

UNIVERSUM + THE BLACK COLLEGIAN

PRESENT

THE TOP
100 DIVERSITY
EMPLOYERS OF 2006



THE TOP 100 DIVERSITY EMPLOYERS 2006

COMPANY	RANK	PERCENTAGE	COMPANY	RANK	PERCENTAGE
Google	1	10.4%	National Security Agency	51	2.5%
Walt Disney	2	8.5%	Merck	52	2.5%
Goldman Sachs	3	8.2%	Target	53	2.5%
McKinsey & Company	4	8.0%	UBS Investment Bank	54	2.4%
Microsoft	5	7.8%	PepsiCo	55	2.4%
Johnson & Johnson	6	7.1%	ExxonMobil	56	2.4%
Apple Computer	7	6.8%	American Airlines	57	2.3%
Sony	8	6.4%	Abbott	58	2.2%
IBM	9	5.7%	Electronic Arts	59	2.0%
Citigroup	10	5.7%	Nestlé	60	2.0%
BMW	11	5.5%	Shell Oil Company	61	1.9%
U.S. Department of State	12	5.4%	Marriott	62	1.9%
General Electric	13	5.3%	Deutsche Bank	63	1.9%
Merrill Lynch	14	5.2%	General Motors	64	1.8%
Morgan Stanley	15	5.1%	Hewlett-Packard	65	1.8%
Federal Bureau of Investigation	16	5.0%	Hilton Hotels Corporation	66	1.8%
PricewaterhouseCoopers	17	5.0%	Virgin	67	1.8%
Procter & Gamble	18	4.9%	HSBC	68	1.7%
Central Intelligence Agency	19	4.9%	Motorola	69	1.7%
Deloitte	20	4.8%	Kraft Foods	70	1.6%
Nike	21	4.8%	AMD	71	1.6%
Bain & Company	22	4.7%	BP	72	1.6%
Intel	23	4.7%	Fidelity Investments	73	1.6%
The Boston Consulting Group	24	4.6%	Honda R&D Americas	74	1.6%
Pfizer	25	4.5%	Lilly (Eli Lilly and Company)	75	1.5%
JPMorgan Investment Bank	26	4.4%	Wachovia Corporation	76	1.5%
Bank of America	27	4.4%	Cisco Systems	77	1.5%
Ernst & Young	28	4.4%	Wyeth Pharmaceuticals	78	1.4%
Lockheed Martin Corporation	29	4.0%	Amgen	79	1.4%
Coca-Cola	30	4.0%	Starwood Hotels & Resorts	80	1.4%
Boeing	31	3.9%	Credit Suisse First Boston	81	1.4%
L'Oréal	32	3.8%	Southwest Airlines	82	1.4%
JPMorgan Chase	33	3.6%	Raytheon	83	1.4%
Toyota	34	3.4%	Ford Motor Company	84	1.4%
Amazon.com	35	3.3%	DuPont	85	1.4%
Yahoo!	36	3.2%	Wal-Mart Stores	86	1.4%
Lehman Brothers	37	3.2%	Northrop Grumman Corp.	87	1.3%
Gap Inc.	38	3.2%	Internal Revenue Service (IRS)	88	1.3%
Dell	39	3.0%	Limited Brands	89	1.3%
3M	40	3.0%	Texas Instruments Incorporated	90	1.2%
Starbucks	41	2.9%	General Mills	91	1.2%
American Express	42	2.8%	Verizon	92	1.2%
KPMG	43	2.8%	Unilever	93	1.2%
Mayo Clinic	44	2.7%	Rolls-Royce North America	94	1.2%
Booz Allen Hamilton	45	2.7%	Bristol-Myers Squibb	95	1.2%
eBay	46	2.6%	Anheuser-Busch	96	1.1%
Accenture	47	2.6%	Siemens	97	1.1%
Time Warner Inc.	48	2.6%	Adobe Systems	98	1.1%
GlaxoSmithKline	49	2.6%	Bear Stearns	99	1.1%
Genentech	50	2.5%	McGraw-Hill Companies	100	1.1%

Understanding Diversity

By Rachele Focardi-Ferri

As the war for top talent heats up, employers all across the world are acquiring new and revised managerial processes for developing a working environment that maximizes the potential of all employees by valuing diversity.

Diversity, including but not limited to age, ethnicity, gender, physical abilities/qualities, race, sexual orientation, educational background, geographic location, parental status and religious beliefs, is therefore very important when matching top talent with IDEAL Employers™.

"As the workforce demographics shift, the competition to attract diverse candidates substantially increases for those companies wishing to remain competitive in the marketplace," Camille Sautner, Diversity Employer Branding Specialist at Universum, global employer branding leader helping companies build employer brands to capture top talent, said.

Each year in the United States, Universum conducts a survey amongst Undergraduate and MBA students with diverse backgrounds to determine what minority students are looking for in a future employer.

This year, in The Universum IDEAL Employer™ Survey – Diversity Edition, more than 12,800 students at 115 schools across the country ranked their top companies and their top industries and answered questions about career expectations and goals, IDEAL Employer™ characteristics, salary expectations and communication preferences.

The gold medal as IDEAL Employer™ for

2006 diversity MBA and Undergraduate students goes to Google, followed by Walt Disney, Goldman Sachs and McKinsey.

According to Claudia Tattanelli, CEO of Universum USA, it is not surprising that these companies are ranked so high. Google, thanks to its innovative, progressive, young and anti-conservative culture is this year's new powerhouse all across the world, Goldman Sachs and McKinsey have always been the top players in the investment banking and management consulting industries and Walt Disney - that prior to 2005 has always been at the top of the list - has regained a leading position thanks to its massive recruiting efforts and its strong consumer brand.

"There is a very strong correlation between employer brand and consumer brand," Tracy Lynn Van Es, VP of Marketing and Research at Universum, said. And Walt Disney is not the only company that benefits from a well-renowned name. Microsoft (n.4), Johnson & Johnson (n.5), Apple Computer (n.6), Sony (n.7), IBM (n.8) and

BMW (n.11 - despite its reduced recruiting efforts) are all at the top of the list of IDEAL Employers™ for overall diversity students.

"Today, consumer branding efforts of big companies have a very strong impact on students, who often associate a well-known product - seen on commercials following popular TV shows, cited in the news or represented on billboards and magazine ads - to an ideal place to work for," Van Es said.

*"Diversity:
human qualities
different from
our own but
manifested in
others."*

Understanding Diversity

Millennials Vs Gen-Xers

This year's rankings have been strongly impacted by the difference between generations. For the first time, most undergraduates correspond to the Millennials while most MBAs are part of the Generation X.

The goals, expectations and priorities of the two groups are very distinct and when recruiting an ideal candidate, it is imperative that employers understand these dissimilarities.

"It is very important to consider the difference between the two generations," Tattanelli said. The Millennials are positive, team-oriented and close to their family. They believe in the American Dream and think that it is up to them to make a difference, to give something back to society".

Gen-Xers, on the other hand, are more skeptical, cautious of giving trust and loyalty, have a "me attitude" and feel that the American Dream is long gone.

So, how do these contrasts between the two groups impact their decisionmaking process when considering a future employer?

