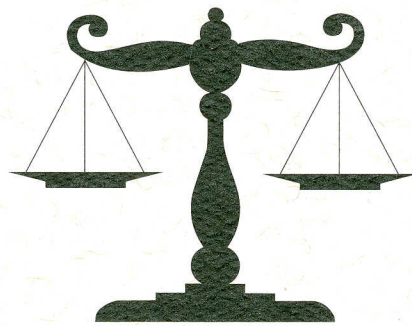# Business Week's

Work and Family Corporate Ranking:

An Analysis of the Data

The Center for
Work & Family
BOSTON COLLEGE
CARROLL SCHOOL OF MANAGEMENT

Sponsored in part by:

**Ceridian
Performance
Partners**
CERIDIAN

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Work and Family Corporate Ranking:

An Analysis of the Data

1997 SUMMARY REPORT

Produced and published by

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Performance
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CENTER BRIEF

The Center for Work and Family at Boston College is a research organization devoted to the study of work and home-life issues. Through research, demonstration projects, corporate partnerships, and policy analysis, the Center works to promote corporate and community responsiveness to families.

CONTRIBUTING STAFF:

Authors:	Ellen Bankert, Leon Litchfield
Research Team:	Bradley Googins, Philip Mirvis, Marcie Pitt-Catsouphes, Elizabeth Wilson, Kathy Lynch, Julianne Gray
Graphic Design:	Naomi Sheehab

Ceridian Performance Partners
8100 34th Avenue South
Minneapolis, Minnesota 55425-1640
612/853-5254 Fax: 612/853-5270
linda.h.whitman@ceridian.com

Linda Hall Whitman, MSW, Ph.D.
President

CERIDIAN

March 1998

Ceridian Performance Partners is pleased to support the Center for Work & Family's 1997 Summary Report entitled: "Business Week's Work and Family Corporate Ranking: An Analysis of the Data."

We would like to commend and congratulate the companies recognized in the Business Week report for their willingness to "put themselves on the line." These initiatives by individual companies help create a growing awareness that supportive, family-friendly organizations are critically important.

We hope that you will immediately benefit from background information, survey data, analysis, and commentary presented in this interesting report. The blending of employer and employee results provides an insightful look into how 50 companies have committed themselves to supporting work-family balance.

As the leader of an organization dedicated to workplace effectiveness, I was very interested to read employee responses regarding supportive workplaces and job satisfaction. For the most part, employees seemed to enjoy their work and to recognize the support of their companies for work/family programs. However, they also reported high levels of job stress as they struggled to balance their work and personal lives.

Ceridian Performance Partners is committed to helping address these types of life balance issues through our support of related research. The report underscores the potential for creating a more efficient and productive workplace by providing employees with the tools to enhance their work and life balance.

Sincerely,

Linda Hall Whitman

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introduction

*I*n September 1997, *Business Week magazine* published its second ranking of corporations regarding work and family practices. In 1996, the magazine had broken new ground by publishing the first-ever list of companies supporting employees' work-family balance compiled by the popular business press. These rankings set a new standard for judging corporate family friendliness by relying heavily on the opinions of employees in determining the nations' leading companies for work-family supports.

The 1997 article that accompanied the ranking challenged the real value of many of the initiatives underway at these leading companies. Many readers were surprised by this angle; if the commitment at these top companies was under question, what did that say about the overall state of family friendliness? While the data is subject to individual interpretation, it is clear that there is a significant gap between work-family policies and practices, even among companies in which the commitment to employee life balance appears to be ingrained in the corporate culture. Information from the surveys can be used to identify those areas in which employees are struggling, even at the leading companies providing work-family supports. For instance, employees overwhelmingly reported a great deal of job-related stress in answer to the question: "Does your job expose you to a lot of stress and pressure?" In addition, despite high marks from employees regarding supervisor flexibility, top management support, and general job satisfaction, there was also dissatisfaction with long work hours and the career impact of trying to balance work and family.

In 1997, two questions were added that asked employees to rate their overall life satisfaction and their own work/family balance. Surprisingly, employees were almost twice as positive about their life satisfaction as they were about their work/family balance.

Information was collected for the *Business Week* article using two different types of surveys: employer and employee. The employer survey was sent to a single member of the Human Resource department who had knowledge of company benefits and the steps taken by the organization to support work-family balance. The employee survey was distributed to a random sample of the company's employees in an effort to collect data about the extent to which the employee felt that the company's efforts were having a positive impact on their work-life balance. This summary report will present findings from both of these reports, and will be organized according to the following sections:

1) General Background
2) Employer Survey Results
   Availability of Programs and Policies
   Availability of Programs and Policies to Special Populations
   Infrastructure
   Open-ended Questions
3) Employee Survey Results
   Aggregate Results by Theme Areas
   Comparison of S&P and Non-S&P Companies
   Analysis by Demographic Variables
4) Conclusion
5) Survey Highlights (Top Five S&P and Non-S&P Companies)
6) Survey Instruments

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SURVEY DESIGN

The employer and employee survey instruments were developed and revised by a team of researchers at the Center for Work & Family with input from *Business Week*. The instruments were also reviewed by an outside group of experts (including representatives from companies that did not participate).

Employer Survey

Questions on the employer survey were divided into four primary sections:

1) availability of work-family programs and policies;

2) work and family activities, including infrastructure, planning and evaluation and collaborative/external activities;

3) open-ended questions about the company's *philosophy* and the *value* of the company's work/life efforts; and

4) demographic information about the company.

The questions on programs and policies asked not only whether certain benefits exist, but also the percentage of the workforce that is covered by each program or policy and whether it is available to hourly, part-time, and contingent workers. Since most leading companies in work and family have developed an extensive list of programs, these specific questions were included in an attempt to differentiate among the leaders.

Sections two through four were included as a means of assessing other steps that companies had taken to develop work-family efforts. These questions included items about the existence of task forces, training, evaluation efforts, and collaboration with others regarding work-life issues.

As an additional step to identify the leading companies, two questions were included that asked companies to offer concise answers regarding their philosophy and the value of their company's work-life programs. Companies also provided examples of steps they had taken in the area of work-life issues through the inclusion of supplemental materials with their employer surveys (including written materials, videotapes, etc.). The answers to these two questions and the additional materials were included as a small, but important, part of the scoring model (see next page).

Employee Survey

Two types of questions were included in the employee survey: 1) questions that were directly related to work-family responsiveness, and 2) items about the general work environment that may affect the ways in which employees experience work-family balance. The second set of questions was included because it was felt that issues of job security, employee involvement, and job stress would be at least as important to employees in terms of work-family balance as the ability to work flexible hours or discuss family issues at work.

Overall, the questions on the employee survey were designed to assess employee perceptions of culture, values, and daily practices at work. In addition, they were intended to measure employee perceptions of company commitment to this issue at several organizational levels, including senior executives, middle management, and direct supervisors. In order to compare different groups of employees regarding work-life issues, demographic questions were also included in the employee survey.

SCORING

The scoring model reflects a 60/40 split between employee and employer surveys (i.e., 60% of the overall score reflected answers given directly by employees). With the exception of the qualitative assessment (two open-ended questions and supplemental materials), each of the categories reflect answers to groups of questions from one of the two surveys. For the qualitative assessment, a rating team used standard criteria to assign scores for this part of the model. These criteria included the extent of top management commitment, the strategic approach to the issue, and the comprehensive nature of the company's efforts.
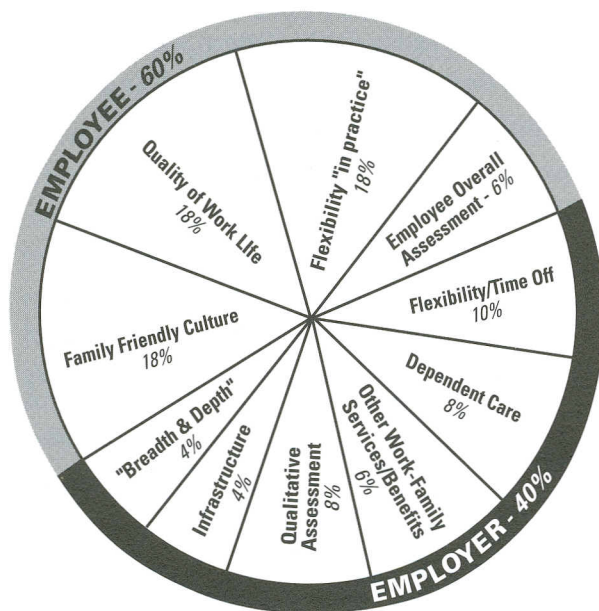
Company Participation

In the second year of the *Business Week* ranking, invitations were sent to two groups of companies:

1) **Companies listed on the Standard & Poor's 500 list.**

   The Standard and Poor's list of 500 companies is compiled to reflect the diversity of the economy.[1] This listing of companies is a logical one for *Business Week* to use, since Standard & Poor's is a "sister" company to *Business Week* and both companies are owned by McGraw-Hill. Through this process, thirty-five S&P companies chose to participate in the survey process.

2) **Companies that were identified by the Center for Work & Family and *Business Week* as leaders in the area of work and family, but who were not eligible to participate as an S&P company, usually because they were smaller or privately held.**

   Approximately 150 invitations were sent out to this type of company, with nineteen companies choosing to participate. Throughout this report, these companies are referred to as "non-S&P" companies.

