



WORKING  
MOTHER

10 Best Companies for  
**Women's  
Advancement**

***Executive Summary 2011***

# Congratulations!

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Ten companies make up the first-ever 2011 Working Mother Best Companies for Women's Advancement

*American Express*

*Bank of America*

*Deloitte*

*Ernst & Young*

*General Electric*

*General Mills*

*IBM*

*KPMG*

*Marriott International*

*The Procter & Gamble  
Company*



# By the Numbers

- The 2011 Working Mother Best Companies for Women's Advancement employ **more than 765,00 people** in **7 industries** at **11,686 worksites** nationwide.
- Women represent **47%** of these employees and **39%** of all **managers and above**.

*Accounting*

*Consumer Products*

*Financial Services*

*Hospitality*

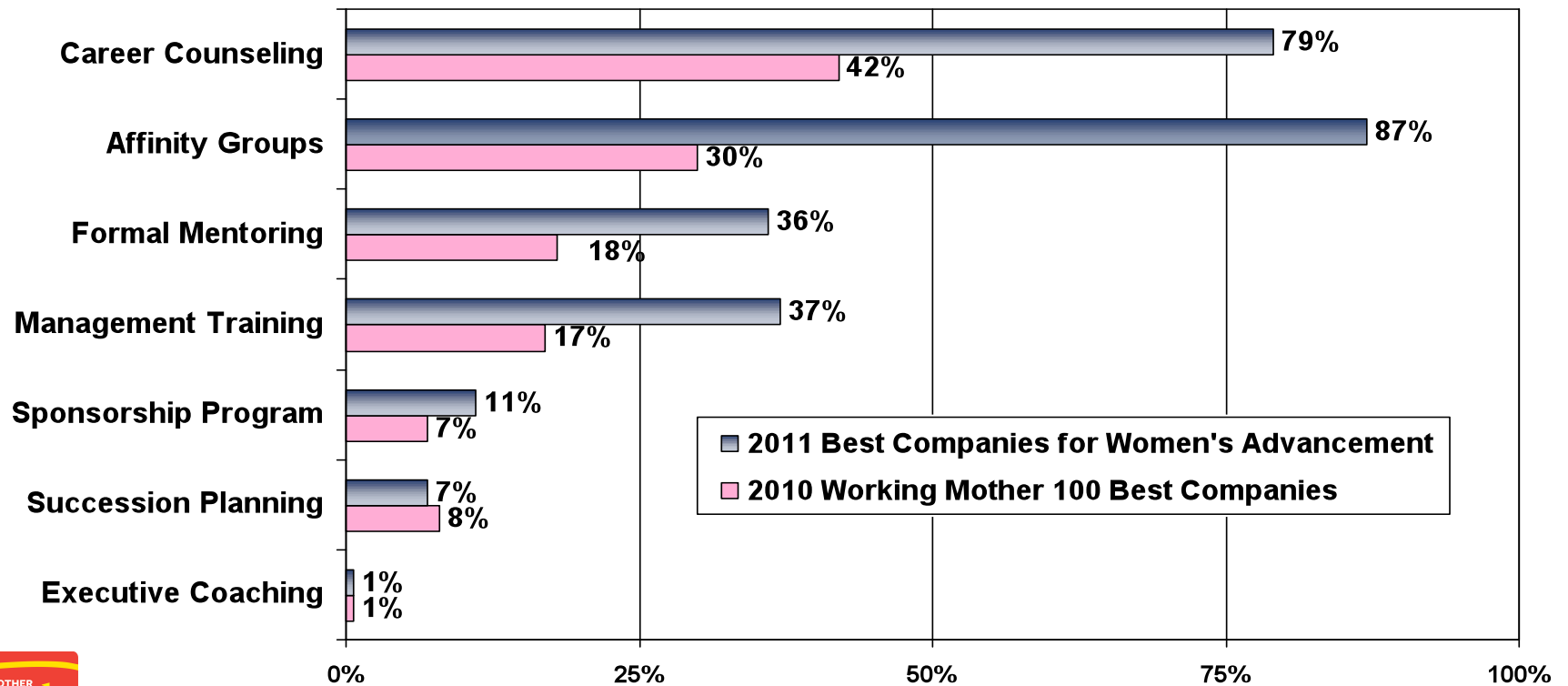
*Manufacturing*

*Professional Services*

*Technology*

# Advancement Programs

- The 10 Best Companies report higher female participation rates versus the Working Mother 100 Best Companies across most key advancement programs.