Global Awareness, for example, is one of the most identifying differences. Amongst Millennials, interest in companies that have a global social impact and solid values has never been as strong. Contribution to society is, for the first time, amongst the top career goals for diverse undergraduates, ranking number four. Only 13% of the diverse MBAs think that contributing to society is somewhat of an important aspect in a

career. Most of them selected balance between personal life and career, a strong financial base and the opportunity to reach a managerial level as their top priorities.

In addition, while financial strength remains the top priority for MBAs, for the Millennials it's no longer the most important characteristic of an IDEAL Employer™. Thirty-three percent of them chose high ethical standards as the second most significant factor when determining what company to work for.

The number one characteristic of an IDEAL Employer amongst the Millennials this year is Diverse Workplace, especially for African-American students. Fifty-two percent of them chose it as a top priority compared to 18% of American Indian/Alaskan natives and 29% of Latino/Hispanics. For MBAs, the number one characteristic is Industry Leadership.

"To be competitive, companies need to understand the difference between generations."

– Claudia Tattanelli,
CEO Universum USA

Healthcare Number 1 Industry

This year, healthcare unseats financial services as the most popular industry among diverse students overall. Healthcare is also the top industry among Undergraduate Students followed by Government/Public Service, Financial Services and Education.

Top pharmaceutical companies including Johnson&Johnson, Pfizer, Mayo Clinic, Glaxo Smith Kline and Merck are all listed by undergraduates in the top 40. Wyeth Pharmaceuticals rose from 186th to 64th, Eli Lilly from 95th to

Understanding Diversity

80th, Novartis from 140th to 130th and Roche from 154th to 140th. In addition, new companies that were not ranked last year such as Hospira, Bayer and Takeda Pharmaceuticals North America all made it in the top 200 list.

Management Consulting - with McKinsey, Bain, BCG and Booz Allen in the top 10 - is the top industry among MBAs followed by financial services, consumer goods, investment banking and venture capital.

Government Agencies do particularly well amongst diverse undergraduates. The CIA, US Department of State and FBI rank in the top 5 with Hispanic-American undergraduates and in the Top 10 with African-Americans and GLBT students.

According to Tattanelli, these results are not unforeseen. "The Millennials have been highly impacted by the political and global turmoil that has characterized the beginning of the new millennium. With everything that has happened since 9-11, the war with its soldiers and its heroes—now more than ever embodied by charming actors in some of the most popular TV shows—they are very eager to make a difference on a global scale."

Defining Diversity

As companies position themselves among diverse students, it's especially important to understand how these students define diversity. According to Tattanelli, this is one of the first things employers must understand in order to present an

employer brand that resonates with their target student groups.

When students define diversity in the survey, Ethnicity is the top definition across the board, chosen by an average of 77% of the respondents followed by Gender, Nationality, Age and Personality.

So what do companies have to do in the midst of the war for talent to attract, recruit and retain diverse employees?

According to most students "walking the talk" is the number one way to gain the trust and the interest of a minority student. "So many companies present themselves on campus as a diverse workplace but the speakers are mostly Caucasian males," Marisol, a Hispanic University of Texas undergraduate, said. "They should start by showing me that there are positions filled by minority employers across the board. During presentations and days on the job I want to see and hear from people who look like me."

Companies should, therefore, start by demonstrating and assuring a workplace where diverse values and opinions are accepted and respected.

"Diverse students are looking for employers who are open-minded about other cultures and receptive to learning about those cultures," Sautner said. "They should not get comfortable with tradition, but instead advocate the rights of people with different backgrounds and promote cultural events to increase employee awareness." □

"Diverse employees should participate in diversity/mentoring programs."

— Black/African American MBA student from Howard

CITIGROUP

Global reach with a small-company feel *By Paula Fagerberg*



SHARAFADEEN MUHAMMED

Title: Associate,

Financial Management

Associate (FMA) Program

Education: B.Sc in Accounting,

Ahmadu Bello University,

Nigeria, 2000; Associate of

the Institute of Chartered

Accountants of Nigeria, 2003

With company since:

June 2002

Career goal: A finance-related

role with active participation

in the decision-making process

to improve the bottom line

Advice for new graduates:

Have a clear vision of your

career goal. Don't close

yourself off to any opportunity.

Citigroup (NYSE: C), the leading global financial services company, has some 200 million customer accounts and does business in more than 100 countries, providing consumers, corporations, governments, and institutions with a broad range of financial products and services, including consumer banking and credit, corporate and investment banking, securities brokerage, and wealth management. Major brand names under Citigroup's trademark red umbrella include Citibank, CitiFinancial, Primerica, Smith Barney, and Banamex. Additional information may be found at www.citigroup.com.

EMPLOYEES: Citigroup has 300,000 employees worldwide.

DIVERSITY: At Citigroup, we are committed to the diversity of our workforce. And with a presence in more than 100 countries, where more than 98 percent of our employees are hired locally, we are perhaps the most diverse company in the world. The diversity is a source of strength for our employees, clients, and the communities where we live and work.

WEBSITE: For opportunities, please apply online to www.oncampus.citigroup.com.

How did you come to choose Citigroup as an employer?

I had been living and going to school in Nigeria, and I wanted a platform that would give me international exposure and allow me to enjoy a multicultural latitude. Citigroup offers that in Nigeria and all over the world—we're in 100 countries. I came to New York because I was recruited internally from Lagos. I am now doing Financial Management Associate (FMA) program rotations in Citigroup businesses.

What are the benefits of doing these rotations?

The FMA program pulls young professionals from business schools and internally in order to build a pipeline of future finance leaders for the whole company. There are three rotations in all, each one lasting six months. The FMA stays in the region of hire (there are five regions: the U.S., Asia, Europe, Japan, and Latin America) for two rotations, and has the opportunity to go out internationally for one. The rotations give participants exposure across Citigroup's businesses, including an excellent cross-functional experience that gives the associates the opportunity to learn a variety of finance roles and how they function across these businesses as well as geographically. For me, the rotations are very valuable, as they provide me with a great opportunity to

network, especially with the seniors, and learn Citigroup's businesses from the senior managers first hand.

What would you want someone new to Citigroup to know about the company and its policies?

Because we are so widespread geographically and have about 98% of our staff hired locally, Citigroup employees have an opportunity to relate directly to people everywhere in the world, to understand their cultures and the way they do things. And here in the New York office, we have people of all nationalities; in my office there are Russians, Brazilians, Chinese, and people from all parts of the globe. That shows how diverse we are.

I believe that Citigroup will continue to support diversity. The goal of the company is to be the most respected financial services company in the world. To achieve that, we must do things that are exceptional, things that no one else does. Citigroup has always been a leader in innovations in the financial services industry.

What are you proudest of about being part of Citigroup?

The company's reputation for excellence. The second thing is our geographical reach, how our employees have the opportunity to build a career—to pursue challenges anywhere in the world. □



DONALD FELIX

Title: Associate,
Investment Banking

Education: BBA,
Information Systems and
Analysis, Howard University,
1996; MBA, Finance and
Strategic Management,
The Wharton School of the
University of Pennsylvania, 2006

With company since:
May 1995

Career goal: To be a
Managing Director within the
investment banking industry

Advice for new graduates:
Maintain a rolling two-to-three-
year plan, and always work on
something that will improve you.

Why did you choose to join Citigroup?

