



National Association for Female Executives

Top 50 Companies for Executive Women

Executive Summary 2012



2012 NAFE Top 50 Companies

(Companies in red are Top Ten Winners)

Abbott	Fleishman-Hillard	Northern Trust
Accenture	General Mills	Office Depot
Allstate Insurance	HP	Pillsbury Winthrop Shaw Pittman
American Electric Power	IBM	The PNC Financial Services Group
American Express	Intel	The Principal Financial Group
AOL	Johnson & Johnson	Procter & Gamble
AstraZeneca	JPMorgan Chase	Prudential Financial
AT&T	Katten Muchin Rosenman	State Farm Insurance
Bank of America	KPMG	Texas Instruments
Bristol-Myers Squibb	Kraft Foods	Valassis Communications
Cardinal Health	Macy's	Verizon Communications
Chubb Group of Insurance Companies	Marriott International	Walmart
Cisco	MassMutual Financial Group	WellPoint
Citi	McKinsey & Co.	Wyndham Worldwide
Colgate-Palmolive	Merck	
DuPont	MetLife	
Eli Lilly and Co.	New York Life Insurance	
First Horizon National	The New York Times Company	

By the Numbers

- The 2012 NAFE Top 50 Companies for Executive Women employ **more than 3.6 million people** in **16 industries** at **48,307 worksites** nationwide.
- Women represent **53%** of employees at these companies, on average.

Accounting
Chemicals
Consumer Products
Financial Services
Hospitality
Hospitals/Healthcare
Insurance
Legal

Management Consulting
Media, Internet and Advertising
Pharmaceutical
Professional Services
Retail
Technology
Telecommunications
Utilities

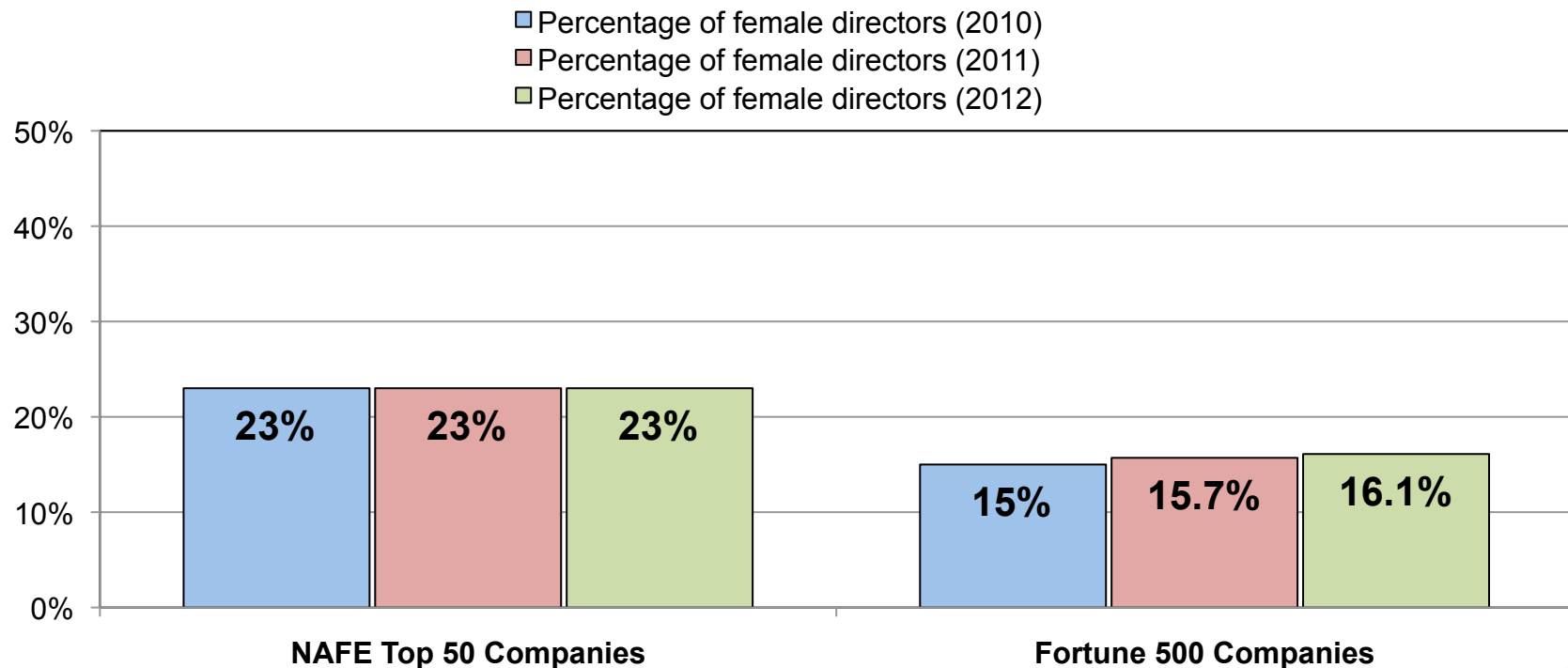


Board of Directors

Women make up 23% of board of directors members at the NAFE Top 50 vs 16% across the Fortune 500

- The total number of board seats held by women at the NAFE Top Companies has remained steady over the past three years.

