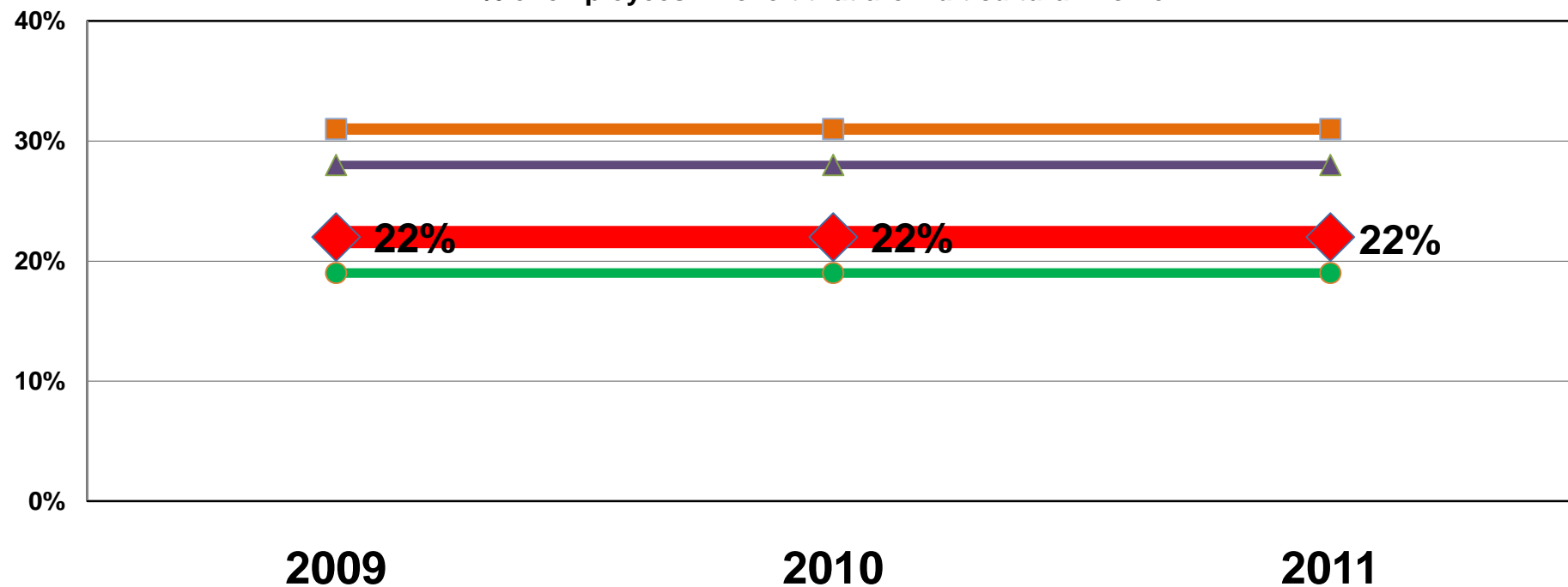


Attrition

- At Best Companies, the attrition rate of multicultural women has held steady for the past three years. Additionally, **hiring of multicultural women has outpaced attrition** at the Best Companies for four years straight.

Representation of Attrition (Three Year Trend)

- ▲ % of employees who left that are Caucasian Men
- % of employees who left that are Multicultural Men
- % of employees who left that are Caucasian Women
- ◆ % of employees who left that are Multicultural Women