I've actually joined Citigroup twice! The first time was after completing my undergraduate degree, but I've also recently come back to the company after leaving to attend business school. The first time I chose Citigroup, I had certain criteria in mind—the three E's: Exposure (access to senior people and working on senior projects), Education (extending my learning beyond the theoretical and academic), and Experience (significant early responsibility). Citigroup absolutely delivered all of those things. I was on a general management track prior to attending business school, and I wanted to get all that I could out of that experience, so I spent several years as a manager of a 30-person unit; but eventually I felt like the time was right for me to go to business school. Citigroup put me on an educational leave of absence, so the door was open for me to return.

While at business school, I kept an open mind—I wasn't sure if I necessarily wanted to return to New York, or even to Citigroup or financial services. I looked at other industries and firms, and as I narrowed down what it is that I really wanted to do, it became clear that Citigroup is the best place for me. I would go to all the info sessions for various competitors, and they would all mention Citigroup. While at school I realized that I had learned more from the leadership training while at Citigroup than I had recognized—I was a little bit ahead of the game from a management and leadership perspective, and was also highly qualified in many skill sets, and I would attribute a lot of that to my experience at Citigroup.

Another thing I love is the globality of Citigroup. It's not an event to talk to someone in Singapore or Dublin—it's just part of the day-to-day business here. Actually, as I explored other companies, I realized that "global" meant very different things to them. Citigroup operates and has a presence in 100 different countries, while other companies say they're global because they have one office in Europe and another in Asia—but there's a very big difference.

What would students find most surprising about working there?

For as big a company as it is, Citigroup has a small-company feel. You get to know the people in your group extremely well. You also have a chance to form relationships with the people around the world with whom you're working. You may never meet them face to face, but you may be dealing with someone in a very different part of the world via e-mail and phone every day.

What does it take to succeed at Citigroup?

You definitely have to come in, work hard and be focused, and you have to realize too that you don't work hard for a few years, then reach a certain level and relax; it doesn't work that way, and I can definitely speak to that since I'm switching careers at this stage. You consistently need to have that drive and ambition. What makes Citigroup the perfect place is that you can have many different jobs without ever leaving the company. That was my experience beforehand, and still holds true now that I'm coming back in a completely different capacity—during the years I've worked here I've probably had seven or eight different jobs.

There is a lot of support for you at Citigroup with many programs to help guarantee your success. One great way that Citigroup supports diversity is through the African Heritage Network, which is highly supported by senior management—it's a huge part of the diversity network here. Obviously diversity is more than African Americans, but for African Americans specifically, this is a great resource. We do social service throughout the community, there's internal mentoring where people are matched up at the junior and senior levels, and many more beneficial programs.

The environment here is inclusive, respectful, and a meritocracy. Ultimately, Citigroup is a great launching pad to do many, many things. You can go a lot of places from here: go on to run companies, work in other lucrative businesses and industries, or you can build a fantastic long-term career right here. □

Preferred Industry

Healthcare took over the top spot both overall and among undergraduate students.

Management consulting is the top industry among MBAs followed by financial services, consumer goods, investment banking and venture capital.

DIVERSE RESPONDENTS BY ETHNICITY

NATIVE AMERICAN

Government/Public Service	23%
Healthcare	23%
Education/Teaching	15%
Academic Research	15%

ASIAN AMERICAN

Management consulting	27%
Financial services	25%
Consumer goods	17%
Investment banking	15%

ASIAN INDIAN

Management consulting	36%
Financial services	23%
Investment banking	17%
Venture capital	16%

AFRICAN AMERICAN

Financial services	25%
Management consulting	22%
Consumer goods	20%
Entertainment/Media	14%

HISPANIC AMERICAN/LATINO

Management consulting	28%
Financial services	22%
Consumer goods	18%
Investment banking	14%

PRICewaterhouseCOOPERS

Investing in students and employees, because people make the firm *By Paula Fagerberg*



KATY BERRY

Title: Manager, Professional
Technical Risk & Quality Group

Education: B.S. Accounting,
Loyola Marymount U., 2000;
Accounting Society, Black
Student Business Association

With company since:

September 2000

Career goal:

To be the best performer
I can be, which will take
me to the higher levels
within our organization

Advice for new graduates:

Be open-minded to the
responsibilities coming into a
new profession. You're not
expected to know everything
the first day. For accounting
majors: take your CPA early!

PricewaterhouseCoopers is the largest global network of professional services firms, offering a wide range of assurance, tax, and advisory services to many of the world's largest and most prestigious companies.

EMPLOYEES: The PwC network of firms is composed of more than 130,000 partners and staff in 148 countries and territories around the world. In the U.S., PricewaterhouseCoopers LLP employs 29,000 partners and staff. We also hold the leading position as auditor to the Fortune 500, auditing 33% of Fortune 500 revenues.

DIVERSITY PROGRAMS: At PwC, diversity is more than just words on paper...it's more than just talk. Our focus on diversity and inclusion is about making PwC a great place to work for all of our people. It's about being a place where you are not only welcome but valued for the unique contributions you bring. A place where you know you will receive the coaching and development you need to advance in your career. Some of the programs we have in place include women's and diversity networking circles and a scholarship program for diverse college students—eXceed.

WEBSITE: Interested in joining us? Please visit our unique campus recruiting website at www.pwc.com/bringit. If you are interested in applying, please complete an Online Career Profile (OCP).

Tell us about your career at PwC.

It's been great! I started in L.A. as a new associate, then I had the opportunity to transfer into a special business unit within PwC. I was on a large engagement in the L.A. office, and the client was acquired. I had always wanted to go into Risk & Quality ever since I was recruited, and so this phenomenal opportunity opened up for me to get in on the ground floor of a new role. There have been some interesting, wonderful challenges with this. I'm from L.A., and I had to make a transcontinental move to New Jersey...then everything was new, with my role still being formulated. I was trying to fit the needs of the firm while making it something that I'd be happy with. There were 17 other professionals in the same boat with me, and I must say that the firm is very good at listening to what we have to say about enhancing our experience within the firm and supporting its objectives.

Can you talk about the Diversity in Business Leadership Conference?

This was my first year attending this conference, which is a unique experience designed for PwC staff and our eXceed scholars. Students selected as eXceed scholars get a \$3,000 scholarship, participate in our internship program, and get to come to New York for the conference. There were more than 50 participants from schools around the country; typically internships come when

you're juniors and seniors in college, so this was a great opportunity for students to get internship experience at a large company early. To apply, students fill out an application and go through interviews; the selection is determined by how they present themselves. The eXceed program is such a wonderful opportunity even for students who aren't sure yet what they want to do—to just go and meet with professionals who have been in the firm and the industry for a number of years gives them networking opportunities and lets them make informed decisions... and see what a great firm PwC is!

What do you love most about working there?

It's what attracted me in the first place—the people. Dennis Nally, our CEO, has really emphasized that people matter, and all of the initiatives that have followed from this have strongly enhanced our commitment to the firm. For instance, we have Flexible Fridays, where in the summer you can work your work week within four days and take Friday off, so that with some planning you can say Hey, I'd really like to attend this training, or take some time off to watch my kid play sports, as a lot of people in our office do. All of that has really made me feel like a more valuable member of the firm, and makes me want to continue to be a top performer here. □



ANDREW S. WALLACE

Title: Partner, Advisory—

Internal Audit Services

Education: B.S. Professional

Accounting, SUNY at

Plattsburgh; member Omicron

Delta Kappa, National

Leadership Honor Society,

Who's Who, AICPA, IIA, NABA

With company since:

February 2003

Career goal:

Achieved—making partner

Advice for new graduates:

Be willing to adapt and change, because what we do requires us to do things that have not been done before.