Representation of women on boards of directors

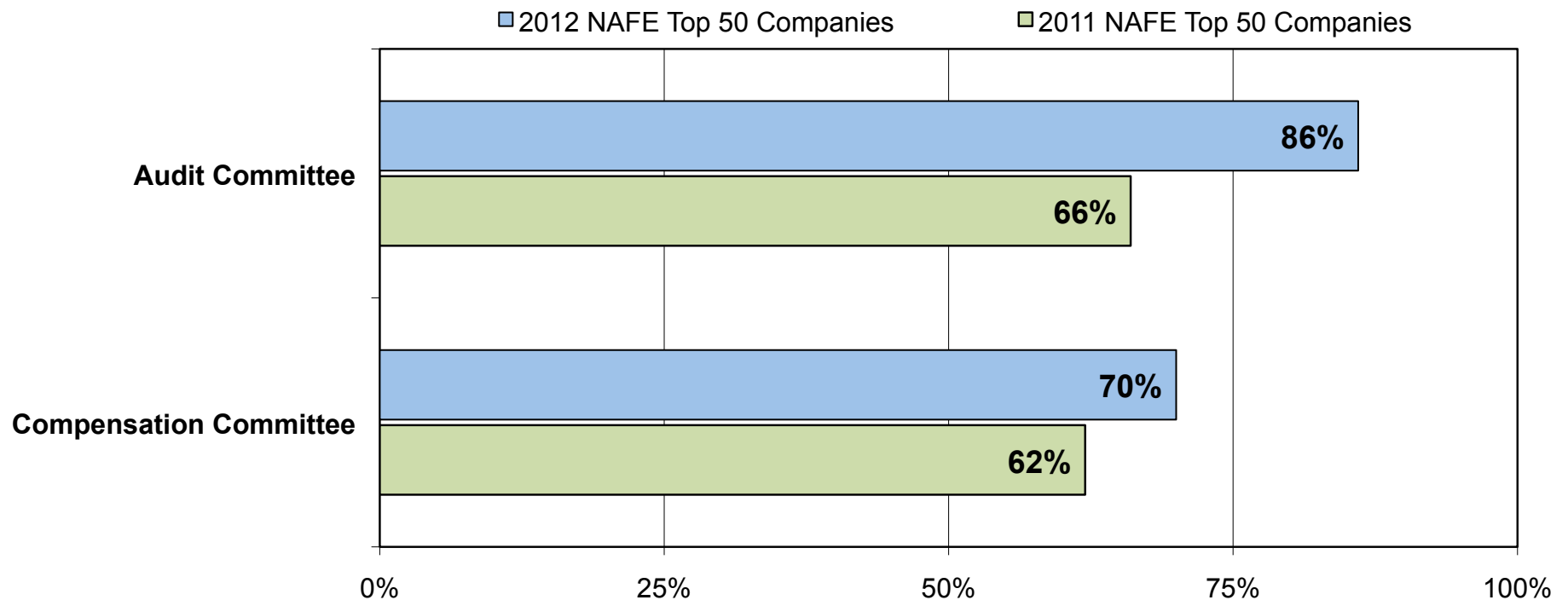




Most NAFE Top Companies have at least one woman on the Audit Committee

- At least one woman board member serves on the compensation and audit executive committees at 58% of NAFE Top 50 Companies.

Percentage of NAFE Top 50 Companies with at least one woman board member on committee