From these two groups, 54 companies completed the requirements for participation. While the combined number of participants was higher than the 37 that participated the first year, the number was still lower than

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[1] Formal definition of S&P 500: "A capitalization-weighted index of 500 stocks designed to measure performance of the broad domestic economy through changes in the aggregate market value of 500 stocks representing all major industries."

anticipated. In the first year, several factors were identified as contributing to the lower participation rate, including: company unwillingness to survey employees, concerns about negative publicity, short time frame to complete surveys, lack of knowledge about the survey, and a "wait-and-see" attitude (since that was the first year of the survey). In year two, the predominant factor appeared to be fear of negative publicity. In addition, several companies indicated that given the track record of the companies that were identified as leaders in the first year, they did not feel that they were in a strong enough position to compete for a spot on the list.

Study Changes - 1997

In general, it was felt that the process designed in 1996 was an efficient way of collecting information from the participating companies, and it was anticipated that comparisons would be made between the data collected in 1996 and 1997. Therefore, only minor changes were made in the design of the surveys between 1996 and 1997. While some of these changes have been described above, the specific changes made in 1997 were as follows:

- *Two open-ended essay questions were added to the employer survey as a way of asking about issues of philosophy and impact.*
- *A column was added to the employer survey that asked whether programs and policies were available to contingent workers.*

- *A change was made to the scoring model, with questions from the Employer Survey being organized according to the survey sections, and the questions in the Flexible Arrangements category totaling 10%, compared to 8% in 1996.*
- *A few questions were moved to different categories in the scoring model. For example, a greater number of questions were included in the Overall Assessment category than in 1996.*
- *A different strategy was used to ask companies to participate. Whereas companies in the Business Week 1000 list were asked to participate in 1996, the Standard & Poor's 500 was used in 1997. In addition, approximately 150 other companies not on the S&P list but known for their family friendliness were invited to participate and were scored as a separate group of companies.[2]*
- *Questions were added to the employee survey that asked employees for their perceptions of company communication efforts and the extent to which various institutions (workplace, community, and government) should address work/family issues. In addition, employees were asked to rate their overall life satisfaction and their own work/family balance. It should be noted that none of these additional questions were included in the scoring.*

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[2] Except as noted in individual tables, all data refer to the aggregate of all companies that participated in the survey (i.e., both S&P and non-S&P).

employer survey results

The employer survey had four components: 1) a chart on the availability of programs and policies; 2) a series of questions that focused on "infrastructure," including issues of staffing, communications, strategic planning, evaluation, and collaborative activities; 3) demographic information about the companies; and 4) two open-ended questions that asked for a written description of the company's philosophy with respect to work/life and the perceived impact of the company's efforts on various stakeholders.

Availability of Programs and Policies

The program and policy section was divided into three types of benefits: 1) flexibility/time-off; 2) dependent care; and 3) other work/family services or benefits. Respondents were asked about the availability of programs and policies to the overall employee population (0%, 1-49%, 50-99%, or 100%) and to three categories of workers: hourly, part-time, and contingent.

As might be expected, the programs and policies that were available to the greatest percentage of employees were those that existed before the movement towards family friendly benefits, including health benefits for employees and their families, employee assistance programs, relocation benefits, and flextime. In addition, other benefits have now become standard among leading companies, such as dependent care spending accounts (offered to at least half of employees by 96% of participating companies), child and elder care resource and referral (85% and 80%,

respectively), and unpaid family leave beyond the requirements of the law (78%).

Other programs and policies that were offered in a majority of companies to at least 50% of the workforce are relatively new to corporate America; these include: the use of employee sick days to care for dependents (67%), financial assistance for adoption (63%), compressed work weeks (52%), and job sharing (52%).

While the participating companies appear to be offering some benefits that weren't available in the past, others are still not widespread, even among the leading companies. For example, the following benefits were not widely offered to at least 50% of employees: paid paternity leave (32%), child care subsidies (24%), and health insurance for domestic partners (22%). These benefits may differ from the others in that they target specific under-served populations and reflect deeper issues of company values.

In general, the companies on the non-S&P list were more apt to offer programs and policies to their employees. However, one area in which these companies were less apt to offer benefits was regarding flexibility (part-time work, job-sharing, flexplace, and compressed workweek). It is possible that smaller organizations known for their progressive cultures have developed fewer formal policies in the area of flexibility, in contrast to other policies that may involve financial benefits.

Availability of Programs and Policies Offered To At Least Half of Employees

Flexibility/Time Off	% of Companies		
	All Respondents	S&P	Non S&P
Flextime	80	74	90
Unpaid family leave beyond FMLA	78	71	90
Use of employee sick days to care for dependents	67	57	84
Part-time work	65	69	58
Job sharing	52	57	42
Compressed work week	52	54	47
Flexplace (telecommuting)	39	43	32
Paid leave for adoptive parents	37	29	53
Paid maternity leave (beyond disability)	33	26	47
Paid paternity leave	32	26	42
Sabbaticals	17	17	16
Dependent Care			
Pre-tax spending account (DCAP)	96	94	100
Child care information and referral	85	83	90
Elder care information and referral	80	74	90
Scholarships or educational assistance for dependents	65	71	53
Financial assistance for adoptive parents	63	63	63
Nursing mother rooms	35	26	53
Emergency, back up or sick child care	33	17	63
On-site or near-site child care	32	17	58
Subsidies/vouchers for dependent care	24	17	37
Summer camp program	24	20	32
Dependent care travel reimbursement	19	14	26
School vacation care	17	9	32
After school care	15	9	26
Other Work/Family Services or Benefits			
Health insurance for employees	98	97	100
Health insurance for families	98	97	100
Employee assistance program	96	97	95
Relocation services	80	83	74
Seminars on family issues	70	63	84
Flexible benefits plan	61	54	74
On-site fitness center	48	43	58
Support groups for family issues	44	43	47

Availability of Programs and Policies to Special Populations

For each program or policy, respondents were asked to indicate whether the benefit was available to three types of employees: hourly, part-time, and contingent workers. Not surprisingly, fewer companies reported offering work/family benefits to hourly employees, especially in the area of flexible work arrangements (including flexplace and compressed work week). As a group, part-time employees also received fewer benefits, particularly in the area of flexible work

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options, leave policies, and specific child care benefits. Even more dramatic were the differences between full-time workers and contingent workers. By the nature of their contracts, these types of workers may enjoy considerable flexibility; however, most are offered much less in the way of family benefits (e.g., DCAP, resource and referral, and access to Employee Assistance Programs).

Programs and Policies - % Available To Special Population Groups*			
Flexibility/Time Off	**Hourly**	**Part-Time**	**Contingent**
Flextime	93	87	52
Part-time work	94	83	63
Job sharing	83	80	39
Flexplace (telecommuting)	67	70	35
Compressed work week	76	63	39
Paid maternity leave (beyond disability)	35	22	2
Paid paternity leave	30	22	0
Paid leave for adoptive parents	39	30	0
Unpaid family leave beyond FMLA	82	82	17
Sabbaticals	20	17	4
Use of employee sick days to care for dependents	67	57	6
Dependent Care			
On-site or near-site child care	59	54	26
Subsidies/vouchers for dependent care	41	33	6
Pre-tax spending account (DCAP)	96	85	13
Child care information and referral	91	89	30
Elder care information and referral	87	85	30
School vacation care	48	43	19
Summer camp program	46	41	17
After school care	32	32	13
Emergency, back up or sick child care	70	67	20
Nursing mother rooms	80	76	48
Dependent care travel reimbursement	28	26	2
Financial assistance for adoptive parents	63	56	6
Scholarships/educational assistance for dependents	67	54	11
Other Work/Family Services or Benefits			
Employee assistance program	96	91	19
Relocation services	70	57	7
On-site fitness center	78	76	35
Support groups for family issues	63	61	28
Seminars on family issues	89	89	50
Health insurance for employees	98	87	13
Health insurance for families	98	85	13
Health insurance for domestic partners	26	22	0
Flexible benefits plan	59	48	7

*Note: While it may appear that certain benefits are more available to these special population groups than to all employees, it should be noted that the chart depicting availability to all employees refers to the percentage of companies offering benefits to at least 50% of their workforce.

Infrastructure

The purpose of this section was to ask about the steps that companies had taken to establish work/life as an integral part of their organizations. While these activities are not always essential in creating family friendly companies, they do reflect a degree of corporate commitment and a strategic approach to the issue. Since most companies that consider themselves leaders in this arena have typically developed some type of organizational structure to deal with work-life issues (i.e., either an individual or a department to deal with work-life issues), it is not surprising that most of the companies in the study had taken many of the steps addressed in the infrastructure section. The most common activities included: benchmarking (85%), employee needs assessments (82%), and collaborative efforts with community organizations (80%). The work-family activities that had been conducted by the fewest companies were: evaluation (63%), working with the government (63%), manager training (62%), and the development of a strategic plan (57%). While the percentage of companies reporting that they had engaged in these types of work-family activities was impressive, the supplemental information submitted with the employer surveys indicate that some company efforts may be less than rigorous. This was especially true regarding activities that were listed by a smaller percentage of companies. In contrast, many companies had done extensive work with respect to some of the most popular activities (e.g., needs assessments).

