

FORTUNE

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World's Most Admired Companies

**New York Life Ranked No.1
Insurance: Life and Health**



The World's Most Admired Companies

EXCERPT



HOW WE CONDUCT THE SURVEY

The Most Admired list is the definitive report card on corporate reputations. Our survey partners at Hay Group start with about 1,400 companies: the *Fortune* 1,000 (the 1,000 largest U.S. companies ranked by revenue), non-U.S. companies in *Fortune's* Global 500 database with revenue of \$10 billion or more, and the top foreign companies operating in the U.S. Hay Group sorts them by industry and selects the 15 largest for each international industry and the 10 largest for each U.S. industry. A total of 667 companies from 33 countries were surveyed. To create the 55 industry lists, Hay asks executives, directors, and analysts to rate companies in their own industry on nine criteria, from investment value to social responsibility. This year only the best are listed: A company's score must rank in the top half of its industry survey.

To arrive at the top 50 Most Admired Companies overall, the Hay Group asked 4,170 executives, directors, and securities analysts who responded to the industry surveys to select the 10 companies they admired most. They chose from a list made up of the companies that ranked in the top 25% in last year's surveys, plus those that finished in the top 20% of their industry. Anyone could vote for any company in any industry. The difference in the voting rolls is why some results can seem anomalous. For example, although Toyota is one of the top 10 Most Admired Companies, it is only third in the Motor Vehicle industry—after BMW, which is ranked 22nd on the top 50 overall, yet is No. 1 among Motor Vehicles.

NINE KEY ATTRIBUTES OF REPUTATION

To arrive at each company's score on the industry rankings, we averaged the scores of these nine criteria:

- Innovation**
- People management**
- Use of corporate assets**
- Social responsibility**
- Quality of management**
- Financial soundness**
- Long-term investment**
- Quality of products/services**
- Global competitiveness**

INDUSTRY: Insurance: Life and Health

Most Admired

Rank	Company	Overall score
1	New York Life	6.72
2	Prudential Financial	6.57
3	AFLAC	6.50
4	MetLife	6.47
5	Northwestern Mutual	6.26
6	AXA	5.96
7	Massachusetts Mutual Life Insurance	5.94
8	TIAA-CREF	5.77

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