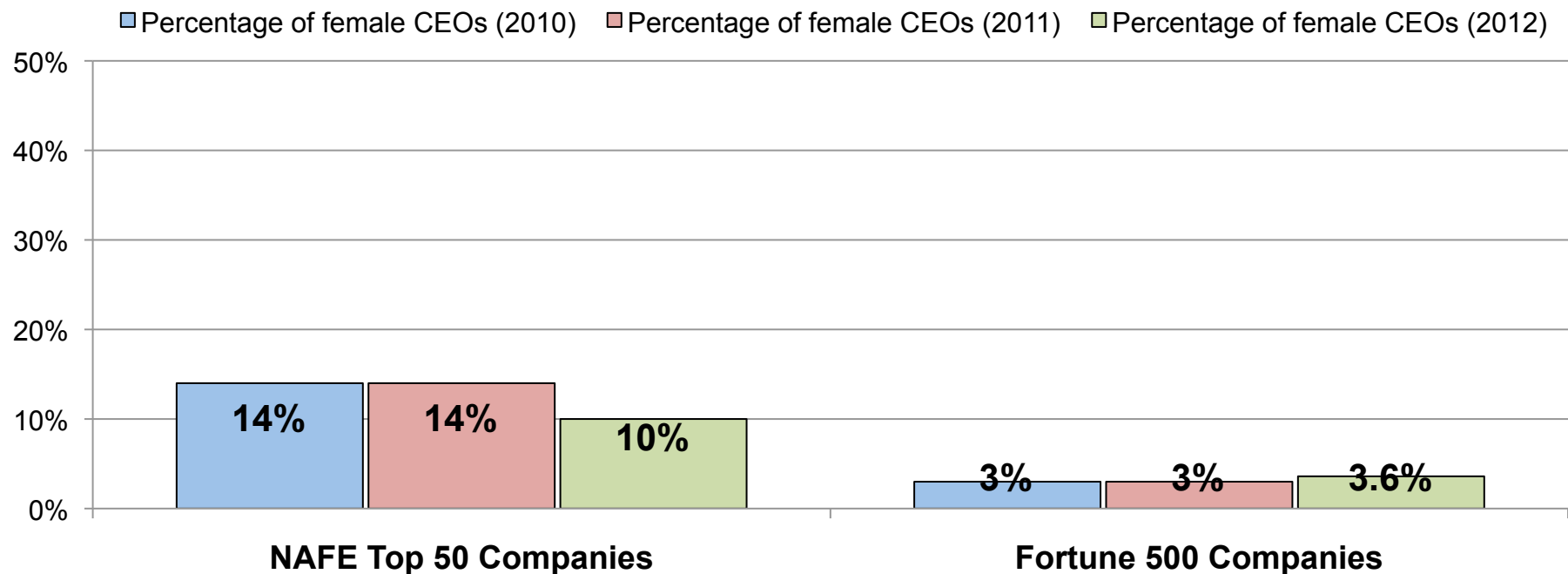
Executive Leadership



Female CEO Representation Is Down in 2012

- Recent turnover lowered the number of female CEOs at the NAFE Top 50 Companies, which now numbers five total, or **10%**. Among the Fortune 500 Companies, that figure was **3.6%** in October 2011.

Representation of female CEOs



Source: 2010, 2011 and 2012 National Association for Female Executives

CNNMoney, "Fortune 500 CEOs," April 20, 2009: <http://postcards.blogs.fortune.cnn.com/2009/04/20/fortune-500-ceos-women-on-the-rise/>

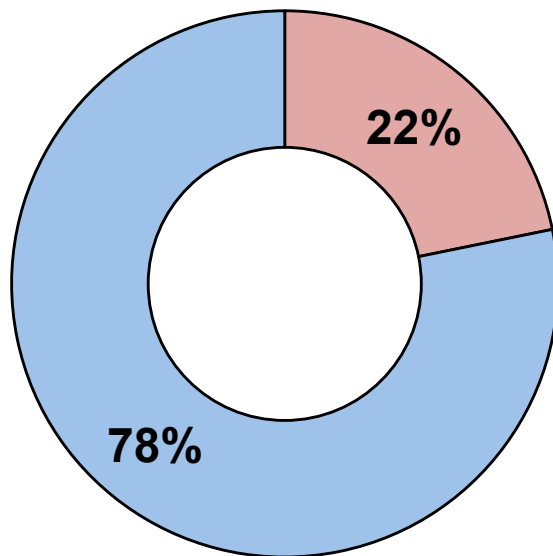
CNNMoney, "Fortune 500," April 15, 2010: <http://postcards.blogs.fortune.cnn.com/2010/04/15/fortune-500-a-few-surprises/>

CNNMoney, "Women CEOs," October 26, 2011: http://money.cnn.com/galleries/2011/news/companies/1110/gallery.18_female_fortune_500_ceos.fortune/index.html

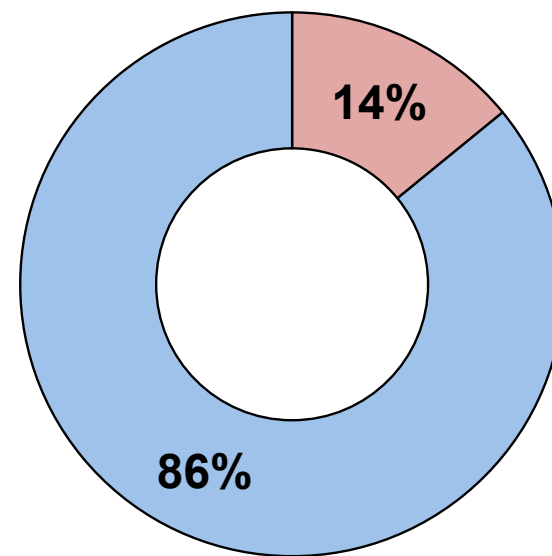
The NAFE Top 50 continue to outpace the Fortune 500 on representation of women at the executive level.

- Twenty-two percent of executive officers at the winning companies are women.