Source: 2011 Working Mother Best Companies for Multicultural Women

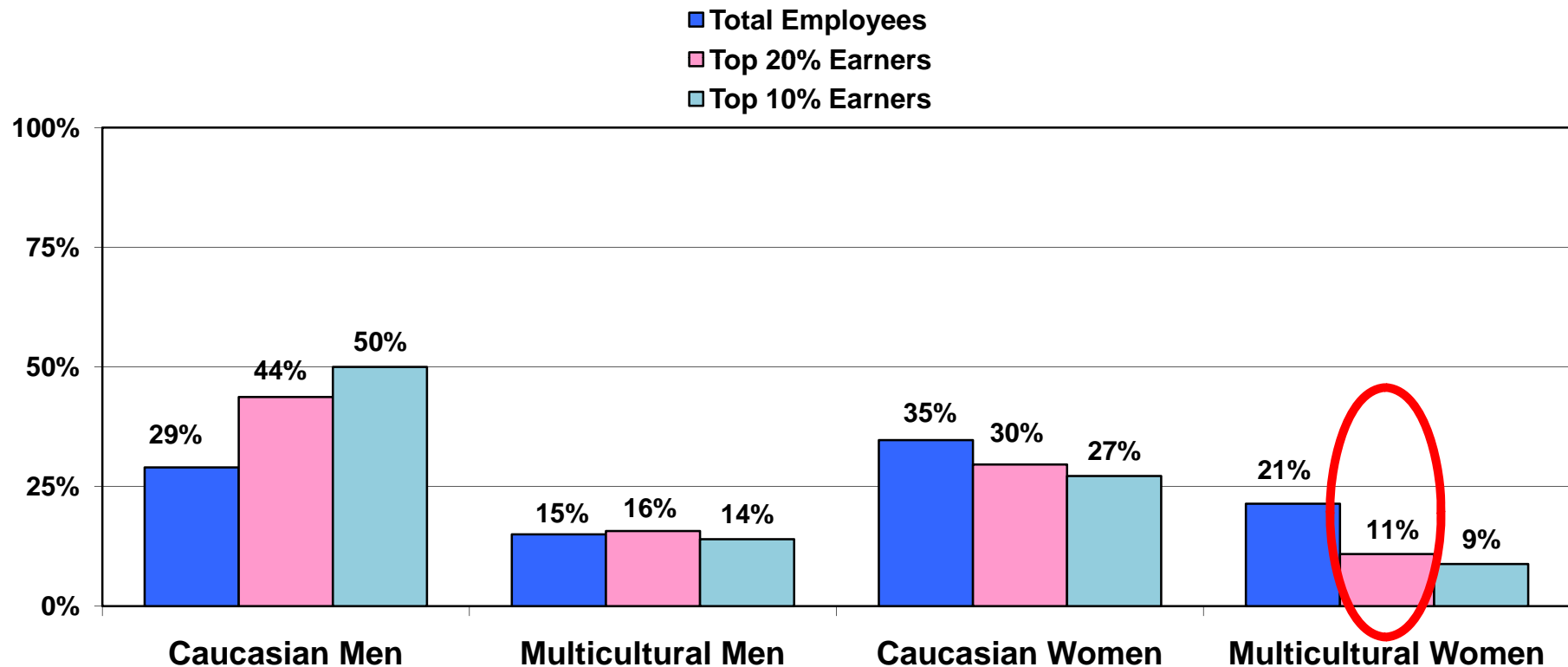
includes non-manager, manager, senior manager, and corporate executive (exempt and non-exempt) who left



Top Earners

- At Best Companies, multicultural women make up 11% of all top earners.