What drove your decision to come to PricewaterhouseCoopers?

The single most significant driver for my decision was the people. What I've recognized throughout the course of my career is that it's the people who make the firm, not the other way around. I had the opportunity to meet a number of individuals here who impressed upon me the commitment, dedication, and care that they take to make sure that their people have and are able to do what it takes to be successful.

What was it like to join the partnership?

It was surreal, and exciting, because I had making partner as a career goal—not so much for the title as for the opportunity it affords you to impact other people's lives. It's not so much about the money or the status, but being able to do various things to help. The challenge now is to help the professionals know that you're still the same person, approachable, with the same interests as they have, helping them to be successful—you're just now in a better position to help them and help the firm.

Let's talk specifically about diversity at PricewaterhouseCoopers.

Certainly. All of the firms obviously have a program centered around diversity, but what distinguishes PwC is that you have individuals strongly involved in diversity who aren't minorities. Of course it's important to have minorities making a significant contribution to the diversity effort, but also important to have the full spectrum of individuals involved, because that is true diversity. Our student initiatives at PwC include a concentration around historically black colleges and universities, and participation in a variety of associations like the National Association of Black Accountants, ALPFA, INROADS, and others; once you get to the firm, there are also a number of programs (that I certainly benefited from)—the mentoring partnership, and our diversity and women's networking circles, which are centered

around increasing the appreciation of the value and talent that exists within the firm in achieving the goal of true diversity.

What does it take to succeed at PwC?

One of the things that I've learned over the years is that in order to be successful here, you have to have an entrepreneurial spirit. Not only must you be able to deliver services to our clients so that they're happy, but you must manage other aspects of the client relationship that are important, and administrative matters that go along with running the business—so the entrepreneurial spirit must pervade how you manage your career and your business. Success is based upon your performance, your contribution—in other words, earning the status and the success that you attain. I operated under the criteria that the firm held out for an individual to be a partner, which also allowed me to work in a manner that was favorable to me, favorable to the people I was able to attract to the firm, and also favorable to the clients, because I was able to do the things that I thought would be successful for them but also would be a good reflection on the firm.

What are you proudest of about working there?

I'm proudest of the people that I'm able to assist at the firm, and the people I'm able to influence into the profession and into the firm—because again, it's recognizing that it's our people who make the firm. We have a lot of talented individuals, and one of the things that we have really held out as a model now is trying to be the distinctive firm. That's being achieved by letting people be themselves, which allows them to do their very best. It allows me to do my best in serving my clients, in attracting and retaining talent and in turn allowing them to achieve their goals. And that's good for everybody. □

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Attracting Diverse Students

While students across the board value internships the most, opinions on other offers vary widely. Among MBAs American Indian/Alaska Native students value scholarships much more (50%) than Asian American/Pacific Islanders do (16%). Among undergraduates, Asian Indians and Latino/Hispanic-Americans value co-op programs the most (26%) while Asian Indian/Alaska Natives value it the least (13%).

	American Indian/Alaska Native MBA	Asian-American/Pacific Islander MBA	Black/African-American MBA	Latino/Hispanic-American MBA	American Indian/Alaska Native UG	Asian-American/Pacific Islander UG	Black/African-American UG	Latino/Hispanic-American UG		
Co-op programs	25%	8%	7%	8%	8%	13%	19%	26%	20%	26%
Diversity-targeted events	25%	26%	23%	40%	33%	16%	18%	16%	25%	16%
Funding of diversity organizations	13%	10%	7%	17%	11%	8%	8%	8%	13%	10%
Internships	25%	40%	42%	36%	48%	42%	54%	50%	49%	54%
Mentorship programs		36%	27%	34%	26%	24%	18%	13%	23%	19%
Networking events	13%	31%	27%	22%	21%	12%	18%	17%	16%	12%
On-campus presentations	13%	20%	24%	16%	22%	19%	18%	20%	14%	21%
Participations in diversity-targeted career fairs	38%	9%	10%	17%	16%	12%	7%	5%	11%	9%
Scholarships	50%	16%	19%	23%	23%	47%	43%	37%	43%	47%

LOCKHEED MARTIN

Where diversity contributes to mission success



GREGORY IVEY

Title: Embedded
Software Engineer

Education: B.S. Aerospace
Engineering, University of
Florida, 2004; M.S.
Aerospace Engineering,
Georgia Tech, 2006.
Golden Key Honor Society

With company since:
June 2005

Career goal:
To advance through the
technical side of the company

Advice for new graduates:
Attend every possible career fair
and talk to the recruiters; get to
know what they are looking for if
you are really interested in the
company. Enjoy what you do.

Headquartered in Bethesda, Maryland, Lockheed Martin is a premier systems integrator principally engaged in the research, design, development, manufacture, and integration of advanced technology systems, products, and services. Distinguished by whole-system thinking and action, a passion for invention and disciplined performance, Lockheed Martin strives to earn a reputation as the partner of choice, supplier of choice, and employer of choice in the global marketplace.

EMPLOYEES: 135,000 people worldwide. We are one of the largest employers of scientists and engineers in the U.S. Lockheed Martin plans to hire in excess of 4,000 entry-level professionals, co-ops, and interns this year.

DIVERSITY AND INCLUSION: Ensuring an inclusive environment is a business imperative. Lockheed Martin engages with key schools, supports internships and co-ops, and offers employees mentoring and specialized development programs. Managers also conduct diversity dialogues with employees, and employees participate in local diversity councils and affinity groups.

WEBSITE: www.lockheedmartin.com/careers. Send resumes to www.jobs.lmc@lmco.com.

Why did you choose to join Lockheed Martin?

I liked that it was a well-known company with a strong commitment to integrity, diversity, and employee satisfaction. Work/life balance is also very important to me, and there's a great 9-80 work schedule that allows for three-day weekends so I can visit my family. The company has adopted a work schedule that tries to accommodate most employees. I also like the fact that the company goes out of its way to ensure that its managers and employees understand the corporate policy to treat everyone with respect and equality. Diversity is what solves problems! People from different backgrounds and with unique experiences will approach a problem with distinct viewpoints and ideas that help develop the best solution for the problem. Without diversity, the best solution may not be discovered.

I started as an intern and worked for six months. The assignment was interesting and not busy-work like some other internship assignments can be. I accepted a full-time position working for the same group before I left my internship. They allowed me to work part time while I finished my degree, and then I came back to work full time.

Why is Lockheed Martin ranked as a top diversity employer?

We recruit heavily for people who will contribute to the company. The company knows the value of diversity and that it will need to appeal to minorities in order to leverage their unique attributes. With the focus on diversity and work-life balance, we've maintained high rankings in employee satisfaction—and this promotes increased productivity and success.

What sets the company apart from the competition?

Our integrity, work-life balance, diversity, and commitment to success sets us apart. The opportunities for young professionals to network within the company would surprise most students; there are organizations for new hires to network and meet other young professionals. Since Lockheed Martin has many divisions, the possibilities to expand into different areas or to move around the company are plentiful. There are a variety of ways to progress through the company.