NAFE Top Companies



Fortune 500 Companies

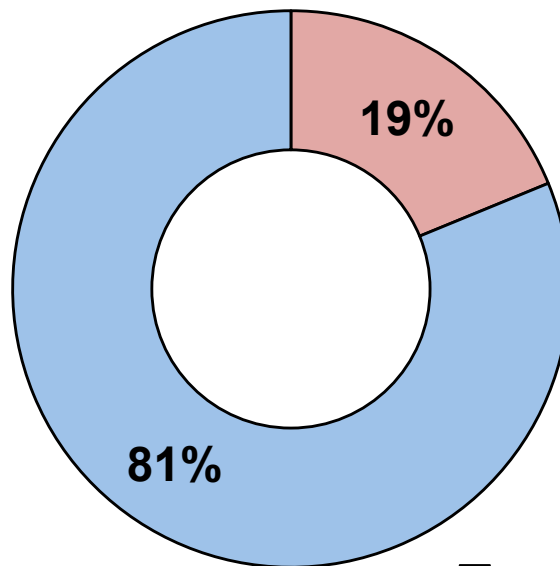


■ Female Corporate Executives
■ Male Corporate Executives

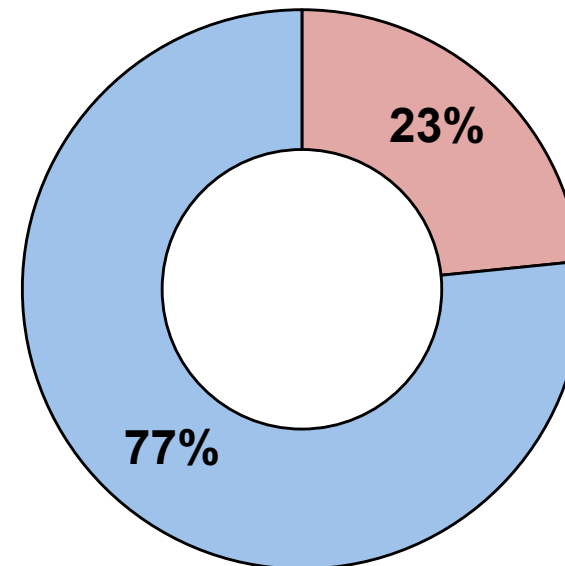
Power: *Where the Women Are*

- At the NAFE Top 50, women make up 19% of the profit-and-loss corporate executives and almost a quarter of the executives who run billion-dollar divisions.

NAFE Top Companies
Corporate Executives with
P&L Responsibilities



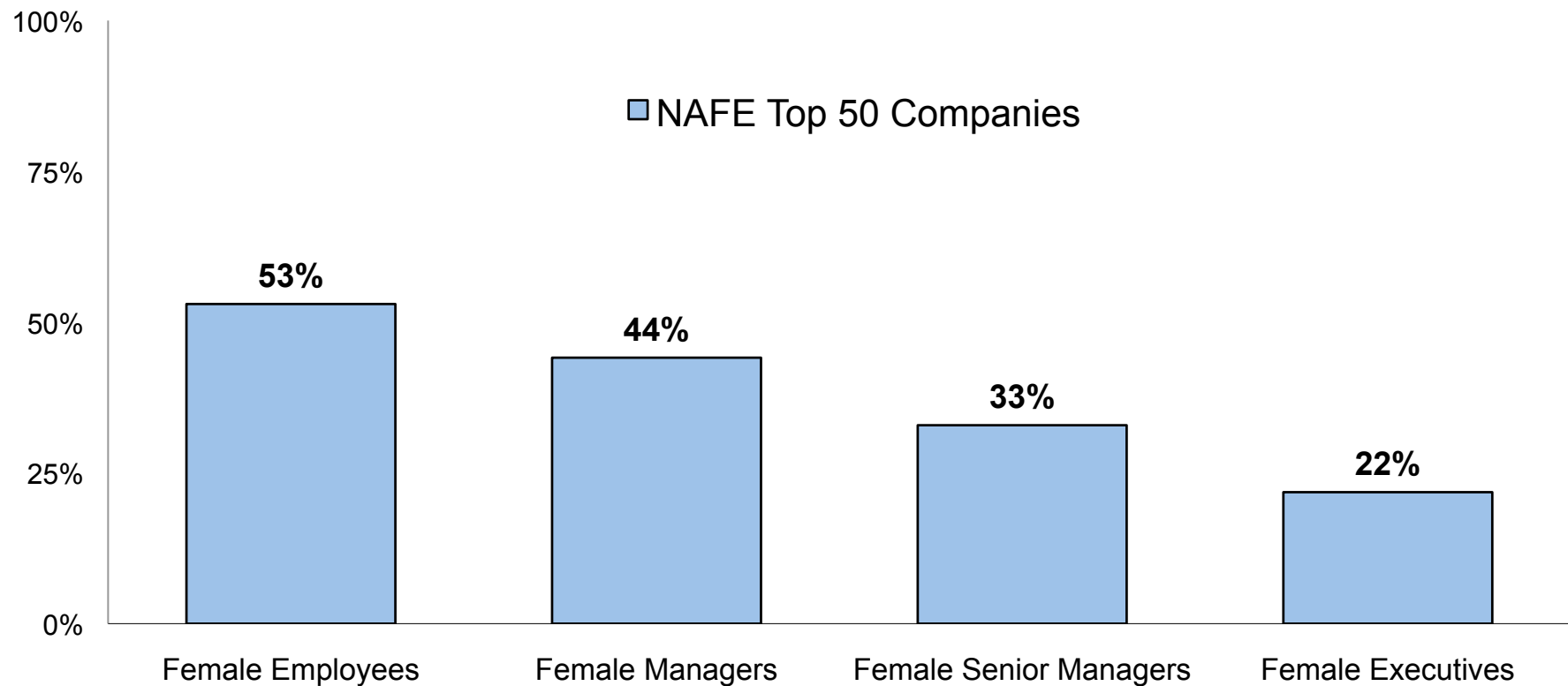
NAFE Top Companies
Corporate Executives Responsible for
Divisions with Revenues over \$1B



■ Female Corporate Executives
■ Male Corporate Executives

Representation

- More than half the employees at the NAFE Top Companies are women, but they still make up less than a quarter of the corporate executives.