Percentage of Women Participating

(Base: Total Women at companies that reflected participation figures)

# What Is Sponsorship?

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Too often, **sponsorship** is confused with mentoring, but the two programs are different.

Mentors provide advice and counsel; such relationships can be web-like, formed among peers, bosses and underlings. By contrast, **sponsors** are senior executives with the clout and the desire to advance their protégés.

“A sponsor is someone who is pounding the table for you to get the raise, the promotion, or the chance to work on a high profile project,” says Susan Bulkeley Butler, author of *Women Count: A Guide to Changing the World*.

— “Friends in High Places,”  
*Working Mother* February/March 2011

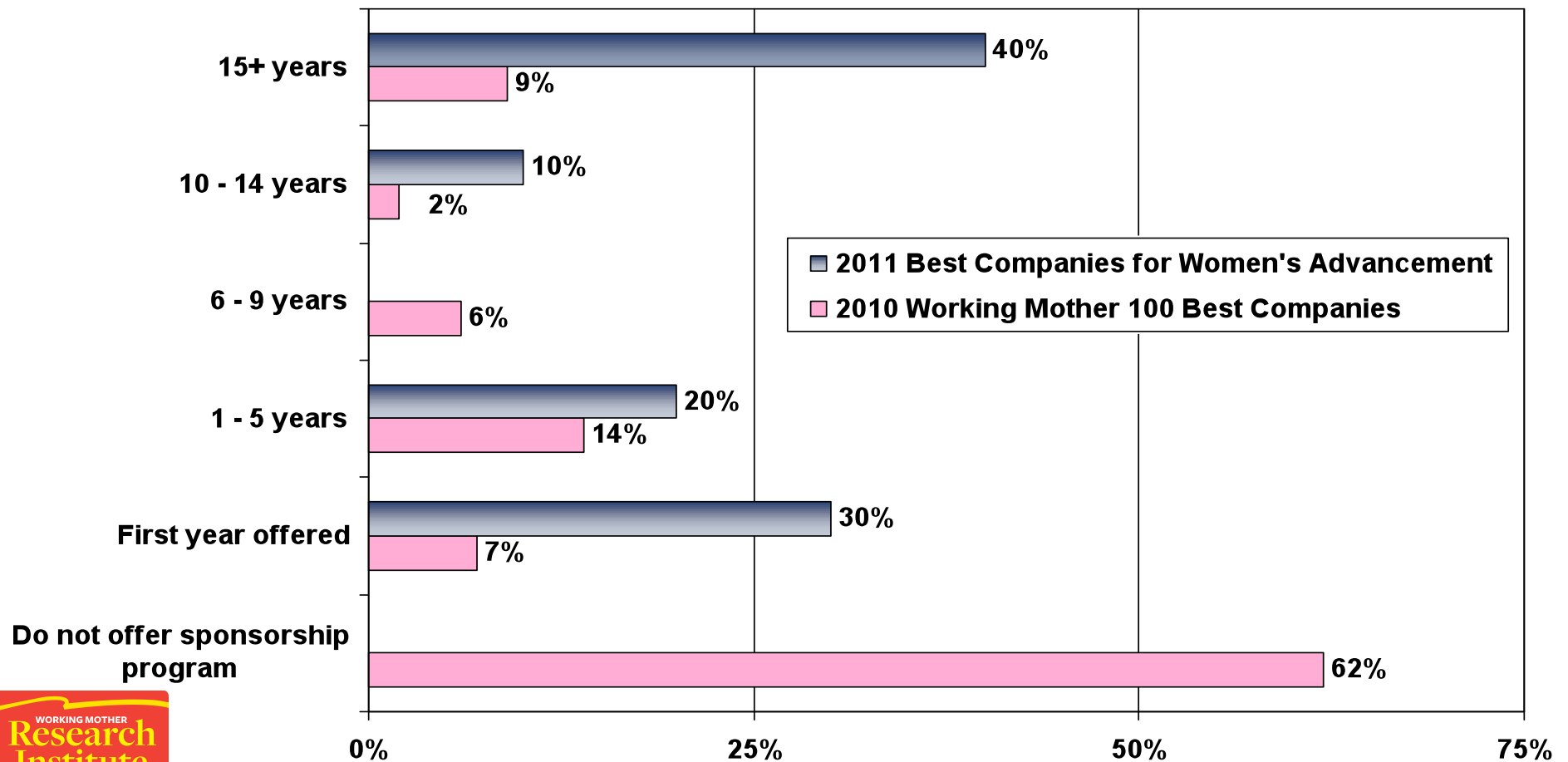


# How many years has your company offered a sponsorship program?

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- Five Best Companies have offered a sponsorship program for at least 10 years!



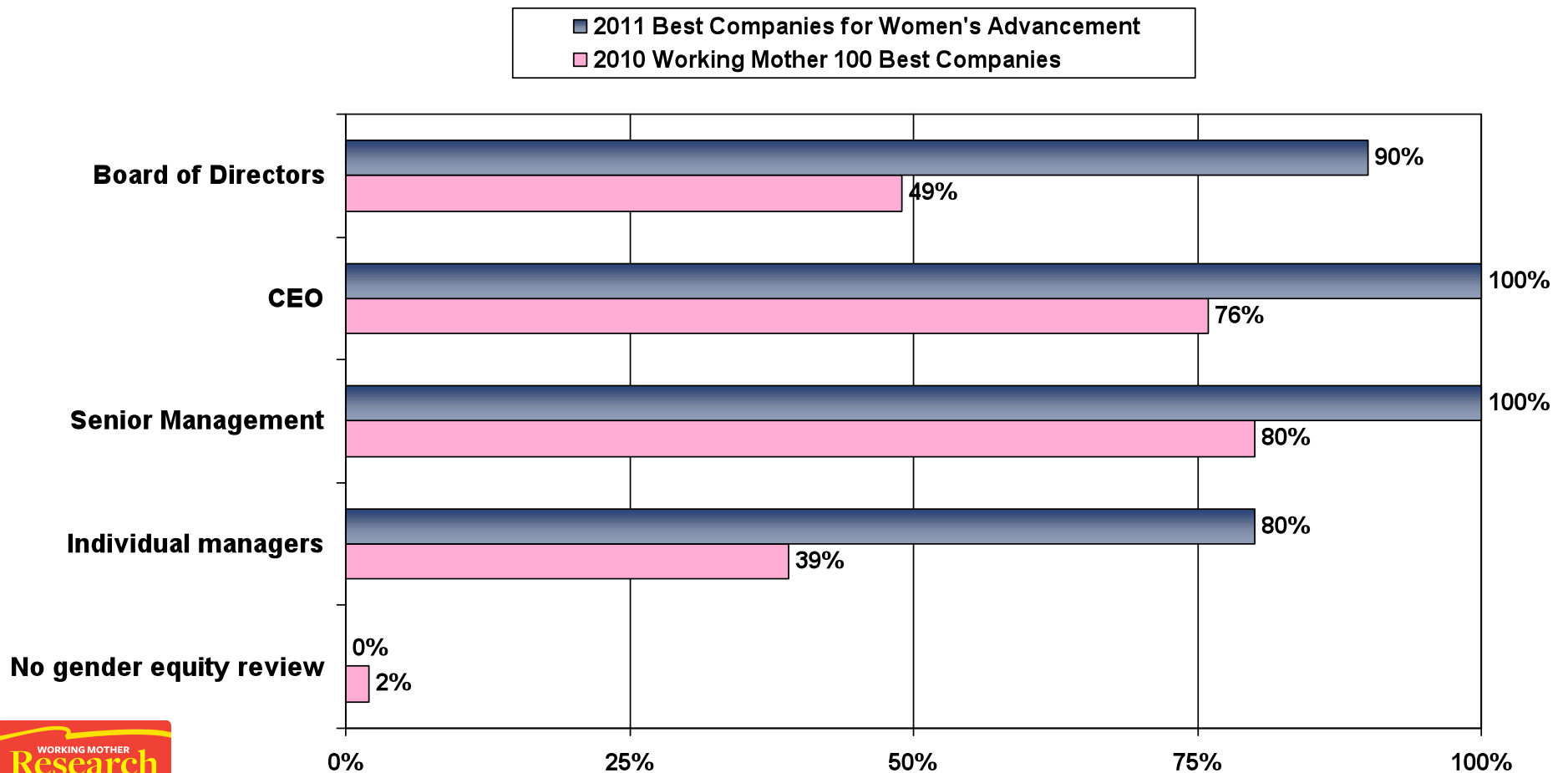
Source: 2010 Working Mother 100 Best Companies