What does it take to succeed at Lockheed Martin?

It takes hard work and good networking skills. Once people know your name and your reputation for good work, advancement becomes easier. □



GILBERT DUSSEK

Title: Systems Engineer

Education: B.S. Electrical and Computer Engineering, Biomedical and Health Engineering, Carnegie Mellon University, 2004

With company since: July 2004

Career goal:

Chief Executive Officer

Advice for new graduates:

The learning doesn't stop once you've received your degree. Lifelong learning is a must in order to be successful post-graduation.

How did you come to join the company?

The company's reputation played a great deal in my decision to work here, as did the many opportunities it presented. Now that staying at one company for your whole career is no longer the norm, Lockheed Martin seemed to be one of the few places where I could make a full career for myself working multiple assignments while still staying with the same company. Also, the work-life balance that was offered definitely resonated with me. And the final driving factor was the people—while all the people here are top-notch professionals, they're also great to work with, and that goes a long way.

Are you participating in a rotational program?

Yes, I'm currently in the Engineering Leadership Development Program (ELDP). This is a three-year entry-level training and development program targeted toward individuals who demonstrate the potential to fill future leadership positions within Lockheed Martin. The benefits of ELDP include rotational assignments, a technical development curriculum (which includes the completion of a Master's degree), leadership development conferences, and mentoring.

Let's talk about diversity at Lockheed Martin. Why is it important?

We have to pull in the best and the brightest from a myriad of backgrounds. Diversity at Lockheed Martin transcends race and gender—it includes age, experience, critical skill sets, schooling, geography, and more. Lockheed Martin has a strong commitment to acquiring new talent from all areas as we strive to stay competitive in the marketplace. From the top on down, diversity continues to be a strong focus within our corporation. Our Corporate Diversity Council has representation from many of our company's top executives, and is chaired by our CEO, which goes to show

our commitment to diversity and creating an inclusive environment for all our employees. One of the many programs through which the corporation promotes diversity is Diversity Day. Each year, employees throughout the corporation celebrate our differences and highlight our unique talents with events and activities at Lockheed Martin facilities.

What's your advice for people launching their career at Lockheed Martin?

For those with a technical background looking to head down the management track, I would definitely suggest trying to maintain your technical foundation in your early years, especially as our industry continues to evolve. You'd be surprised to see how many of our leaders have strong technical backgrounds, as many of them started in the company in a technical capacity. It's a great place to work—I think the company's focus on the development of its employees, especially our entry-level professionals, plays significant part in why we are a top diversity employer. Also, I believe our number-two ranking in *BusinessWeek's* "Best Places to Launch a Career" probably doesn't hurt either!

Now that you've been there for a while, what are you proudest of about working at Lockheed Martin?

The largest part of why I'm proud to work here is because of the work that we do in serving our country on a daily basis. While we're not necessarily on the front lines, it's certainly a good feeling knowing that the products we produce and the services we provide enable those individuals to perform their jobs to the best of their ability. I'm also happy to have acquired a great deal of knowledge about the business, the customers we serve, and the technologies we employ, and there's more I continue to absorb with each passing day. □

Definitions of Diversity

Ethnicity is most popular among American Indian/Alaska Native MBA students (89%) and the least popular among Asian/Indian MBA students (67%). Asian Indian/Alaska native MBA students value gender the most (78%) while Asian-Indian MBAs prioritize ethnicity over gender.

Among undergraduates, Latino/Hispanic students value language skills significantly more than other groups (15%). Black/African American undergraduates prioritize gender the most of all ethnic groups (61%) while Asian-Indians prioritize it the least (43%).

	American Indian/Alaska Native MBA	Asian-American/Pacific Islander MBA	Black/African American MBA	Latino/Hispanic American MBA	American Indian/Alaska Native UG	Asian-American/Pacific Islander UG	Black/African American UG	Latino/Hispanic American UG	Asian-Indian UG	Other
Age		21%	18%	28%	19%	36%	27%	23%	33%	29%
Education	22%	13%	18%	8%	15%	15%	12%	17%	10%	15%
Ethnicity	89%	75%	67%	88%	77%	70%	78%	70%	87%	71%
Gender	78%	52%	49%	64%	50%	53%	50%	43%	61%	48%
Inclusive work environment	22%	7%	9%	10%	6%	4%	5%	4%	3%	4%
Language skills		11%	10%	3%	10%	4%	11%	9%	5%	15%
Nationality	22%	38%	48%	30%	47%	20%	27%	34%	23%	27%
Personality	11%	15%	17%	10%	14%	17%	20%	15%	13%	15%
Physical disability		1%	2%	5%	4%	7%	3%	2%	5%	5%
Religion		5%	7%	4%	5%	6%	8%	16%	8%	9%
Sexual orientation	22%	10%	7%	11%	12%	16%	9%	6%	8%	11%
Socio-economic background	22%	10%	13%	16%	13%	11%	13%	12%	17%	13%
Work function	11%	10%	11%	2%	5%	5%	7%	8%	4%	10%
Work style		7%	8%	7%	6%	11%	10%	11%	8%	11%
Other		1%	0%	1%		1%	0%	0%	0%	1%

DELOITTE & TOUCHE USA LLP

People make the brand—and the difference *By Paula Fagerberg*



PAUL T. PARKER

Title: Chief People Officer

Education: B.S. Human

Resources, Ithaca;

M.B.A. Stern, NYU

With company since:

May 2006

Career goal:

To always make a contribution to the growth of the business

Advice for new graduates:

You have to dream big.

You can do anything you put your mind to!

Deloitte & Touche USA LLP, one of the nation's leading professional services firms, provides audit, tax, consulting and financial advisory services through its subsidiaries: Deloitte & Touche LP, Deloitte Consulting LLP, Deloitte Financial Services LLP, and Deloitte Tax LLP. It provides these services to more to more than half of the world's largest companies through 35,000 people in more than 80 U.S. cities.

WORKFORCE: The more diverse our people's backgrounds, the better. With more than 100,000 professionals worldwide sharing their unique perspectives across our business functions, we are well positioned in the marketplace to understand our clients' complex needs.

DIVERSITY PROGRAMS: Breakthrough Leadership Program: A leadership development program for top-rated minority managers and senior managers. Think Tank: A team that advises our National Managing Partner on critical business issues. Business Resource Groups: Six affinity networks that develop and execute programs to support our diversity and inclusion goals.

WEBSITE & RECRUITING CONTACT: www.deloitte.com/us. Kaplan Mobray, U.S. Diversity Recruiting Leader, kmobray@deloitte.com.

What was influential to your choice to join Deloitte?

It was the people I met—a leadership group that had a firm commitment to people, diversity, and inclusion. I always understood that our brand and difference was going to be our people, and since our ability to attract and retain the best is so important, we need to have a people strategy to support that.

Tell us a bit about diversity and Deloitte.

We believe we get better decisions from having a diverse population. Our clients are diverse and multinational, and we need to bring those perspectives to the table when we're solving problems for our clients. You can't lose sight of historically underrepresented groups, but at the same time you need to move the conversation to one of inclusion that makes everyone feel comfortable that they can work together. The first thing you notice when you come to Deloitte is that people who look like you are in senior positions, which is key.