Work and Family Infrastructure			
Question		**% "Yes" Responses**	
Has your company ...	**All**	**S&P**	**Non-S&P**
Appointed a work/family coordinator?	76	80	68
Conducted an employee needs assessment?	82	86	74
Issued a statement on the importance of work/family issues?	76	74	79
Initiated any benchmarking efforts?	85	89	79
Developed a communications strategy?	74	79	63
Created a work/family task force or committee?	77	83	67
Entered into collaborative efforts with community organizations?	80	80	79
Offered training to employees?	74	77	68
Offered training to managers?	62	66	56
Developed a written strategic plan?	57	63	47
Entered into collaborative efforts with other employers?	70	71	67
Evaluated the impact on employees?	66	66	67
Evaluated the impact on the organization?	63	60	68
Worked with local, state, or federal governments?	63	60	68

Open-ended Questions

At the end of the employer survey, respondents were asked to provide written statements that addressed the following areas:

A. The **philosophy** of your company with respect to work and family, using specific examples to illustrate how this philosophy has been put into practice; and

B. The **value** of your work and family efforts for the company's key stakeholder groups.

Responses to these questions varied widely among the participating companies. While some did not answer the questions at all, a few provided targeted, comprehensive responses that clearly distinguished their companies as true leaders in the area of work and family issues. The majority of companies provided some type of narrative responses to these questions and included supporting materials with their employer surveys.

Although the questions about company philosophy and the value of the organization's efforts were not intended to have one "right" answer, companies that scored the highest in this section demonstrated that they had articulated a real philosophy and had paid attention to the potential impact of the company's efforts. A good example of this was a respondent who wrote:

Part A: Philosophy

"In 1996 we re-issued our "Global People Treatment Principles." These principles were re-examined by a group of employees from across the company. Their decision was that we needed to bring life to them. In order to accomplish this we needed to hold each employee responsible and accountable for the

principles. The fourth item in these principles is to find win-win solutions to work life issues. This principle aligns perfectly with our Corporate Vision for Work/Life ... Our vision is based on the changing demographics of the labor force worldwide as well as within the company, and that by addressing the needs of this work force, to lead full and productive lives both at work and at home, our corporation will benefit through increased satisfaction and productivity and therefore increase business success."

Part B: Impact

In response to part B, this company provided documentation of an impact evaluation on three primary stakeholder groups: employees, customers/shareholders, and the community. The company was able to use data collected from a comprehensive, current survey that evaluated the impact of its work-life efforts.

Additional information from several of the leading companies is included in the company highlights section on pages 22-24.

From a scoring perspective, the questions on the employee survey were grouped from a scoring perspective into four categories: 1) family friendly culture; 2) flexibility; 3) quality of worklife; and 4) overall assessment (see scoring wheel on page 3). Average scores were highest in the area of flexibility and lowest in the quality of worklife category, underscoring the need for companies to transcend the more visible work-family issues and address more complex cultural issues such as the ways in which work gets done and how people are treated.

AGGREGATE RESULTS BY THEME AREAS

Family Friendly Culture

In the area of culture, the data from the employee survey revealed a conflict between perception and reality. Interestingly, employees assigned higher ratings to questions about the extent to which "leaders support work/family programs" and "management has a good understanding of people's work/family needs." Employees also gave their supervisors and co-workers high scores on their support of the company's work/family programs.
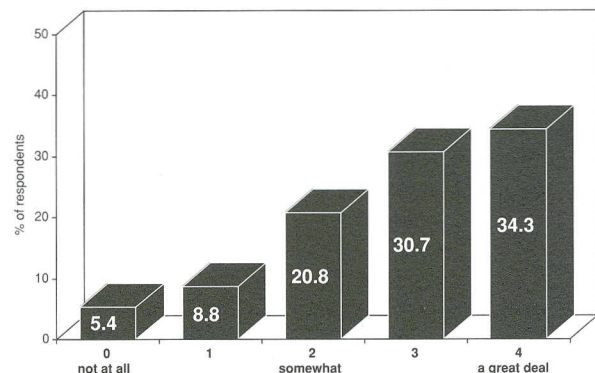
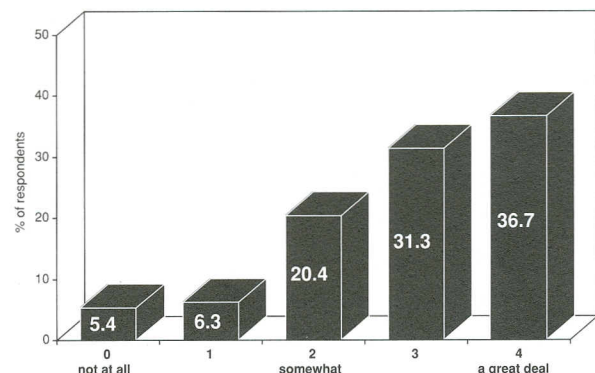**Does your company recognize and respect people's family responsibilities?**
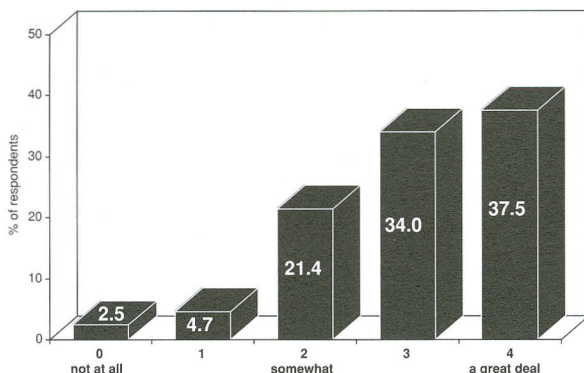
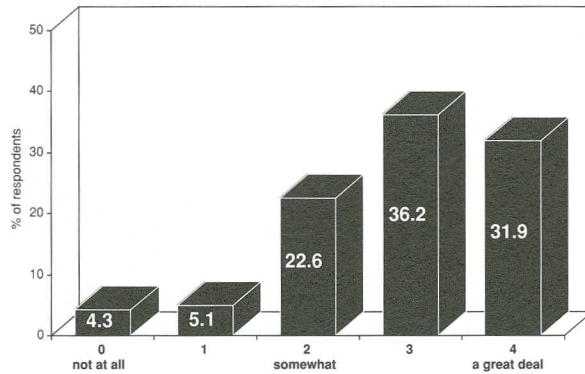**Do the leaders of your company support work-family programs?**
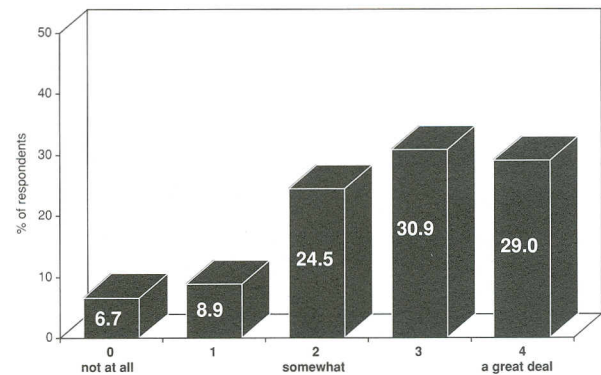
Does management in your area have a good understanding of people's work-family needs?

**Is your supervisor supportive of your company's work-family programs?**

Are your co-workers supportive of your company's work-family programs?

% of respondents

4.3	5.1	22.6	36.2	31.9
0 not at all	1	2 somewhat	3	4 a great deal

In contrast, questions that addressed how issues of culture are manifested on a daily basis received considerably lower scores. For example, employees assigned lower scores to the following questions:
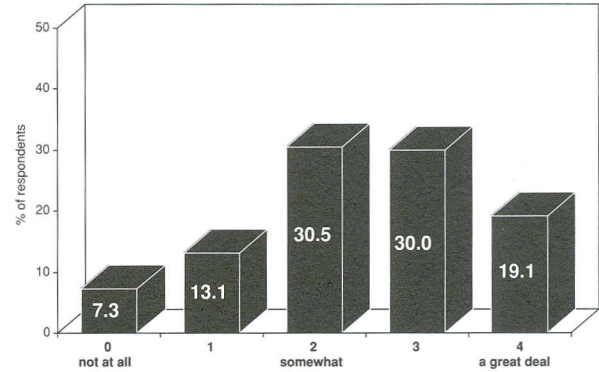
- *Does your company expect employees to keep family matters out of the workplace?*

- *Can you have a good family life and still get ahead at this company?*

- *Do you feel free to "speak up" about work/family issues in your workplace?*

Does your company expect employees to keep family matters out of the workplace?
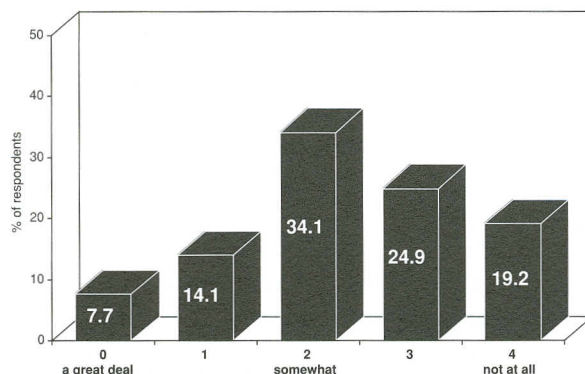
% of respondents

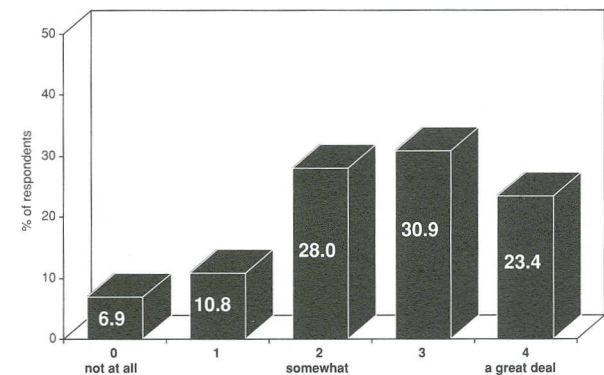|				
7.7	14.1	34.1	24.9	19.2
0 a great deal	1	2 somewhat	3	4 not at all

Note: due to the wording of this question, categories were reverse-coded; this coding is reflected in the category labels.