Representation of Top Earners



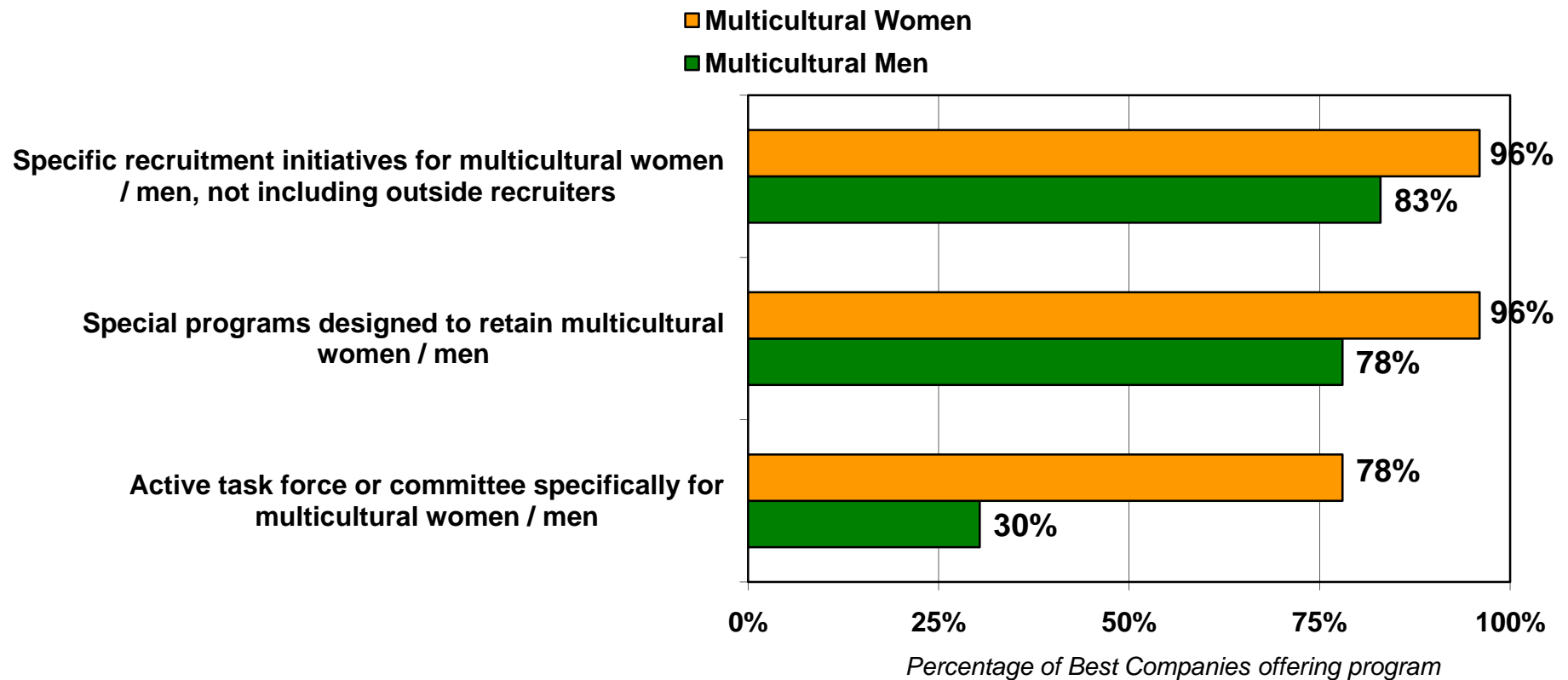
Source: 2011 Working Mother Best Companies for Multicultural Women



Recruitment & Retention

- Best Companies support initiatives specifically designed to recruit and retain multicultural women.

Which of the following do you offer specifically for **Multicultural Women & Men**?