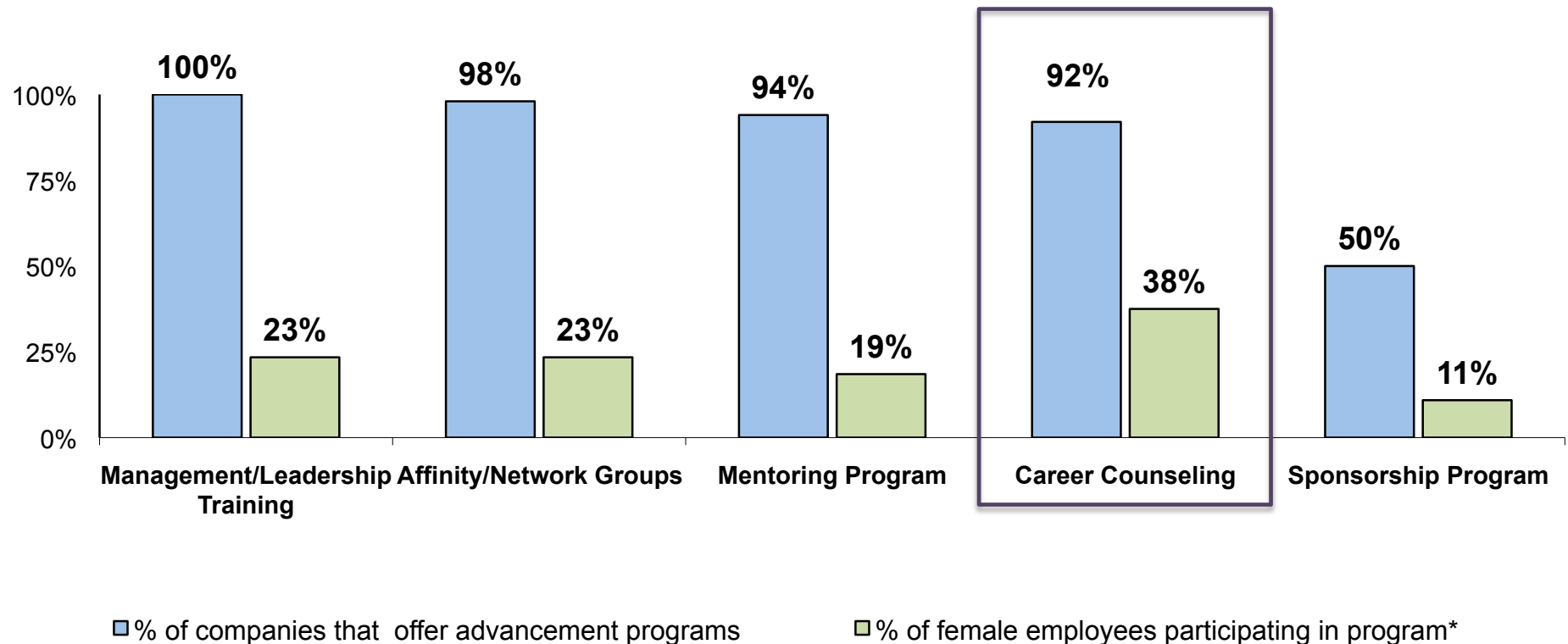




Recruitment, Retention & Advancement

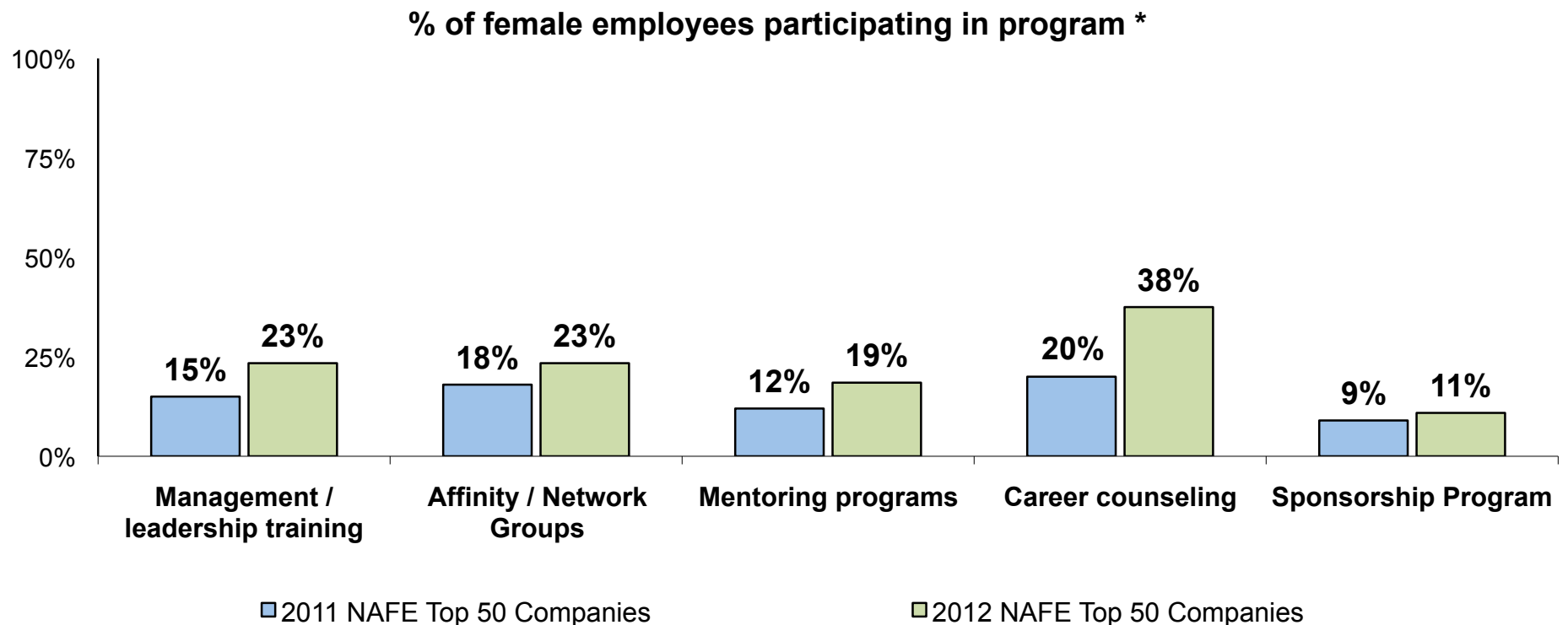
Advancement Programs

- While each NAFE Top Company offers **management or leadership training** to female employees, the advancement program with the highest female usage is **career counseling**.