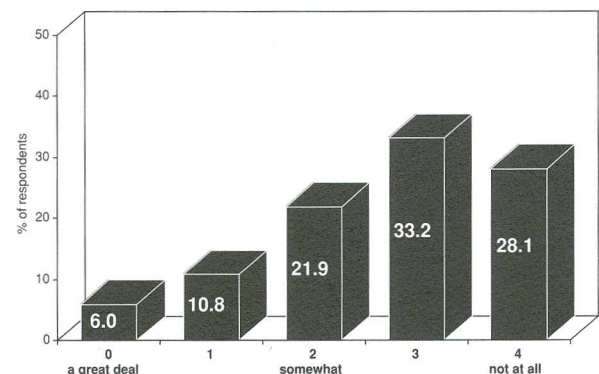## Can you have a good family life and still get ahead in your company?

% of respondents

7.3	13.1	30.5	30.0	19.1
0 not at all	1	2 somewhat	3	4 a great deal

Do you feel free to "speak up" about work-family issues in your workplace?

% of respondents

6.9	10.8	28.0	30.9	23.4
0 not at all	1	2 somewhat	3	4 a great deal

Does your organization ask too much of you -- at the expense of your family life?

% of respondents

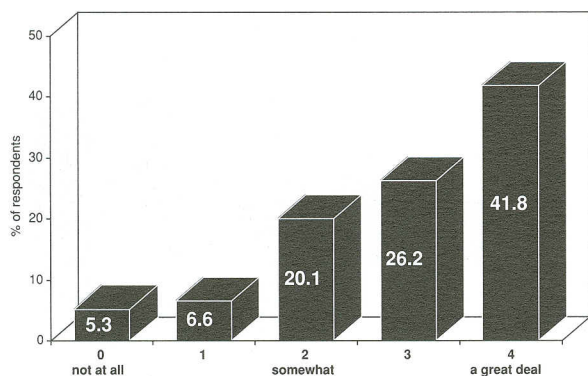|				
6.0	10.8	21.9	33.2	28.1
0 a great deal	1	2 somewhat	3	4 not at all

Note: due to the wording of this question, categories were reverse-coded; this coding is reflected in the category labels.

Flexibility

There were four questions on the employee survey that addressed the issue of flexibility. As evidenced by the bar charts, employees reported that while they have some control in determining their schedules, they are still expected to work long hours and have difficulty taking time off from work. Interestingly, the question, "Is your supervisor flexible when it comes to responding to your work/family needs?" received very high scores from employees, second on the survey only to the question, "Overall, how satisfied are you with your life?"
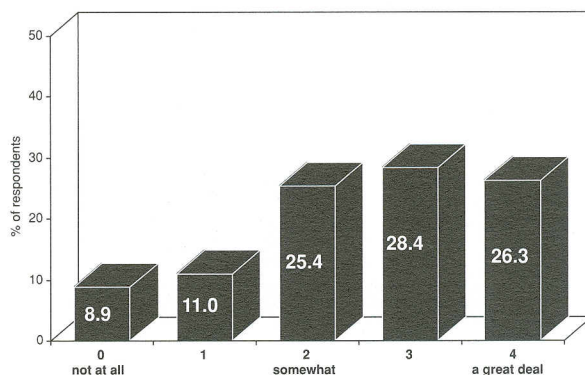
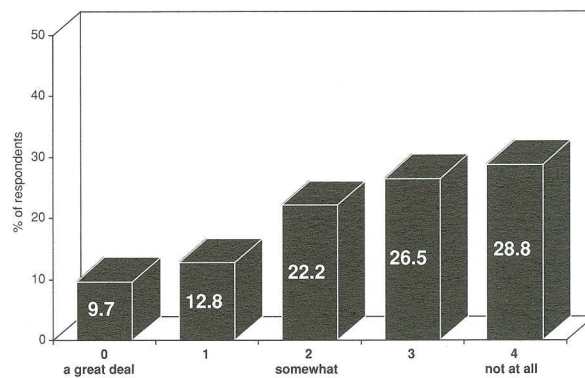### Can you vary your work hours or schedule to respond to family matters?

Is your supervisor flexible when it comes to responding to your work-family needs?
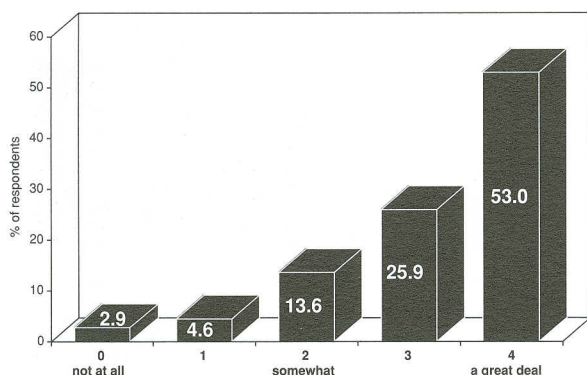
Do you feel comfortable taking time off from work to attend to family matters?

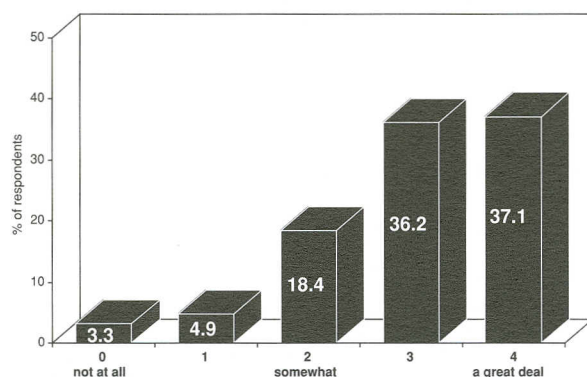### Are you expected to work long hours no matter what it means for your personal or family life?

Note: due to the wording of this question, categories were reverse-coded; this coding is reflected in the category labels.

Quality of Work Life

Interestingly, the questions that comprised the "quality of life" category received some of the highest and lowest employee scores. Employees gave the highest scores in this category to the question, "Do you enjoy what you do on your job?" Nearly three-quarters of employees (73%) assigned the top two ratings

to this question. However, since employees overwhelmingly reported high levels of job stress, there may be a cost to this enjoyment. For example, only 19% of respondents assigned the top two category levels to the question: "Does your job expose you to a lot of stress and pressure?" This was less than half the percentage of employees who gave this rating to the other questions on the survey.

Do you enjoy what you do on your job?

Does your job expose you to a lot of stress and pressure?
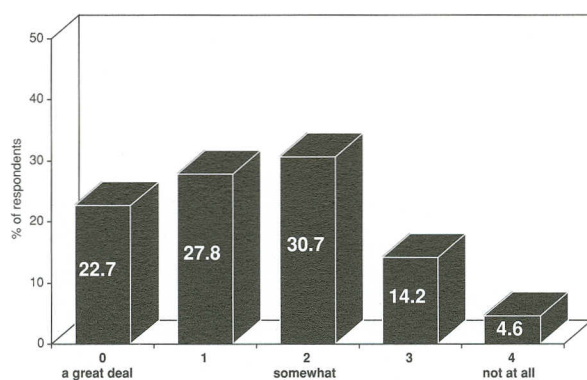
Note: due to the wording of this question, categories were reverse-coded; this coding is reflected in the category labels.
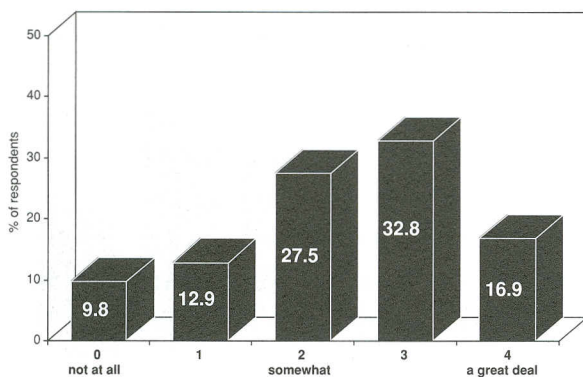
The other question that received considerably lower scores dealt with the issue of employee involvement. Less than half of the respondents (42%) assigned the top two scores to the question, "Does management take people into account when making decisions?" These results are not surprising, in light of corporate research over the past few years that has pointed to issues of respect and empowerment as integral to achieving a work environment that is both "family" and "employee" friendly.