# Who reviews senior-level succession plans for gender equity?

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- CEOs at all 10 Best Companies for review succession plans for gender equity.



Source: 2010 Working Mother 100 Best Companies

# Holding Managers Accountable

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- At 90% of Best Companies, manager compensation is tied to the number of women who advance.

	2010 Working Mother 100 Best Companies <i>(% of companies that offer)</i>	2011 Working Mother Best Companies for Women's Advancement <i>(% of companies that offer)</i>
Managers expected to receive training in how to hire, advance or manage women	57%	80%
Formal compensation policies reward managers who help women advance	47%	90%
Managers on trained managing work-life concerns of their employees	90%	100%
Managers trained on implementing and managing employee flexible work arrangements	84%	100%
Offer program to identify and resolve wage-gap grievances	93%	100%
Offer program to identify and resolve work-life grievances	93%	100%



# 2011 Summary

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- At 10 Best Companies, CEOs review succession plans for gender equity.
- 10 Best Companies use sponsorship as a way to lift more women into higher ranks.
- 10 Best Companies report a long-standing commitment to key advancement programs such as mentoring, career counseling and executive coaching.
- 10 Best Companies report higher female participation rates across these key advancement programs.



# Research Methodology

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- The 2011 Working Mother Best Companies for Women's Advancement is based on scores culled from a broad selection of questions from the 2010 Working Mother 100 Best Companies application. The areas considered for this initiative include:

***Company Profile***

***Workforce Profile***

***Women's Issues & Advancement***

***Flexible Work Arrangements***

***Company Culture***

- Completed applications for the 2010 Working Mother 100 Best Companies initiative were collected online from December 18, 2009 to March 12, 2010.
- Winning companies were ranked on the data they provided in their application.
- Statistics reflected in this report are based on the data from the 10 Working Mother Best Companies for Women's Advancement.



# Working Mother Research Institute

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	Survey Opens	Survey Closes
2011 NAFE & Flex-Time Lawyers Best Law Firms for Women	November 12, 2010	January 21
2011 Working Mother 100 Best Companies	December 10, 2010	March 13
Global Diversity Best Practices Assessment & Benchmarking Tool	February 18	April 15
Diversity Best Practices Assessment & Benchmarking Tool: Wave 4	May 13	July 15
2012 Working Mother Best Companies for Hourly Workers	July 2011	October 2011
2012 NAFE Top 50 Companies for Executive Women	August 2011	October 2011
2011 Working Mother Best Companies for Multicultural Women	August 2011	November 2011
Diversity Best Practices Assessment & Benchmarking Tool	August 2011	November 2011



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