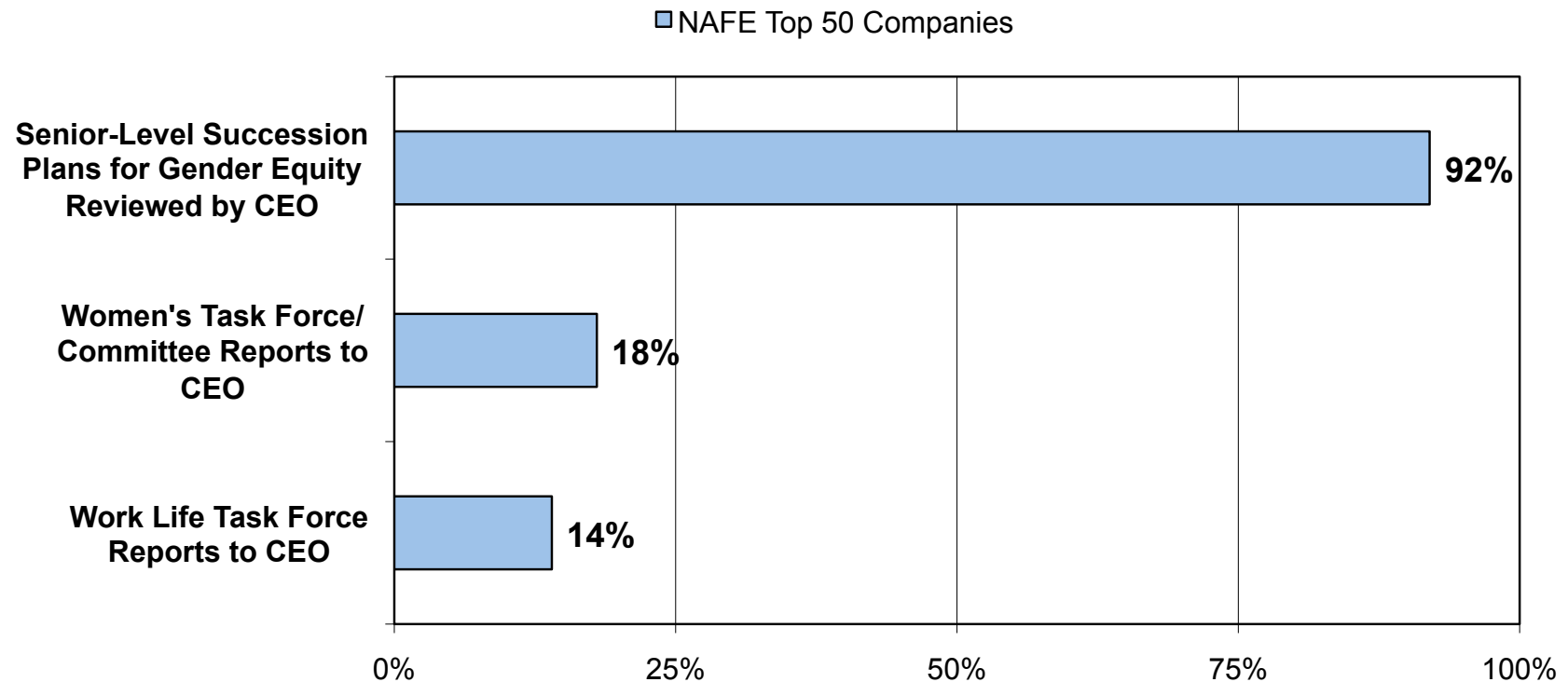
Participation in Advancement Programs

- Female participation in every one of the advancement programs increased from 2011 levels – the percentage of women getting career counseling almost doubled.



CEOs at most NAFE Top Companies review succession plans for gender equity

- However, the task forces representing women and work life issues report directly to the CEO at a minority of the NAFE Top 50.





Company Culture

Manager accountability is key at NAFE Top Companies

- All managers at the NAFE Top 10 are trained to manage work life issues and flexible work arrangements.

	NAFE Top 50 Companies <i>(% of companies that offer)</i>	NAFE Top 10 Companies <i>(% of companies that offer)</i>
Managers are required to receive training on how to hire, advance or manage women	68%	90%