Does management take people into account when making decisions?
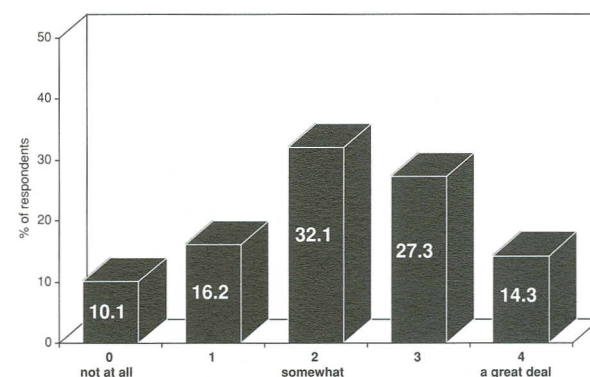
The remainder of the questions in this category dealt with baseline issues related to job satisfaction, including pay, benefits, training, and job security. Employees were considerably more satisfied with their benefits than their pay. Interestingly, despite an improved economy, employees continued to feel less optimistic about job security (less than half of employees assigned above average ratings to this question in both 1996 and 1997).
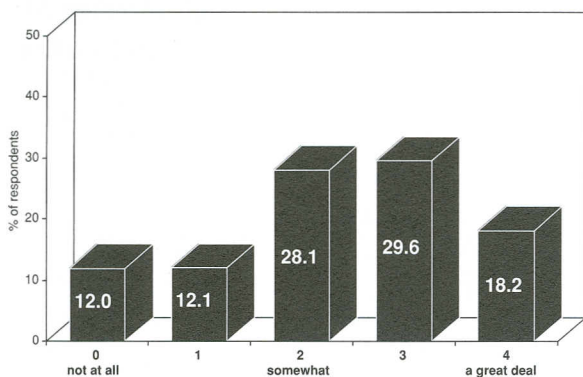
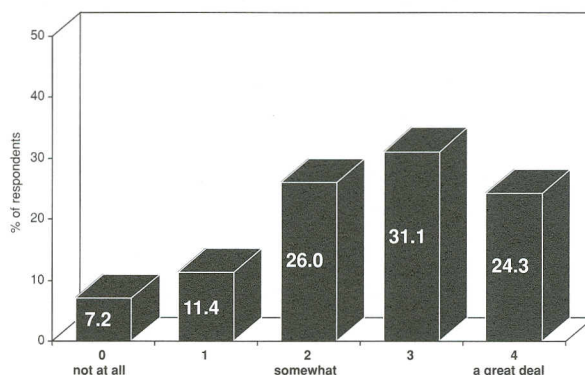## Is your pay enough to meet your share of monthly expenses?

	0 not at all	1	2 somewhat	3	4 a great deal
	9.8	12.9	27.5	32.8	16.9

Is your company's benefits package (health insurance, pension, etc.) adequate for your needs?

	0 not at all	1	2 somewhat	3	4 a great deal
	4.8	7.3	18.1	35.8	34.1

Do you have job security where you work?

	0 not at all	1	2 somewhat	3	4 a great deal
	12.0	12.1	28.1	29.6	18.2

Do you get the kinds of training you need to keep your job or find another if necessary?

	0 not at all	1	2 somewhat	3	4 a great deal
	7.2	11.4	26.0	31.1	24.3
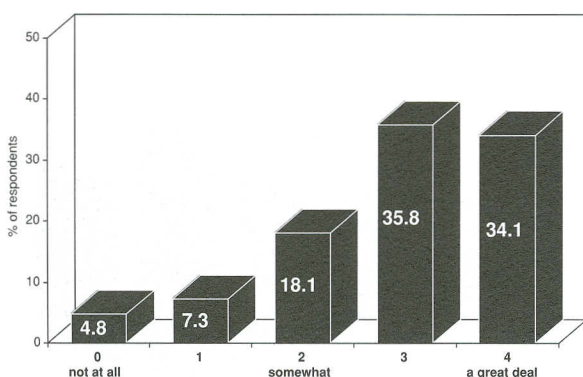
Overall Assessment

For scoring purposes, five questions were included in this section, most of which received average scores relative to other areas on the employee survey. The one exception was the question, "In general, what impact does your work have on your home life?"

In general, what impact does your work have on your home life?

| very negative	slightly negative	neither	slightly positive	very positive
6.3	25.8	25.2	21.0	21.6
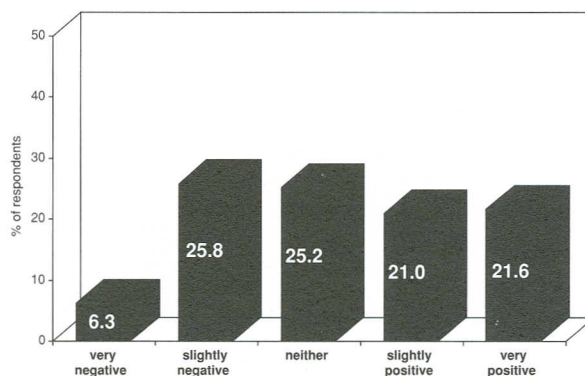
In contrast to the other questions in this section, 43% of employees assigned above average ratings to this question, compared to an average of 57% for the other questions. It should be noted, however, that the category responses for this question (very negative to very positive) were different than the other questions (measured as: not at all, somewhat, or a great deal).

Does your company have high quality programs for people who have to care for children or elder family members?
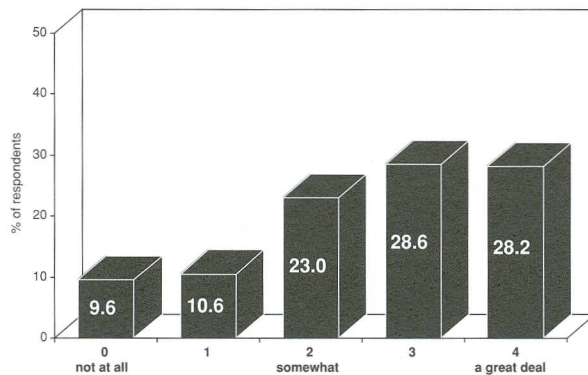
Do the work/family programs in your company meet *your* own personal needs?
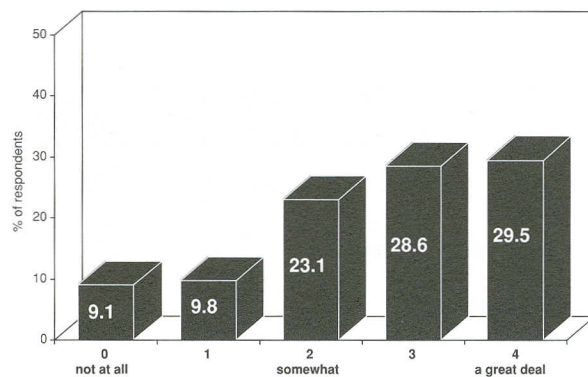
Do the work/family programs in your company meet *most* employee needs?
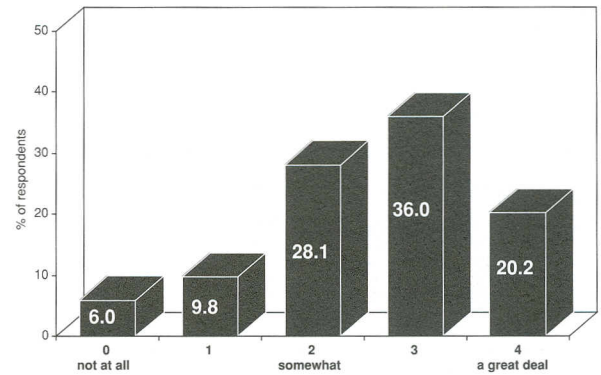
Overall, how "family-friendly" is your company?
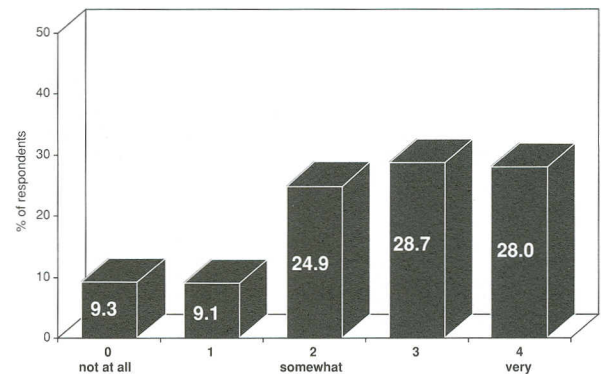
Perhaps even more interesting were responses to two new questions that measured life satisfaction and work-family balance. Since these questions measured personal assessment more than company responsiveness, they were not included in the scoring. Furthermore, while work and family balance was rated as poor, acceptable, or very good, the possible categories for life satisfaction ranged from very dissatisfied to very satisfied. Despite these measurement differences, it was interesting that employees rated life satisfaction

considerably higher than their work and family balance. This finding is consistent with previous research studies that have reported very high ratings of life satisfaction. Some have attributed this to the desire on the part of individuals to report being happy with their lives, while at the same time expressing criticism of specific components over which they may feel less control (e.g., work-family balance).

