

IN GOOD COMPANY

HOW WOMEN ACHIEVERS DRIVE BUSINESS SUCCESS



BY SUSAN H. BURNELL

Women represent a powerhouse of talent, qualified and ready to take on the highest leadership roles. There are now 19 women CEOs at America's largest companies—the largest number ever. A record number of women ran for office this year. The largest number of women ever will serve in the 113th Congress, with an all-time high of 20 women in the Senate, according to The Center for American Women and Politics at Rutgers, The State University of New Jersey.

Momentum is building for greater representation of women in top spots. Major corporations are expanding internal programs to attract, retain, develop and promote talented professional women as part of their proactive diversity programs. They are also partnering with outside organizations to support professional development and growth opportunities for women along their entire career continuum.

“If the Forbes World’s 100 Most Powerful Women list has taught us anything, it is that women can lead companies and countries,” says Susan L. Harper, 2012–2013 president of the Financial Women’s Association of New York, Inc. (FWA). “We are ready, willing and able to step up to the plate and assume leadership roles at all levels. With our collective wisdom and determination, we can and will continue to move the needle forward.”

Women are gaining influence on corporate boards and in governance roles. An analysis of the FWA 100, the top 100 public companies in the New York metropolitan area, conducted by Deloitte for the FWA in 2011–2012, indicates that progress is being made at the board level. The percentage of board seats held by women has increased from 17.7% to 19% overall. Only six companies in the study had no women directors, compared to ten the previous year.

“In the downdraft of 2008, the business community learned the value of diverse perspectives on corporate direction and governance,” says Lily Klebanoff Blake, Chair of FWA’s President’s Circle and president of Klebanoff International, a strategic global business consultancy. “We are pleased that thoughtful corporations have responded by increasing the representation of women on boards.” Members of the FWA President’s Circle are premier corporations and financial institutions that partner closely with the FWA to advance women’s leadership and success.

Women Offer Essential Perspectives

The role of women in enhancing corporate performance is increasingly acknowledged. A series of studies by academic and business organizations, including Pepperdine, Columbia University, Ernst & Young, McKinsey and Catalyst, found that companies with women in senior management roles are more successful monetarily than companies without women executives. In particular, a Catalyst survey showed that companies with three or more women on their boards outperformed the competition on all measures by at least 40%—compelling evidence of the benefits of women’s participation on boards of directors.

“To stay relevant in the marketplace, all companies must reflect the world as it really is, and that requires the experience, perspective, ideas and leadership of diverse team members—women, men, people of color, those with different religious backgrounds and sexual orientation,” says Wells Fargo Advisors President and CEO Danny Ludeman. Wells Fargo Advisors is a member of the FWA President’s Circle.

“It is no secret that strengthening women’s presence and leadership is indeed beneficial to the internal and external success of a company in any industry,” adds Jean-Yves Fillion, CEO, BNP Paribas CIB-North America, and another FWA President’s Circle member. “It enhances a company’s reputation and its pool of talent and innovative ideas.”

FWA is helping women take ownership of their advancement in both the corporate and political arenas. “This means improving our negotiating skills, sharpening our professional capabilities and becoming more visible,” says Harper, a litigation attorney and director with the Bates Group LLC, a securities litigation consulting firm. Recent FWA programs have addressed securing corporate board opportunities and developing communication skills and have offered workshops on negotiating compensation and advancement.

Best Practices in Attracting and Retaining Women

Many of FWA’s corporate supporters have Women’s Internal Networks (WINs) that bring their female employees together for mentoring, sponsorship and events. They make good use of FWA’s high-level speakers, targeted professional development programs and networking events for business development and recruiting. “Commitment from the top is essential for these efforts to succeed,” says Harper.

FWA President’s Circle member companies gain visibility when they host FWA events, have their leaders participate as distinguished speakers and provide experts on topics driving financial

FWA’s Washington, D.C., Conference: “The American Agenda,” March 2013

FWA’s annual conference will be held in Washington, D.C., in 2013. This exclusive forum offers opportunities for participants to discuss regulatory matters, politics and policies and our relationship to the global community, as well as meet some of the most important women governing our lives.

www.fwa.org

Wells Fargo Advisors: People Are Our Competitive Advantage

Some firms in our industry are better than others at providing Financial Advisors with support networks, individual development, and a full range of leadership opportunities—and Wells Fargo Advisors is at the top of the list. As one of the nation’s premier full-service investment firms, we pursue a diverse workforce as one of our core values, and we provide all of our Financial Advisors with a work environment built on equal opportunity and respect for every individual.