Formal compensation policies reward managers who help women advance	48%	70%
Managers are provided training on managing work life concerns of employees	88%	100%
Managers are provided training on implementing flexible work arrangements	92%	100%
Company conducts company-wide surveys to detect gender inequalities in pay	86%	90%
There is a program to identify and resolve wage-gap grievances	96%	100%



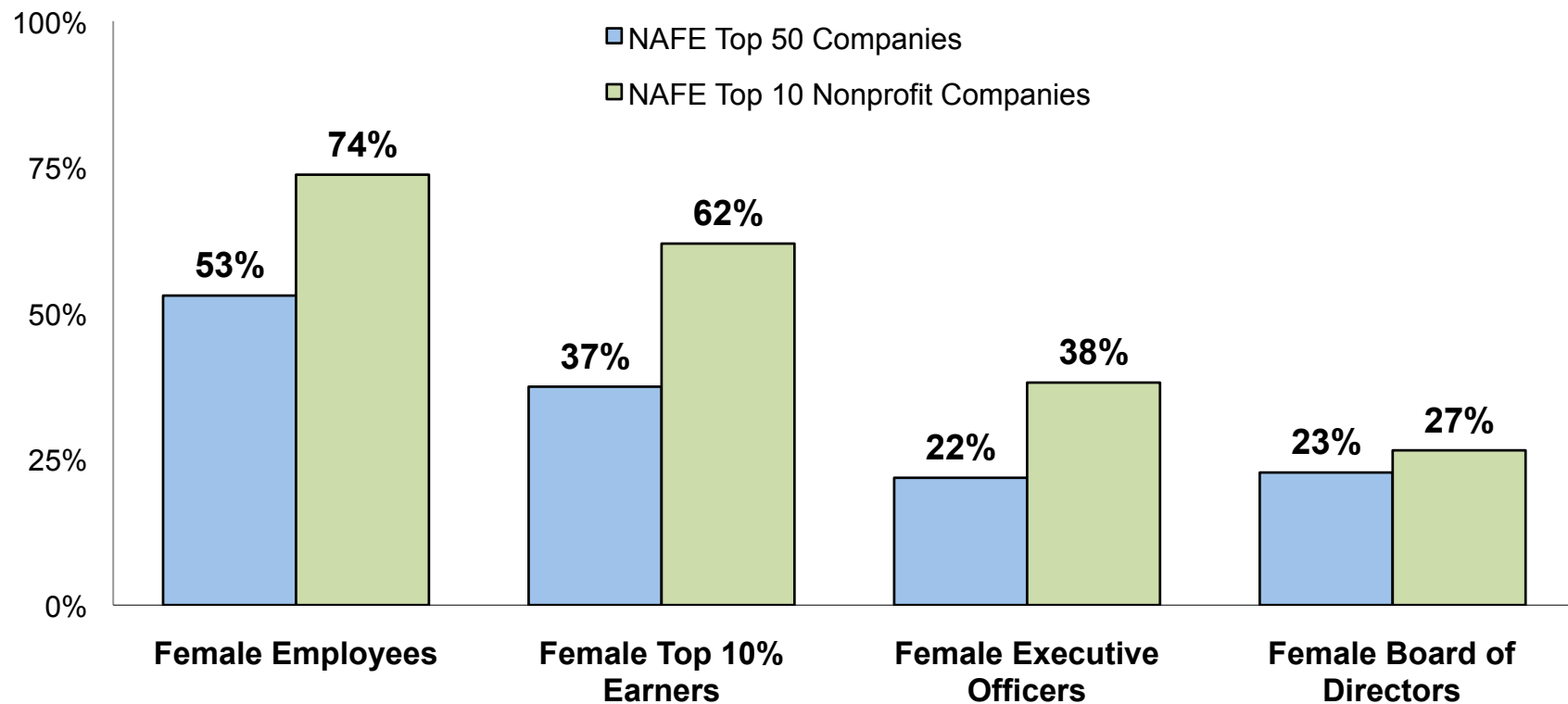
For-Profit vs. Nonprofit

By the Numbers

- The 2012 NAFE Top 10 Nonprofit Companies for Executive Women employ **more than 75,000 people** in the **hospital/health care, education and financial services industries** at **320 worksites** nationwide.
- Women represent **74%** of employees at these companies, on average.