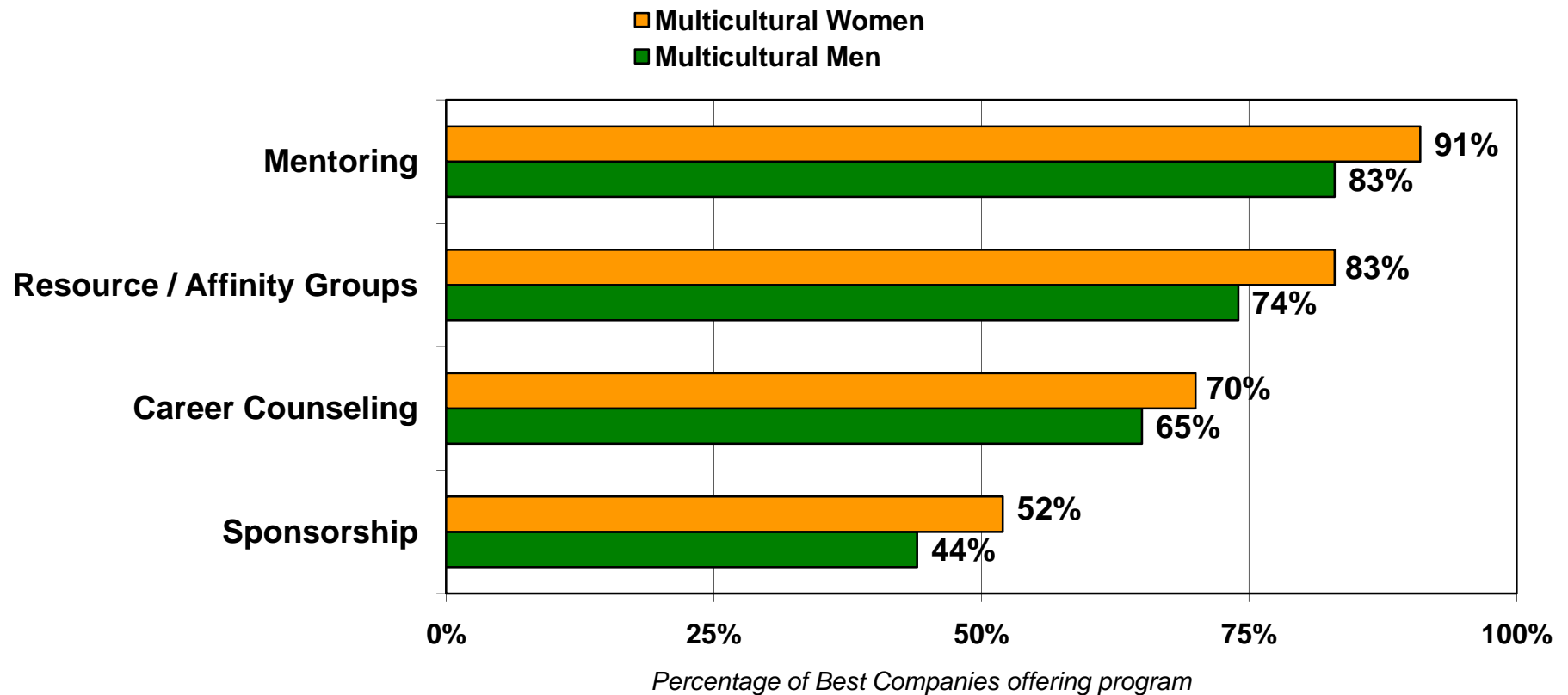


Source: 2011 Working Mother Best Companies for Multicultural Women

Advancement Programs

- Best Companies offer a wide array of programs to promote the advancement of multicultural women.

Which of the following do you offer specifically for **Multicultural Women & Men**?



Source: 2011 Working Mother Best Companies for Multicultural Women



Recruitment

- Best Companies seek out the best in multicultural talent in numerous ways.

Number of Best Companies That:

21

- Advertise recruitment in magazines / media used by MCW
- Connect with professional or school organizations for MCW

20

- Sponsor recruitment events that cater to MCW

17

- Post job opportunities on career websites geared towards MCW

15

- Host recruitment events specifically for MCW

Manager Training

- Best Companies educate managers on the latest guidance on diversity and inclusion issues.

Number of Best Companies That Offer Training In:

21

- Generational Diversity
- Gender Differences in Communication/Leadership Style

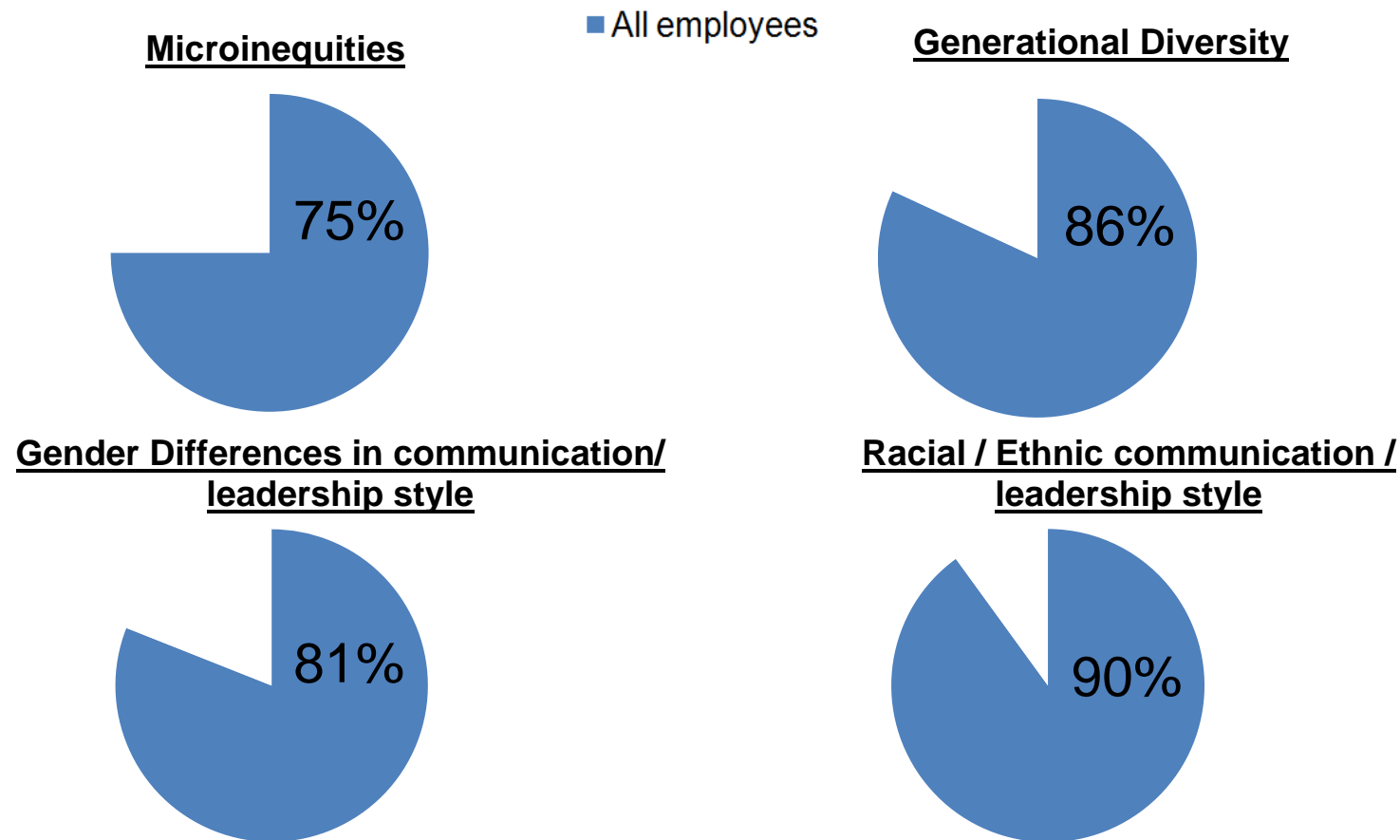
20

- Racial / Ethnic Communication/Leadership Style
- Microinequities (i.e., unconscious bias)

Diversity Education

- Best Companies offer diversity and inclusion programs to all employees.

Percentage of Best Companies* that offer programs to all employees



Source: 2011 Working Mother Best Companies for Multicultural Women

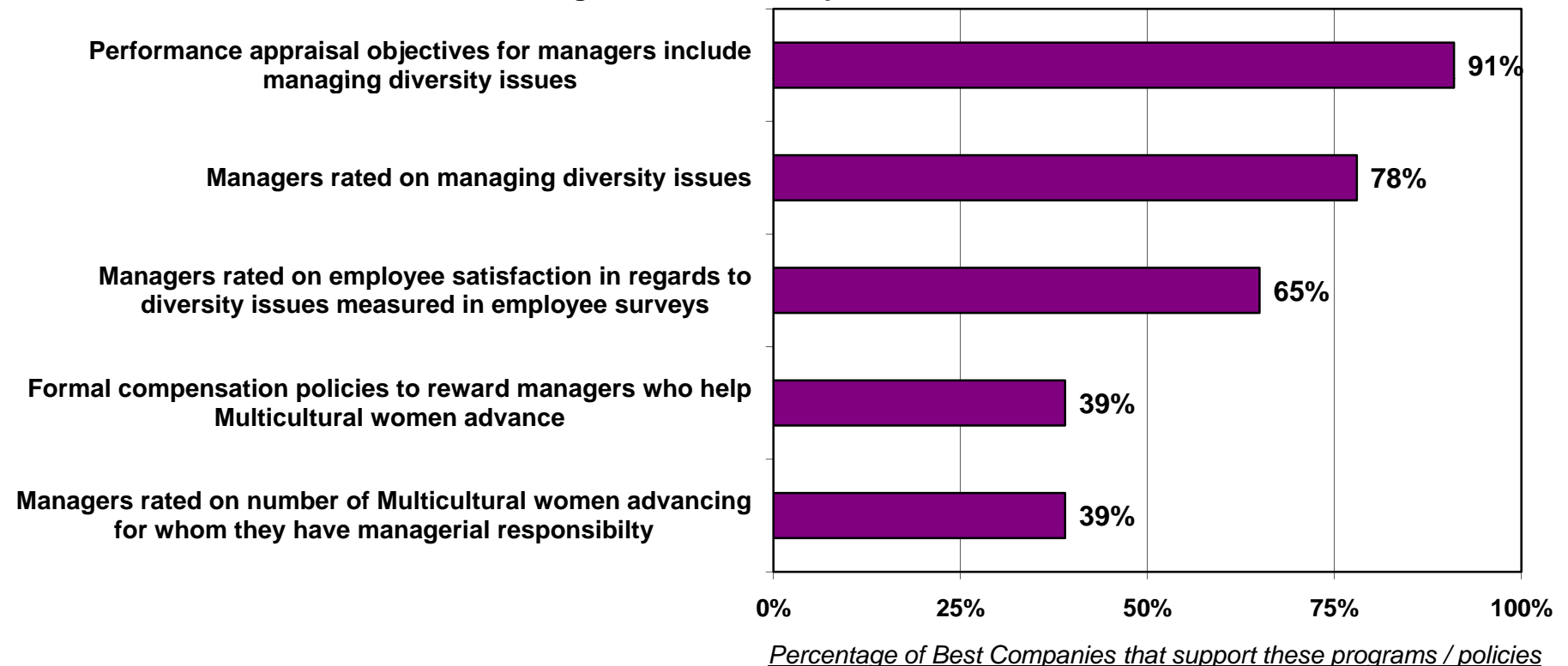
*data reflects only those companies that offer the training programs