We're noted in the marketplace for a lot of the programs that we put in place to help people assimilate into the business. These include some online diversity-awareness training courses that you do during the first week that you're at

Deloitte. Our affiliate associations—our Business Resource Groups—have some programs where you can be mentored by people who look just like you. We're noted for internships—we're number three, according to *BusinessWeek*; *Fortune.com* also recently did a study where we were in the top five internship programs in the country. We're really known for our women's initiative program that we started many years ago, which is our commitment to saying that our leaders should be representative of the population at large. We lead the industry in women partners.

Other diversity initiatives for students include the Jackie Robinson Foundation that provides minority students with college scholarships. We're also the number-two hirer of INROADS in the country. Just our presence in the community is what really gets the word out.

Simply put, we view diversity as a strategic imperative for our firm. We believe that the best way to attract, develop, and retain the best and brightest is to create a culture that widely recognizes and encourages professional and personal development by inviting different perspectives and valuing each individual's unique contribution. □

Decision Making

Overall elements among diverse undergraduate respondents by ethnicity

AMERICAN INDIAN/ ALASKA NATIVE

Work/life balance (51%)
Good career reference (49%)
Competitive compensation (47%)
Clear advancement path (45%)
Pursue further education (45%)

ASIAN-AMERICAN/ PACIFIC ISLANDER

Good career reference (57%)
Work/life balance (54%)
Competitive compensation (46%)
Clear advancement path (44%)
Pursue further education (42%)

ASIAN-INDIAN

Good career reference (49%)
Competitive compensation (44%)
Clear advancement path (46%)
Work/life balance (43%)
Diversity/diverse colleagues (35%)

BLACK/AFRICAN- AMERICAN

Work/life balance (56%)
Good career reference (54%)
Competitive compensation (48%)
Pursue further education (48%)
Clear advancement path (45%)

LATINO/HISPANIC- AMERICAN

Work/life balance (54%)
Clear advancement path (50%)
Pursue further education (47%)
Good career reference (44%)
Diversity/diverse colleagues (43%)

Imagine what could happen if companies' doors were open to everyone?

At IBM, global diversity and inclusion are far more than company policy. They are company philosophy. Our strong commitment to equality is cornerstone to that philosophy. Individual differences, skills, and backgrounds are not just important, they are invaluable. Our diverse talent allows us to deliver innovative solutions that help our clients succeed in an on demand world. For more information visit ibm.com/careers



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ERNST & YOUNG

Strong, flexible leadership and the freedom to create your own space



GLENN CARRINGTON

Title: National Tax Director
for Client Services

Education, Honors:

J.D., University of
Virginia School of Law;
B.S., Norfolk State University;
Attorney-Advisor, Treasury
Department's Honors Program

With company since:

2004

Career goal:

True success is being in a
position to help others.

Advice for new graduates:

Seek out people whose style
you like and who have been
successful, and see what you
can learn from them.

Ernst & Young, a global leader in professional services, is committed to restoring the public's trust in professional services firms and in the quality of financial reporting. Its people pursue the highest levels of integrity, quality, and professionalism in Ernst & Young's core services of audit, tax, and transaction advisory services.

EMPLOYEES: With 107,000 people in more than 140 countries, Ernst & Young is committed to an inclusive culture that leverages the differences of our people to create diversity of thought and quality service to the marketplace.

MASTER'S OF ACCOUNTANCY PROGRAM: EY's Your Master Plan is a unique program offering primarily non-accounting business majors the opportunity to earn their masters of accountancy degree from the University of Notre Dame or the University of Virginia while working for EY. For more information visit www.ey.com/us/ymp or contact Tekla Thornton: (216) 583-1551.

WEBSITE: www.ey.com/us/careers

Why did you choose to join Ernst & Young?

Considering my options between several law firms and accounting firms, I chose Ernst & Young for several reasons. I saw numerous opportunities for me, and I believe in the leaders here, especially the tax leaders and Mark Weinberger in particular. I have a lot of respect for him; I also believe in the strategy he laid out for the tax practice and his ability to execute on it. I came here during a time of great transition for tax departments, when the advent of Sarbanes-Oxley significantly impacted the level of tax services rendered to public accounting firms' audit and other attest clients. I think Mark knew that I am not only very good technically, but also very good with clients, and that's why he pursued me to win in the market shift.

What is special about the firm?

I've been very happy with the leadership, the flexibility they give, and the support they give you to reach your potential. The flexibility embedded in the Ernst & Young culture gave me the ability to help finish a new book, *Tax Accounting Issues in Mergers and Acquisitions*, for CCH, Inc. I think Ernst & Young is also very good at allowing people to create their own space. The firm strives to provide an inclusive environment that allows its people to best contribute to the

mission and the strategy. There are many ways you can contribute, and this has allowed me much freedom to play to my strengths—and to add tremendous value.

Why is Ernst & Young ranked as a top diversity employer?

We are a leader in setting up programs and reaching out to minorities across the board, including our annual Minority Leadership Conference. We were the first and only firm among the Big Four to have such a conference, where our minority partners, principals, directors, and other leaders of the firm gather to discuss ideas to make sure ours is an inclusive environment, and that we are building a solid pipeline of qualified minority candidates to be our leaders of tomorrow. I think the opportunities here are endless. Leaders here are very conscious about that, and about making sure people have a fair opportunity.

What does it take to succeed there?

It takes a collegial attitude, dedication, and a strong interest in teaming. By being collegial, I mean approachable and willing to help others and work with them. By teaming I mean doing things for the betterment of the team and not primarily for yourself. I think that's critical. □

Company Presentations

Preferred information by ethnicity

	American Indian/ Alaska Native	Asian-American/ Pacific Islander	Asian- Indian	Black/ African- American	Latino/ Hispanic- American
MBA					
Career development opportunities	60%	76%	68%	74%	70%
Company history and future plans	20%	47%	46%	45%	42%
Company's financial results	40%	33%	30%	27%	30%
Corporate culture and values	20%	70%	63%	73%	69%
Current job openings	80%	56%	44%	40%	53%
Diversity programs	20%	45%	39%	63%	49%
Environmental policies		20%	16%	19%	18%
"Facts and Figures: (% of minorities, # of minority leaders)"	20%	36%	29%	43%	38%
"How it is to work for the company, stories by employees"	40%	59%	49%	64%	64%
International career opportunities	60%	54%	49%	53%	56%
Internships	40%	69%	58%	61%	67%
Mentorship	20%	59%	50%	61%	56%
Minority representation in senior management	20%	41%	37%	60%	39%
Profile sought in prospective employees	40%	54%	47%	61%	51%
Recruitment process	60%	66%	59%	61%	67%
Salary and compensation package	60%	51%	45%	55%	51%
Social responsibility	20%	33%	29%	49%	36%
Support group networks		28%	20%	43%	22%
Thesis-writing opportunities		16%	14%	26%	17%
Trainee/rotational program details	40%	50%	41%	56%	52%
UNDERGRADUATE					
Career development opportunities	47%	54%	51%	53%	56%
Company history and future plans	51%	46%	46%	47%	50%
Company's financial results	44%	41%	40%	41%	44%
Corporate culture and values	52%	55%	47%	50%	54%
Current job openings	42%	44%	41%	41%	48%
Diversity programs	56%	47%	45%	54%	51%
Environmental policies	44%	31%	27%	30%	34%
"Facts and Figures: (% of minorities, # of minority leaders)"	42%	40%	37%	43%	43%
"How it is to work for the company, stories by employees"	46%	51%	41%	45%	52%
International career opportunities	41%	48%	41%	44%	51%
Internships	52%	54%	49%	52%	58%
Mentorship	43%	45%	37%	47%	50%
Minority representation in senior management	37%	39%	35%	50%	42%
Profile sought in prospective employees	43%	46%	40%	44%	45%
Recruitment process	45%	52%	44%	49%	53%
Salary and compensation package	57%	51%	43%	53%	58%
Social responsibility	45%	43%	37%	45%	49%
Support group networks	37%	36%	31%	39%	37%
Thesis-writing opportunities	27%	29%	26%	33%	36%
Trainee/rotational program details	39%	44%	37%	48%	47%