Overall, how satisfied are you with your life?
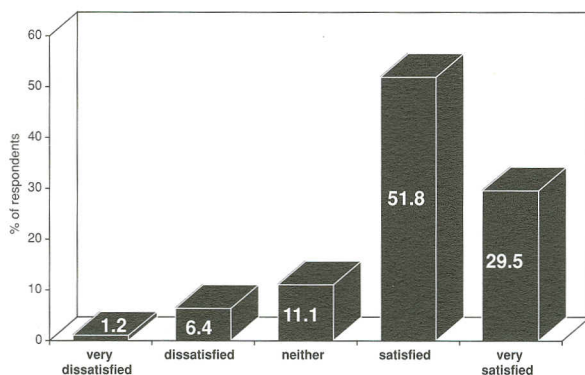
Overall, how would you rate your work and family balance?
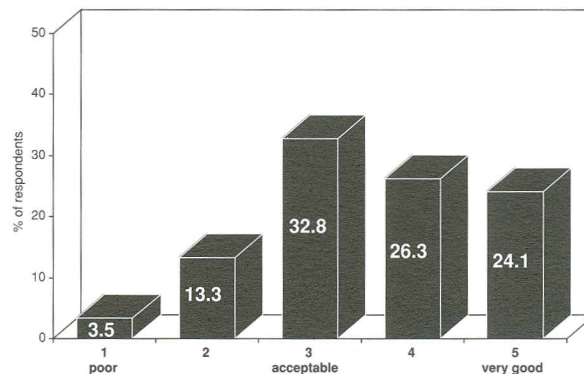
Company Work-Family Efforts

In 1997, several questions were added to the employee survey that asked about the company's success in work-family communications and other efforts in this area. While these questions were not included in the overall scoring, they were an attempt to assess the extent to which company and employee perceptions were similar with respect to work-family efforts. As indicated in the chart below, there were some gaps between the perceptions of employees and their employers regarding these efforts. This was especially true in the area of whether employers had asked their employees about their work/family needs.

Employer and Employee Perceptions of Work-Family Efforts		
Company Work-Family Effort	Employer	Employee
Issued a statement about the importance of work-family issues?	76%	66%
Offers information about work-family issues in orientation/training?	74%	70%
Collects information about employees' work-family needs and preferences?	82%	53%

Institutional Responsibility for Work/Family

We also asked employees about the extent to which they felt that various institutions (workplace, community, and government) should address work/family issues. It was not surprising that employees believe that workplaces should play the greatest role and the federal government the least role in addressing work and family issues.
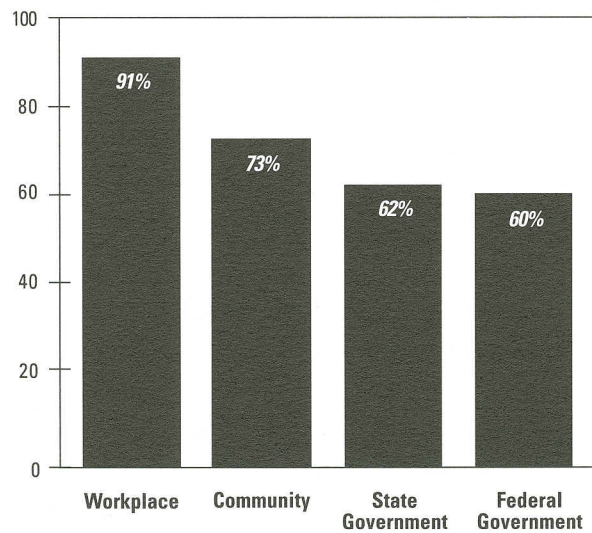
Note: % of employees who agreed or strongly agreed that each institution should address work and family issues.

COMPARISON OF "S&P" AND "NON-S&P" COMPANIES

Companies that participated in the Business Week ranking were categorized into two different types of companies: those that were part of the Standard & Poor's (S&P) 500 list and those that were not (non-S&P).

For nearly every question on the employee survey, respondents from the group of non-S&P companies assigned higher scores. In fact, the only question that received higher "above average" scores from the S&P employees was in the area of employee benefits. Given that larger companies may be able to offer richer benefit packages than smaller employers, this was not surprising.

In comparing employee responses from the S&P and non-S&P companies, the biggest differences appeared to be with respect to some of the more hard-hitting questions. For example, in comparing the top two ratings, non-S&P employees were at least 15% higher than employees from the S&P companies for the following questions:

- *Do the leaders of your company support work-family programs?*
- *Can you have a good family life and still get ahead in your company?*
- *Overall, how would you rate your work/family balance?*
- *Does management take people into account when making decisions?*

In contrast to these questions, there were also some areas where employees from S&P and non-S&P companies assigned very similar ratings. For example, the issue of stress and pressure was important for all employees, regardless of whether they worked for an S&P or a non-S&P company. Other questions that resulted in similar results (less than a 5% difference in above average responses) were:

- *In general, what impact does your home life have on your work?*
- *Overall, how satisfied are you with your life?*
- *Do you enjoy what you do on your job?*
- *Is your pay enough to meet your share of monthly expenses?*
- *Is your company's benefit package adequate for your needs?*

ANALYSIS BY DEMOGRAPHIC VARIABLES

The employee survey included several questions that enabled the data to be analyzed by various demographic variables. The chart below provides an overview of the demographic profile of respondents, which reveals some trends that will challenge employers in the future. For example, 17% of employees reported having responsibility for the care of elders, 59% have children or other dependents living with them, and 79% of married employees have spouses who work.

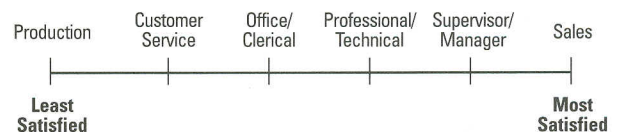| Demographic Profile of Survey Respondents	
Female	44%
Married	70%
Working spouse	79%
Children/dependents living at home	59%
Have elder care responsibilities	17%
Work full-time	95%
Work > 50 hrs/week	13%
Position:	
Office/Clerical	14%
Production	5%
Customer service	9%
Professional/Technical	41%
Sales	6%
Supervisor/Manager	25%

Gender

Responses from male and female employees were compared for all of the questions on the employee survey. In general, average scores for males and females on the employee survey were very similar. However, in 1997 some interesting findings emerged for certain questions with women expressing more negative feelings than men. For example, females were somewhat more likely than males to feel that the organization asks too much of them at the expense of their family lives (32% of women responded 'a great deal,' compared to 24% of men); that they are expected to work long hours no matter what it means for their personal or family lives (34% for females versus 22% for males); and they were less likely to feel that their pay is enough to meet expenses (15% of women compared to 20% for men).

Type of Position

Employees were also asked to identify their positions in the company: office/clerical worker, production worker, customer service, professional/technical, sales, or supervisor/manager. On every question, employees in production jobs reported significantly lower scores than all others, with an average difference between these employees and other employees of 25-40%. Production workers reported the lowest scores on the extent to which the company expects employees to keep family matters at home, the extent to which managers take people into account when making decisions, the impact of work on home life, and the overall rating of work/family balance. Interestingly, these employees did not report as much job stress and pressure as workers in nearly all other categories, and were more satisfied with their pay than either clerical or customer service workers.

In contrast to lower ratings by production workers, employees in sales positions reported higher scores than all other groups on the majority of questions. An exception to this was the question on the expectation that employees would work long hours; on this question, office/clerical workers reported significantly higher scores than all other types of employees.

Continuum of responses by job category:

Production	Customer Service	Office/ Clerical	Professional/ Technical	Supervisor/ Manager	Sales
Least Satisfied					**Most Satisfied**

Age

Employees in the following age categories were also compared: under 30, 31-40, 41-50, 51-60, and over 60 years old. For most questions, employees under 30 assigned the highest ratings; not surprisingly, the only exceptions to this were with respect to pay and job satisfaction (i.e., younger workers were less satisfied with their jobs and compensation). Interestingly, employees over 51 reported the next most positive scores, especially with respect to working long hours, ability to speak up about work-family issues, job stress, and overall rating of work/family balance. While it might be expected that younger employees would have less flexibility and autonomy in their work, both younger and older workers are likely to have fewer "family" responsibilities. Perhaps even more important is the fact that during the early and later stages of one's career, there is likely to be less attention paid to career mobility and less self-imposed stress.

conclusion

*I*n the second year of *Business Week's* ranking of companies that support work-family issues, a greater number of companies exhibited their commitment to providing work environments that allow employees to lead healthy work and personal lives. On several important issues related to workplace culture, employee responses were quite positive. Furthermore, companies provided substantial documentation of their own efforts to move beyond work-life programs and policies to address deeper issues of how work gets done. Despite this progress, however, work in this area is far from complete, and requires a deeper commitment from a greater number of employers. It is our hope that recognizing the leaders through this survey process will promote broader change and will set a higher standard for what companies define as truly family-friendly.

Much of the data gathered through the *Business Week* ranking supports the Center's belief that the commitment to creating a more family-friendly society extends beyond the workplace. A handful of leading companies are recognizing the limitations of what companies can do alone, and are turning to their corporate neighbors and community organizations to engage in active partnerships. In addition, there were also some subtle hints through the survey responses that the role of the individual employee may be under-utilized. For example, with employees at leading companies giving their employers very high marks for their work-family efforts, one might have expected these individuals to assign higher ratings to their own work/family balance. These lower ratings may be an indication that there is a limit with respect to what companies can do in this area. In order

for individuals to reach a more satisfactory work-family balance, it may be necessary to help employees articulate their goals regarding work and personal life balance, and to assist them in identifying strategies to attain these goals.