Manager Accountability

- At Best Companies, managers are held accountable for their ability to both manage diversity issues *and* promote multicultural women.

■ 2011 Working Mother Best Companies for Multicultural Women





Research Methodology

The **Working Mother Best Companies for Multicultural Women** were selected based on their answers to **375 questions** on 2011 application, which included topics such as:

- ✓ **Company Profile**
- ✓ **Representation**
 - Female Representation*
 - Male Representation*
 - Top Earners*
 - Board of Directors*
- ✓ **Hiring, Attrition and Promotions**
 - Hiring*
 - Losses & Attrition*
 - Promotions & Advancement*
- ✓ **Best Practices Essay**
- ✓ **Recruitment, Retention & Advancement**
 - Use of Internal/External recruitment*
 - Retention Programs*
 - Diversity Task Forces*
 - Affinity Groups*
 - Mentoring / Sponsorship*
 - Career Counseling*
 - Management & Leadership Training*
 - Networking*
 - Succession Planning*
 - Tuition Reimbursement*
- ✓ **Company Culture**
 - Manager Accountability*
 - Diversity-related Benefits and Policies*
 - Employee Diversity Surveys*
 - Grievance Policies*
 - Internal & External Communication*
 - External Diversity Activities*
 - Philanthropic Giving*



Research Methodology

- Completed applications for the 2011 Best Companies for Multicultural Women were collected online from September 24 to November 19, 2010.
- To qualify, companies must have at least 500 U.S. employees
- Winning companies were selected from a pool of applicant companies and ranked numerically based on the data they provided in their application.
- Winners were selected based on these applications and were announced in the June/July 2011 issue of *Working Mother* magazine and on workingmother.com/bestcompanies.
- Statistics outlined in this report are aggregate based on the data from the 23 winning companies.



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



Scorecards

Each company that participates in a Best Companies initiative receives a free top-line summary of how it compares to all applicants in across essential clusters of the initiatives 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!



How do you rate in essential areas like diversity & inclusion, women's advancement and work-life programs? The Working Mother Research Institute has the answer. With one of the most comprehensive databases available to Corporate America, WMRI has the data you need to make the right decisions to decision to serve both your employees and your bottom line.

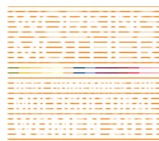
To find out how your company rates, register today for one of our initiatives

- Working Mother 100 Best Companies
- Working Mother Best Companies for Multicultural Women
- Working Mother Best Companies for Hourly Workers
- Working Mother Best Companies for Women's Advancement
- Working Mother Best Companies for Kids

- NAFE Top Companies for Executive Women
- NAFE & Flex-Time Lawyers Best Law Firms for Women

Participation is free and confidential.

Interested in learning more? Visit wmmsurveys.com today!





Upcoming Schedule

	Survey Opens	Survey Closes
Diversity Best Practices Assessment & Benchmarking Tool	May 2011	July 2011
2012 Working Mother Best Companies for Hourly Workers	July 15	October 21
2012 NAFE Top 50 Companies for Executive Women	August 12	October 14
2012 Working Mother Best Companies for Multicultural Women	September 23	November 18
Diversity Best Practices Assessment & Benchmarking Tool	September 23	November 18
2012 NAFE & Flex-Time Lawyers Best Law Firms for Women	November 2011	January 2012
2012 Working Mother 100 Best Companies	December 2011	March 2012
Diversity Best Practices Global Initiative	Winter 2012	Winter 2012

Source: 2011 Working Mother Best Companies for Multicultural Women