SIEMENS

Investing in Research & Development—and good people *By Paula Fagerberg*



HUGH BLACKWELL, JR.

Title: Sales Engineer,

D.C. Metro region

Education:

B.S. Mechanical Engineering

2002, Howard University

With company since:

July 2002

Career goal:

Short-term goal: to

obtain a job as a

regional manager

Advice for new graduates:

Don't go after a career

just for the money; seek a

career that will be

rewarding in all aspects.

Enjoy what you do.

Siemens is a \$96 billion electronics and engineering company with 460,000 employees in 190 countries. With 70,000 employees throughout all 50 states and \$18.8 billion in U.S. sales, Siemens is improving America's infrastructure through technology and innovation in Medical, Power, Automation and Control, Transportation, Information and Communications, Lighting, Building Technologies, Water Technologies and Services, and Home Appliances.

EMPLOYEES: With operations around the world, Siemens is already richly multicultural. In addition to our customers' and shareholders' expectations, we inherently know that a diverse workforce translates to a smarter and more broadly experienced Siemens.

DIVERSITY: We have diversity councils, affinity groups, and internships available to our diverse employees. We have national partnerships with various diverse organizations such as INROADS, National Black MBA Association, Society of Hispanic Professional Engineers, and the National Urban League, and serve as board members for the National Society of Black Engineers and the Society of Women Engineers.

WEBSITE: www.usa.siemens.com

What attracted you to Siemens?

Siemens is an extremely diverse company in terms of our businesses; we offer so many different career paths. Inside the U.S. alone there are 13 different operating companies, like Siemens Medical, Siemens Transportation, Siemens Corporation...so many paths you can choose. We also have a fantastic reputation for innovation. What sets Siemens apart from the competition is definitely our engineering expertise and the ton of money we put into R&D—around five percent of global sales. That's a lot of money. We're an extremely innovative company.

For students, we have about seven or eight programs in my particular Siemens company, Siemens Energy & Automation, Inc., that hire young engineers and finance majors into rotational programs. New hires (minority or otherwise) with very high GPAs who are targeted to be top achievers within a few years have specific programs for mentoring and internships. We also have mentorship programs for Master's and Ph.D. grads. We have a lot of initiatives promoting diversity overall; for instance, there's a Valuing People Council focused on making the company more diverse by doing things like hiring a wider range of new employees.

What is the value of diversity in your work?

A lot of the distributors I sell to are up-and-coming minorities, and their input is extremely valuable. Another important aspect of diversity at Siemens is the work experience of our employees, which ranges from a few years to over 30 years with the company. Interacting with people from various walks of life helps you to cooperate better and understand how other people see things, and I find that friendships come easily.

What's the best thing about working here?

The people. No matter how good a company is at engineering or business, at the end of the day you want to be surrounded by good people you can trust to help you when you're struggling and who know that you'll help them too. Through this company I've met a ton of good people, and I really value my relationships with them. It makes for a better, more relaxed atmosphere where you want to achieve goals and make things happen for the company. We have good managers who really respect you in the workplace but also care about you outside of business—they're not just looking at you to make them money, but also looking at you as to how you can be fulfilled. Siemens is a great place to work. □

UNDERGRADUATE

Employer	Rank	Percentage
PricewaterhouseCoopers	1	5.9%
Google	2	4.7%
Microsoft	3	4.4%
Goldman Sachs	4	4.2%
General Electric	5	3.3%
Apple Computer	6	3.1%
Walt Disney	7	3.0%
Deloitte	8	2.6%
IBM	9	2.5%
Boeing	10	2.3%

MBA

Employer	Rank	Percentage
McKinsey & Company	1	13.3%
Citigroup	2	6.9%
Goldman Sachs	3	6.8%
The Boston Consulting Group	4	6.4%
Bain & Company	5	6.1%
Microsoft	6	5.0%
Procter & Gamble	7	3.5%
Google	8	3.2%
General Electric	9	3.2%
Johnson & Johnson	10	2.7%

Preferred Websites

Employers can be diligent about creating, maintaining and prominently displaying diversity sections of their websites and advertising on different sites that are designed to recruit diverse candidates so that diverse candidates will know that they are welcome and even sought after, by the companies that do that.

Our Dreams Are Powered

By People.



At **Honda R&D Americas, Inc.**, bright, talented people from every background work together as a team in an open and inclusive environment to shape the future of automotive innovation. We're extremely proud that our research and development programs play a vital role in designing and manufacturing Honda's world-class line of products. That's one of the reasons why the new Civic Si was named the ©2006 *Motor Trend* "Car of the Year" and why the Ridgeline was recognized as the ©2006 *Motor Trend* "Truck of the Year." If you dream of challenge, excitement and limitless opportunities, you'll find it all right here.

Be part of the excitement. If you are interested in a career at Honda, send your resume to: Human Resources, Honda R&D Americas, Inc., 21001 State Route 739, Raymond, OH 43067-9705. Fax: 937-645-6337. Email: emp@oh.hra.com.

Candidates must have the legal right to work for Honda R&D in the United States.



Civic Si

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How Companies Win You Over

"The way a company presents itself to students is extremely important. On-campus presentations should be less general, communicate more information that is useful to the students and give specific examples of minority employees who made it to the top. Events should be interactive, exclusive and allow time for one-on-ones. Days on the job and on-sight visits are a great way for students to experience company culture. On-campus recruiters, who act as company ambassadors, need to be dynamic, enthusiastic, present and pay attention to each student individually throughout the years in order to identify the best candidates."

PROMOTE DIVERSITY:

"Always promote diversity in the workplace. Do not get comfortable with tradition. Rather find new, innovative ways to approach a project."

– Black/African-American female, Spelman College

BE RECEPTIVE:

"Be open-minded about other cultures and receptive to learning about those cultures, by advocating the rights of people with different backgrounds and attending cultural events to increase human awareness."

– Asian-Indian male, University of Georgia

RESPECT DIVERSITY:

"Demonstrate and assure a workplace where diverse values and opinions are accepted and respected."

– Latino/Hispanic-American female, Florida International University

GET INVOLVED IN ALL COMMUNITIES:

"Get involved in the communities of not only the higher status employees but also [those of] the lesser status in the work force."

– American Indian/Alaska Native female, University of New Mexico

Rotational Programs

BEST ROTATIONAL PROGRAM - UNDERGRADUATE

Which employer offers the best rotational program?