EMPLOYER SURVEY - TOP COMPANIES
S&P COMPANIES

Company	Work/Family Philosophy and Employer Survey Highlights
MBNA America	• Fundamental principle: "MBNA people can expect to be treated fairly." • Extension of benefits coverage to elder dependents living with MBNA employees. • Company has developed set of "precepts" distributed to officers throughout the company to describe how the company is run. The only precept listed entirely in bold is: "Ensure that a proper balance is maintained between personal and professional goals - always putting important family or personal matters first."
Motorola	• In 1996, the company renewed its work/life vision and mission statements: *Vision: Motorola culture will support a healthy work/personal life/community balance.* *Mission: To strategically develop initiatives and influence management practices and policy decisions regarding the issues of balancing workplace, personal life commitment and well-being of our employees and their families.* • Substantial work/life component in mandatory "Manager of Managers" week-long training program. • Benefits widely communicated to employees, including interactive intranet site. • Extensive community partnerships, especially in areas of child care and education. • Visible commitment to the future of children by Gary Tooker, former CEO and current Chairman of the Board.
Barnett Banks	• Employee survey conducted every two years to determine effectiveness and satisfaction of Quality of WorkLife programs. • Many community initiatives in place, including $3 million funding for "at risk" youth, which rewards children with college scholarships if they abide by stated contract (focuses on staying in school and out of trouble.) Barnett employees contribute significant time and financial support to this program. • Established eleven-member work/life committee in 1994 to identify ways to continually improve quality of work/life at the bank.
Hewlett-Packard	• Implemented Flexible Time Off in 1971 and is recognized as the first company to offer such a policy. Company has a variety of flexible work options available; this flexibility is documented by strong employee responses in this area. • Work/life vision: "An environment that encourages employees and managers to work together to achieve common company objectives for business success, while creating opportunities for balancing work with other life activities." • Has strong evidence of impact of work/life initiatives on various stakeholder groups, including data that indicates that over 85% of employees believe that HP policies support work/life balance.
UNUM	• Has a widely-communicated People Strategy that spells out the company's commitment to employees, including a statement that reads "providing an opportunity to balance work with other life activities." • Implemented a diversity "key result area" that is part of every employee's performance plan. • Conducts annual "People Goal" survey with same 50 questions and widely publicizes results. • Offers extensive employee and manager training on alternative work arrangements.

Company	Work/Family Philosophy and Employer Survey Highlights

First Tennessee Bank	• Managers evaluated yearly by employees regarding how they work with their employees to manage conflicts between work and family issues. In 1996, 96% of employees stated that First Tennessee's Family Matters "initiative met or exceeded their expectations."
	
	• Family Matters strategic plan cornerstone of HR strategic plan, presented to the Board of Directors annually.
	
	• Significant evaluation effort since 1995. As compared to managers with less of a work/family focus, managers whose employees rate them as supportive of work/family conflicts:
	  • obtain a 69% higher employee satisfaction rate
	  • retain their employees twice as long
	  • deliver an 18% higher internal service quality
	  • achieve a 61% higher customer service satisfaction
	  • obtain a 7% higher customer retention rate

Sequent Computer Systems	• New department established in 1996 within Human Resources called Work, Family, Community. Housed in this department is a work/life task force with the following mission statement: "To provide Sequent employees with opportunities and resources to better balance work/life needs and increase productivity."
	
	• Stated Sequent principles:
	  • Act with honesty and uncompromising integrity • Exhibit team pride
	  • Take responsibility for our customers' success • Take calculated risks
	  • Strive to be the best • Be active community citizens
	  • Have a "can do" attitude • Urgently do the right thing
	  • Respect each other • Make consultative decisions
	
	• Sequent Learning Center serves 114 children and expanded program to offer kindergarten and first grade.

Calvert	• Company mission statement: "Calvert group is a high-performance financial services organization. We focus on providing total solutions to the needs of our employees, clients, and their financial intermediaries with unflinching integrity. We choose to make a difference in the world by working to improve the quality of life for all of those whose lives we touch. We are committed to constant improvement as we strive to balance our growth and profitability with our responsibility to society." • Belief in total solutions for employees to meet basic needs in four key areas: economic, social, psychological, and spiritual. • Semi-annual Kid's Day when children join parents for day of fun and community service. • Work/life survey completed in '96 with follow-up focus groups.
SAS Institute	• Company founded on principle that "the work environment should be a place where employees enjoy spending their time." Turnover of 5% compared to industry average of 20%. • Employee satisfaction survey administered by Total Quality Management Steering Committee with several work/life culture questions. • On-site health care center with 27-member staff to serve employee population of 2300 employees and covered dependents. 90% of employees used center in 1996. • Ten week summer camp program for elementary school-age children of employees, offered at total cost to employees of $100.
Eddie Bauer	• Conducted employee workplace survey in which more than 75% of associates responded that the company's work/life programs were helping them to balance their work lives with their family lives. • Hosted Child Care Summit with other employers to promote collaborative solutions for quality child care. • Introduced an Associate "Balance Day" to provide an extra paid day off to help associates juggle "work, home, family, and recreation." • Sponsored afternoon program for local employers and evening forum open to public with Dr. Penelope Leach. Forum drew approximately 1500 people.

Employee Survey - Top Companies

The following questions received ratings that were particularly noteworthy in comparison to other companies in their group (i.e., either S&P or non-S&P companies).

S&P Companies

MBNA
- Can you have a good family life and still get ahead in your company?
- In general, what impact does your work have on your home life?

Motorola
- Overall, how would you rate your work and family balance?
- Does your company have high quality programs for people who have to care for children or elder family members?

Barnett Banks
- Is your supervisor supportive of your company's work/family programs?
- Does management take people into account when making decisions?

Hewlett-Packard
- Does your company recognize and respect people's family responsibilities?
- Do you feel comfortable taking time off from work to attend to family matters?

UNUM
- Are your co-workers supportive of your company's work/family programs?
- Can you have a good family life and still get ahead in your company?

Non-S&P Companies

First Tennessee
- Does your company expect employees to keep family matters out of the workplace?
- Do you feel free to "speak up" about work/family issues in your workplace?

Sequent Computer Systems
- Overall, how satisfied are you with your life?
- Is your pay enough to meet your share of monthly expenses?

Calvert Group
- Does your company recognize and respect people's family responsibilities?
- Does your company have high quality programs for people who have to care for children or elder family members?

SAS Institute
- Overall, how would you rate your work/family balance?
- Do you have job security where you work?

Eddie Bauer
- Does your job expose you to a lot of stress and pressure?
- Does the organization ask too much of you — at the expense of your family life?

BusinessWeek

Business Week's *1997* "Best Companies for Work and Family" Employee Survey

Marking Instructions

- Use a No. 2 pencil only.
- Do not use ink, ballpoint, or felt tip pens.
- Make solid marks that fill the oval completely.
- Erase cleanly any marks you wish to change.
- Make no stray marks on this form.
- Do not fold, tear, or mutilate this form.

No. 2 pencil only.

Correct Mark ●   **Incorrect Marks** ⊘ ⊗ ⊖ ⊙

1. *Work/Family Questions*

The first section asks you about work/family attitudes, policies, and programs in your company.
Please answer these questions with respect to the company for whom you are currently employed.

To What Extent . . .

	not at all		somewhat		a great deal
1. Does your company recognize and respect people's family responsibilities?	⓪	①	②	③	④
2. Does your company have high quality programs for people who have to care for children or elder family members?	⓪	①	②	③	④
3. Do the leaders of your company support work-family programs?	⓪	①	②	③	④
4. Does management in your area have a good understanding of people's work-family needs?	⓪	①	②	③	④
5. Can you vary your work hours or schedule to respond to family matters?	⓪	①	②	③	④
6. Is your supervisor flexible when it comes to responding to your work-family needs?	⓪	①	②	③	④
7. Does your company expect employees to keep family matters out of the workplace?	⓪	①	②	③	④
8. Do you feel comfortable taking time off from work to attend to family matters?	⓪	①	②	③	④
9. Are you expected to work long hours no matter what it means for your personal or family life?	⓪	①	②	③	④
10. Can you have a good family life and still get ahead in your company?	⓪	①	②	③	④
11. Do you feel free to "speak up" about work-family issues in your workplace?	⓪	①	②	③	④
12. Is your supervisor supportive of your company's work-family programs?	⓪	①	②	③	④
13. Are your co-workers supportive of your company's work-family programs?	⓪	①	②	③	④
14. Do the work/family programs in your company meet *your* own personal needs?	⓪	①	②	③	④
15. Do the work/family programs in your company meet *most* employee needs?	⓪	①	②	③	④

16. In general, what impact does your work have on your home life?

① Very Negative Impact
② Slightly Negative Impact
③ Neither Negative Nor Positive Impact
④ Slightly Positive Impact
⑤ Very Positive Impact

17. In general, what impact does your home life have on your work?

① Very Negative Impact
② Slightly Negative Impact
③ Neither Negative Nor Positive Impact
④ Slightly Positive Impact
⑤ Very Positive Impact

18. Overall, how would you rate your work and family balance?

poor		*acceptable*		*very good*
①	②	③	④	⑤

19. Overall, how satisfied are you with your life?

① Very Dissatisfied
② Dissatisfied
③ Neither Satisfied Nor Dissatisfied
④ Satisfied
⑤ Very Satisfied

000079

H. Work Environment Questions

The following questions ask about your job and your company.