We know that advising a diverse client base requires a shared understanding of clients’ goals and investment preferences. But more important, it requires a high degree of insight and support from a firm that values its advisors not just for what they do, but for who they are. Wells Fargo Advisors has pioneered new and innovative ways to help Financial Advisors find opportunity and support at every level—that’s why we’re one of the most admired financial services firms in the country. And it’s one of the chief reasons successful advisors leave other firms to join us.

When you talk with Financial Advisors about Wells Fargo Advisors, you’ll hear two themes resonate over and over again:

- They feel connected—to the firm, to the resources, to their associates, and to each other.
- They feel fortunate—fortunate to be associated with a firm that has a client-first commitment and a passion for growth, education, and development.

By broadening the ranks of our Financial Advisor workforce and our leadership, we are making Wells Fargo Advisors a better organization—one that will remain relevant to our clients and successful in the marketplace. Our focus on diversity and inclusion is not a project. It’s an enduring commitment to excellence in service to clients and communities that is reshaping and strengthening Wells Fargo Advisors.

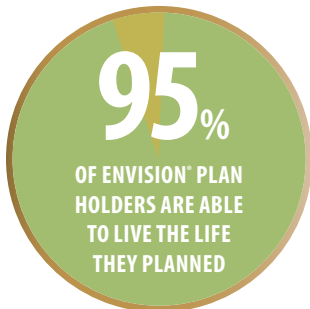


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my future.
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and corporate trends. They cultivate their own female talent through the professional development events at which FWA excels, as well as through their participation in FWA committees.

Additionally, the President's Circle offers best-practice forums on key strategies for women's executive advancement and opportunities for senior peer networking.

"It's within the President's Circle that some of the most valuable conversations

take place," says Blake, a former FWA President. "Members learn from one another and address issues including diversity and gender equality."

Value of Relationship Building

By regularly partnering with FWA to present local programming, Wells Fargo Advisors expands its market reach as it supports relationship building for its women employees.

"Having more women on our leadership team, as well as more women financial advisors, enables our firm to relate more closely to women as a large and growing part of our market," says Ludeman. "That, in turn, leads to greater understanding with our clients and results in better service, which drives client loyalty, which in turn leads to profitability."

International relationship building is one of the advantages global financial services firm BNP Paribas accomplishes through FWA sponsorship and senior managers' participation in FWA's global conferences and forums that focus on hot topics like the current economic state of the eurozone.

"Women are increasingly active in the global economy, both as consumers and in leadership positions within our own customer base," says Fillion. "It is only logical that we support our employees and foster their talents."

Political Leadership Builds Business Skills

FWA has elevated the importance of women's involvement in political issues with its nonpartisan series "Advancing, Engaging and Celebrating Women in the Public and Political Realm." In June, New Jersey Lieutenant Governor Kim Guadagno spoke to an FWA audience about the state's economic future. A September event brought together speakers from the White House Project and The Women's Campaign Fund to explore the topic of engaging women in the political process. In March 2013, FWA will hold its 2012-2013 conference, "The American Agenda," in Washington, D.C., providing participants with unique opportunities to meet international and U.S. financial regulatory leaders, policy makers, government officials and thought leaders.

Public service benefits women's careers, Harper says: "We've seen that many businesswomen are able to hone their own skill sets in the public arena, through political appointments or as elected officials. We encourage women to consider leadership roles and participate in decisions that affect our financial community, the nation and the world. The contacts and experience they gain can make them extremely valuable and even more influential as leaders in private business." ■

FWA Mission

To accelerate the success and leadership of women in the financial community across all industries by advancing careers, fostering alliances and preparing the current and next generation of professionals.

FWA Vision

To be the voice for women in the financial community across all industries, advancing thought leadership, recognizing women's achievements and illuminating their unique contributions to their professions, companies and communities.

www.fwa.org

BNP Paribas is committed to promoting a diverse, inclusive and stimulating work environment; one where employees are treated with dignity and respect, and value is given to differences in thought, backgrounds, experiences and perspectives—as well as where the finest talent is attracted, retained, developed and empowered to succeed.

In nearly 80 countries, BNP Paribas benefits from the diverse perspectives of its employees and clients. Our North American Diversity Council and eight Business Networking Groups are award winning internally and externally. We received a SIFMA Diversity Leadership Award in the Emerging



Jean-Yves Fillion
Chief Executive Officer
North American Corporate and
Investment Banking, BNP Paribas

Leader category, and a perfect 100% score on the Human Rights Campaign Corporate Equality Index.

BNP Paribas proudly supports its women through its President's Circle membership in the FWA, which I have supported from its inception. We have supported the FWA by lending our global markets expertise, including the expertise of our female executive leaders, in Brazil, the United Arab Emirates and our home market of Europe.



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We strive
for your success



With 170 different nationalities working together,
and where women make up more than half of
the Group's global staff, BNP Paribas is committed and
strives to increase the diversity of talent in its workforce.



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