Employer	Ranking	%	Employer	Ranking	%
General Electric	1	12%	U.S. Department of State	11	2%
Johnson & Johnson	2	5%	Deloitte	12	2%
JPMorgan Chase	3	4%	Citigroup	13	2%
PricewaterhouseCoopers	4	3%	Boeing	14	2%
Lockheed Martin Corporation	5	3%	Walt Disney	15	1%
Goldman Sachs	6	3%	Pfizer	16	1%
Microsoft	7	2%	General Motors	17	1%
Ernst & Young	8	2%	Google	18	1%
Intel	9	2%	Caterpillar	19	1%
IBM	10	2%	Bank of America	20	1%

Table shows data from ALL DIVERSE UNDERGRADUATE respondents to the survey.

BEST ROTATIONAL PROGRAM - MBA

Which employer offers the best rotational program?

Employer	Ranking	%	Employer	Ranking	%
General Electric	1	28%	Goldman Sachs	11	1%
Citigroup	2	17%	General Motors	12	1%
PepsiCo	3	5%	IBM	13	1%
Lehman Brothers	4	2%	Bank of America	14	1%
Procter & Gamble	5	2%	DuPont	15	1%
Johnson & Johnson	6	2%	Chevron Corporation	16	1%
Toyota	7	2%	American Express	17	1%
Cargill	8	2%	Microsoft	18	1%
BP	9	2%	JPMorgan Chase	19	1%
The Home Depot	10	2%	Amazon.com	20	1%

Table shows data from ALL DIVERSE MBA respondents to the survey.

IDEAL DIVERSITY EMPLOYERS 2006

An alphabetical list of the most desirable companies to work for according to
THE UNIVERSUM IDEAL EMPLOYER™ SURVEY—DIVERSITY EDITION 2006

3Com	Credit Suisse First Boston	KPMG	S.C. Johnson & Son
3M	"Cummins, Inc."	Kraft Foods	Saks Inc.
Abbott	*CVS	Lehman Brothers	Sanofi-Aventis
Accenture	DaimlerChrysler	Liberty Mutual	Sears Holding Corporation
Adobe Systems	Darden Restaurants	Lilly (Eli Lilly and Company)	Shell Oil Company
*Adidas	Dell	Limited Brands	Siemens
AIG	Deloitte	Lockheed Martin Corporation	Sony
Alcoa	Deutsche Bank	L'Oréal	Southwest Airlines
Amazon.com	DHL	*LVMH	Sprint Nextel
AMD	Diageo	Marriott	Staples
American Airlines	DiamondCluster	Mars Incorporated / Masterfoods	Starbucks
American Express	Dow Chemical	MasterCard	Starwood Hotels & Resorts Worldwide
Amgen	DuPont	Mattel	State Farm Insurance Companies
*Anheuser-Busch	Eaton Corporation	Mayo Clinic	Stockamp & Associates
AOL	eBay	McGraw-Hill Companies	Sun Microsystems
Apple Computer	Eckerd Youth Alternatives	McKinsey & Company	Sunoco
ARAMARK	Electronic Arts	*Medtronic	Takeda Pharmaceuticals North America
AstraZeneca	*Emerson	Mercer Management Consulting	Target
AT&T	Enterprise Rent-A-Car	Merck	Texas Instruments Incorporated
*A.T. Kearney	Ericsson	Merrill Lynch	The Boston Consulting Group
Avaya	Ernst & Young	MGM Mirage	The Hartford Financial Services Group
BAE Systems	*ESPN	Microsoft	The Hershey Company
Bain & Company	ExxonMobil	Miller Brewing Company	The Home Depot
Bank of America	Federal Bureau of Investigation	Milliken & Company	The Kellogg Company
Barclays Capital	Federated Department Stores	Monitor Group	*The New York Times
Bausch & Lomb	*FedEx	Morgan Stanley	The TJX Companies
Bayer	Ferguson	Motorola	The Vanguard Group
BB&T Corporation	Fidelity Investments	*N.A.S.A.	*The World Bank
Bear Stearns	Fifth Third Bancorp	National City	Thomson Corporation
Bearing Point	Florida Power & Light Co.	*National Geographic Society	TIAA-CREF
Bell South	Ford Motor Company	*National Institute of Health (NIH)	*Time Warner
"Bertelsmann (BMG, Random House)"	Gap Inc	National Security Agency	T-Mobile
Best Buy	Genentech	*NBC	Toyota
Black & Decker	General Electric	Nestlé	Turner Construction
*Blackstone	General Mills	New York Life Insurance Company	Tyco
BMW	General Motors	Nike	Tyson Foods
Boeing	Georgia-Pacific Corporation	*Nintendo	U.S. Customs Border Protection
Booz Allen Hamilton	GlaxoSmithKline	Nissan	*U.S. Department of Defense
Bosch	Goldman Sachs	Nokia	U.S. Department of State
Bose Corporation	Google	Northrop Grumman	*U.S. Environmental Protection Agency
*Boston Scientific	*Grant Thornton	Novartis	UBS Investment Bank
BP	Guidant	Oracle	Unilever
Bristol-Myers Squibb	Halliburton	Owens Corning	*United Nations
Campbell Soup Company	Harrah's Entertainment	Pacific Gas and Electric Company (PG&E)	United Technologies
Capgemini	*Hearst Corporation	Panasonic	UPS
Cargill	Hertz	PepsiCo	Verizon
Caterpillar	Hewlett-Packard	Pfizer	*Viacom
*Centers for Disease Control/Prevention	Hilton Hotels Corporation	Philip Morris USA	Virgin
*Centex Homes	Honda R&D Americas	Philips	Wachovia Corporation
Central Intelligence Agency	Honeywell	*Plante & Moran	Walgreen Corporation
Chevron Corporation	Hospira	PNC Financial Services Group	Wal-Mart Stores
Cingular	HSBC	PricewaterhouseCoopers	Walt Disney
Cisco Systems	Hyundai	Procter & Gamble	*Warner Brothers
Citadel Investment Group	IBM	*PRTM	*Wellington Investments
Citigroup	*IDEO	Prudential Financial	Wells Fargo & Company
CNA	ING U.S. Financial Services	Pulte Homes	Weyerhaeuser
Coca-Cola	Intel	QUALCOMM	Whirlpool Corporation
Colgate-Palmolive	Internal Revenue Service (IRS)	*Raytheon	Wyeth Pharmaceuticals
ConAgra Foods	Intuit	Reebok	Xerox
*Condé Nast	*John Deere	Roche	Yahoo!
ConocoPhillips	Johnson & Johnson	Rohm & Haas	Yum! Brands
Continental Tires	JPMorgan Chase	Rolls-Royce North America	
Convergys	JPMorgan Investment Bank	*Samsung	
Coors Brewing Company	Kimberly-Clark Corporation		* new this year

If you are a student interested in sharing your perceptions and thoughts on IDEAL Employers™, internships, recruitment and your future career, please contact our university relations team directly at ur@universumusa.com to learn how to participate in the annual Universum surveys and additional focus groups.

The Universum IDEAL Employer™ Survey will be distributed on your Campus this December. Please keep an eye out for it and take advantage of the opportunity to express your opinions and let future employers know what is important to you!



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