To What Extent . . .

	not at all	somewhat		a great deal	
20. Does management take people into account when making decisions?	⓪	①	②	③	④
21. Does your organization ask too much of you—at the expense of your family life?	⓪	①	②	③	④
22. Does your job expose you to a lot of stress and pressure?	⓪	①	②	③	④
23. Do you enjoy what you do on your job?	⓪	①	②	③	④
24. Is your pay enough to meet your share of monthly expenses?	⓪	①	②	③	④
25. Is your company's benefits package (health insurance, pension, etc.) adequate for your needs?	⓪	①	②	③	④
26. Do you have job security where you work?	⓪	①	②	③	④
27. Do you get the kinds of training you need to keep your job or find another if necessary?	⓪	①	②	③	④

To Your Knowledge . . .

	no	yes
28. Has your company issued a statement about the importance of work-family issues?	⓪	①
29. Does your company offer information about work-family issues in its employee orientation or training?	⓪	①
30. Does your company provide you with information about its work-family policies and programs?	⓪	①
31. Has your company collected information about employees' needs and preferences for work-family programs?	⓪	①

	not at all	somewhat		yes	
32. Overall, how "family-friendly" is your company?	⓪	①	②	③	④

The following questions will help us describe the employees who complete the survey.

33. Are you?
① male ② female

34. How old are you? (Please mark one)
① under 21 years ④ 41–50 years
② 21–30 years ⑤ 51–60 years
③ 31–40 years ⑥ over 60 years

35. Which of the following best describes your current status? (Please mark one)
① single, never married ④ widowed
② separated or divorced ⑤ living with a partner
③ married

35a. If married, is your spouse employed?
① yes ② no

36. How many children/dependents do you have living with you?
⓪ none
① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩ or more

37. Do you have responsibility for caring for elders?
① yes ② no

38. Do you work . . .? (Please mark one)
① full-time
② part-time
③ as a temporary

39. Which of the following best describes your position? (Please mark one)
① office, clerical worker ④ professional/technical
② production worker ⑤ sales
③ customer service ⑥ supervisor/manager

40. During a typical week, how many hours do you work? (Please mark one)
① under 20 hours ④ 41–45 hours
② 21–30 hours ⑤ 46–50 hours
③ 31–40 hours ⑥ over 50 hours

41. Please indicate how much you agree or disagree with each of the following statements:

	strongly disagree	disagree	neutral	agree	strongly agree
a. *Workplaces* should address work and family issues.	①	②	③	④	⑤
b. *Community organizations* should address work and family issues.	①	②	③	④	⑤
c. *State government* should address work and family issues.	①	②	③	④	⑤
d. *Federal government* should address work and family issues.	①	②	③	④	⑤

If there is anyting else you would like to tell us about the balance between work and family issues at your company, please attach an additional page with your comments.

Thank you for using the survey.

BUSINESS WEEK'S 1997 "BEST COMPANIES FOR WORK AND FAMILY" EMPLOYER SURVEY

The purpose of this survey is to obtain objective information that will accompany the data gathered through the employee surveys. In order to better understand work and family initiatives at your company, we would like you to amend this survey with a separate document detailing some of your answers. Enclosed in this packet are instructions for providing this additional information.

I. AVAILABILITY OF WORK-FAMILY PROGRAMS AND POLICIES

1. This section asks about the <u>availability</u> of certain programs and policies at your company. For each program, please estimate the percentage of your U. S. employees for whom the benefit is available (check one), and whether the following groups have these benefits available to them (check yes or no for each group):
- Non-exempt/Hourly
- Part-time employees (to distinguish from contingent workers, include permanent part-time only)
- Contingent workers (include temporary and contract workers, regardless of # hours worked)

PLEASE NOTE: We are not asking the extent to which employees actually <u>use</u> these programs or policies, only whether they are <u>available</u> to these groups.

Flexibility/Time Off

Program/Policy	Availability - % Workforce (Check one)				Non-exempt or Hourly?		Part-time Employees?		Contingent Workers?	
	0%	1-49%	50-99%	100%	Yes	No	Yes	No	Yes	No
Flextime										
Part-time work										
Job sharing										
Flexplace (telecommuting)										
Compressed work week										
Paid maternity leave (beyond disability insurance provisions)										
Paid paternity leave										
Paid leave for adoptive parents										
Unpaid family leave beyond the requirements of the FMLA										
Sabbaticals										
Use of employee sick days to care for dependents										

Dependent Care

Program/Policy	Availability - % Workforce (Check one)				Non-exempt or Hourly?		Part-time Employees?		Contingent Workers?	
	0%	1-49%	50-99%	100%	Yes	No	Yes	No	Yes	No
On-site or near-site child care										
Direct allowance, subsidy, or vouchers for dependent care										
Pre-tax spending accounts (DCAP)										
Child care info. & referral										
Elder care info. & referral										
School vacation care										
Summer camp program										
After school care										
Emergency, back-up, or sick child care										
Nursing mother rooms										
Dependent care travel reimbursement										
Financial assistance for adoptive parents										
Scholarships or educational assistance for dependents										

Other Work/Family Services or Benefits

Program/Policy	Availability - % Workforce (Check one)				Non-exempt or Hourly?		Part-time Employees?		Contingent Workers?	
	0%	1-49%	50-99%	100%	Yes	No	Yes	No	Yes	No
Employee assistance program										
Relocation services										
On-site fitness center										
Support groups for family issues										
Seminars on family issues										
Health insurance for employees										
Health insurance for families										
Health insurance for domestic partners										
Flexible cafeteria style benefits plan										

FOR EACH OF THE QUESTIONS BELOW, PLEASE ATTACH CONCISE
SUMMARIES THAT DESCRIBE YOUR ACTIVITIES IN THIS AREA. IF YOU
HAVE EXISTING COMPANY MATERIALS THAT *SPECIFICALLY* ADDRESS
A QUESTION, YOU MAY INCLUDE THIS AS YOUR DOCUMENTATION.

II. WORK AND FAMILY ACTIVITIES (Has your company...)

2. Issued a statement on the importance of work/family issues? ☐ Yes ☐ No

3. Appointed a work/family coordinator? ☐ Yes ☐ No

4. Created a work/family task force or committee? ☐ Yes ☐ No

5. Offered training to managers on work and family? ☐ Yes ☐ No

6. Offered training/orientation to employees on work and family? ☐ Yes ☐ No

7. Developed a communications strategy for work and family? ☐ Yes ☐ No

8. Developed a written strategic plan for work and family? ☐ Yes ☐ No

9. Initiated any benchmarking efforts related to work and family? ☐ Yes ☐ No

10. Conducted an employee needs assessment on work/family issues? ☐ Yes ☐ No

11. Evaluated the impact of work/family responsiveness on employees? ☐ Yes ☐ No

12. Evaluated the impact of work/family responsiveness on your
    organization? ☐ Yes ☐ No

13. Entered into collaborative efforts related to work and family with
    local community organizations? ☐ Yes ☐ No

14. Entered into collaborative efforts related to work and family
    with other employers? ☐ Yes ☐ No

15. Worked with representatives of local, state, or federal governments
    to promote the development of family policies? ☐ Yes ☐ No

III. ORGANIZATIONAL CHARACTERISTICS

16. 1996 worldwide sales $ _____

17. 1996 U.S. sales $ _____

18. # of employees worldwide   _____

19. # of U.S. employees   _____

3

20. % women in U.S. workforce   _____%

21. % part-time employees in U.S. workforce   _____%

22. % contingent workers in U.S. workforce   _____%

23. % unionized employees in U.S. workforce   _____%

24. % of employees in each of the following positions:

     office/clerical workers   _____%

     production workers   _____%

     customer service   _____%

     professional/technical   _____%

     sales   _____%

     supervisor/manager   _____%

                                             100%

IV.   OTHER WORK AND FAMILY INFORMATION

25. Overall, how "family friendly" is your company? Please circle one of the grades below.
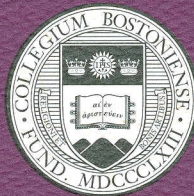
       F   D   C   B   A

26. Compared to other companies, how would you rate work-family progress in your company?

       1   **2**   **3**   **4**   **5**
  much worse   **worse**   **same**   **better**   **much better**

27. In order for us to learn more about your company's commitment to work and family issues, please submit written statements that address the following areas:

     A.   The *philosophy* of your company with respect to work and family, using specific examples to illustrate how this philosophy has been put into practice; and

     B.   The *value* of your work and family efforts for your company's key stakeholder groups. (Note: while you should identify your own stakeholders, examples include: CEO/top management, investors, employees and their families, customers, etc.). Please include any information that documents specific results for stakeholder groups.

THANK YOU FOR TAKING THE TIME TO COMPLETE THIS SURVEY. PLEASE RETURN IT ALONG WITH YOUR ADDITIONAL WRITTEN STATEMENTS TO:

        KEITH HAMMONDS
        BUSINESS WEEK
        1221 AVENUE OF THE AMERICAS - 39th Floor
        NEW YORK, NY 10020