For-Profit vs. Nonprofit Top Companies: Leadership

- NAFE's Top 10 Nonprofit Companies outpace the NAFE Top 50 Companies in terms of women's representation.





For-Profit vs. Nonprofit Top Companies: **Accountability**

- Managers at NAFE's Top 10 Nonprofit Companies receive more training than those at the NAFE Top 50.

	NAFE Top 50 Companies <i>(% of companies that offer)</i>	NAFE Top 10 Nonprofit Companies <i>(% of companies that offer)</i>
Managers are required to receive training on how to hire, advance or manage women	68%	100%
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Managers are provided training on managing work life concerns of employees	88%	100%
Managers are provided training on implementing flexible work arrangements	92%	100%
Companies conduct company-wide surveys to detect gender inequalities in pay	86%	100%
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2012 NAFE Top 10 Nonprofit Companies

Bon Secours Richmond Health System

Children's Healthcare of Atlanta

Mercy Health System

Moffitt Cancer Center

Northwestern Memorial HealthCare

TIAA-CREF

TriHealth

University at Buffalo

VCU Health System

WellStar Health System



Upcoming Schedule

	Survey Opens	Survey Closes
2012 Working Mother 100 Best Companies	December 9, 2011	March 9, 2012
Diversity Best Practices Assessment & Benchmarking Tool	April 2012	June 2012
2013 Working Mother Best Companies for Hourly Workers	July 2012	October 2012
2013 NAFE Top 50 Companies for Executive Women	August 2012	October 2012
2013 Working Mother Best Companies for Multicultural Women	September 2012	November 2012
2013 NAFE & Flex-Time Lawyers Best Law Firms for Women	January 2013	April 2013

Research Methodology

- Each organization completed a detailed application covering both internal and external programs and activities that benefit women. The 2012 application included sections on the following:
 - ✓ *Company Profile*
 - ✓ *Workforce Profile*
 - ✓ *Women's Issues & Advancement*
 - ✓ *Company Culture*
- Completed applications for the 2012 NAFE initiative were collected online from December 10, 2010, to March 11, 2011, and also from August 19 to October 7, 2011.
- Winning companies were selected from a pool of self-selected applicant companies and ranked on the data they provided in their applications.
- Statistics reported are aggregated based on the data from the 50 winning for-profit companies. Ten nonprofit companies were also chosen as winners in a separate list.
- Winners were selected based on these applications and are being announced in the February/March 2012 issue of *Working Mother* and at workingmother.com.

Registration is now open for 2013 NAFE Top Companies!

- The National Association for Female Executives invites all organizations to register for the NAFE Top 50 Companies at www.wmmsurveys.com if their companies meet the following criteria:
 - ✓ Must be a publicly or privately held, for-profit company. Nonprofit companies may apply, but are celebrated in a separate list.
 - ✓ Must have a minimum of TWO (2) women on the board of directors.
 - ✓ Must have a minimum of 500 employees.



The screenshot shows the 'Working Mother Media' website with a blue header. The main navigation includes 'HOME', 'FAQ', 'SCHEDULE', 'GLOSSARY', and 'CONTACT'. Below the header, there are five survey categories, each with a logo and a 'TAKE SURVEY' button:

- Working Mother & Flex-Time Lawyers Best Law Firms for Women:** Celebrates law firms that are most successful in retaining and promoting women lawyers.
- Working Mother 100 Best Companies 2009:** Honors companies that support working families. For nearly 25 years, the 100 Best has raised awareness and encouraged development of new programs to help working moms balance work and family.
- NAFE Top Companies for Executive Women:** Recognizes American corporations that have moved women into top executive positions and created a culture that identifies, promotes, and nurtures successful women.
- Working Mother Best Companies for Multicultural Women 2009:** Promotes the interests of women of color in corporate America by recognizing companies that are successful in bringing minority women into professional and leadership positions.
- Working Mother's Best Companies for Hourly Workers:** Celebrates companies dedicated to creating and using best practices to support their low-wage and hourly employees in leading labor-intensive industries.

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Contact Information

Jennifer Owens, *Editorial Director*
jennifer.owens@workingmother.com

Krista Carothers, *Senior Research Editor*
krista.carothers@workingmother.com

Kristen Willoughby, *Senior Manager, Editorial & Research Initiatives*
kristen.willoughby@workingmother.com

Michele Siegel, *Senior Manager, Research Initiatives*
michele.siegel@bonniercorp.com

Kaisa Filppula, *Primary Research Associate*
kaisa.filppula@bonniercorp.com



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