

7 Steps to Conscious Inclusion: A Practical Guide to Accelerating More Women into Leadership

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ManpowerGroup™

ManpowerGroup: Workforce Experts

Nearly 70 Years of Global Workforce Solutions Expertise



Revenues of
\$19 billion



84% of revenues
generated outside the U.S.



80 Countries
& Territories



27,000
Employees



2,900
Offices

World-leading IT
professional resourcing firm
LARGEST GLOBAL
VENDOR-NEUTRAL MSP PROVIDER



A World-Leading Outplacement Firm

- ▶ Providing meaningful work for over **600,000** people everyday
- ▶ Finding talent for **400,000** clients from small/medium to Fortune 100 companies
- ▶ Connecting **3.4 million** job seekers with work every year, globally



Most Trusted Brand in the Industry



Strong and Connected Brands



ManpowerGroup®



ManpowerGroup®
Solutions



Experis®
ManpowerGroup



Manpower®



Right
Management®
ManpowerGroup

Tapping Under-Leveraged Talent Since the Start



1963: Manpower introduced its White Glove Girl campaign

During the 1960s, a time when women were relatively uncommon in the workplace, Manpower recognized a surplus of female talent in the post-war era and utilized it. By introducing its now iconic campaign, Manpower was both encouraging women to enter the workforce and providing them with the bridge to employment.

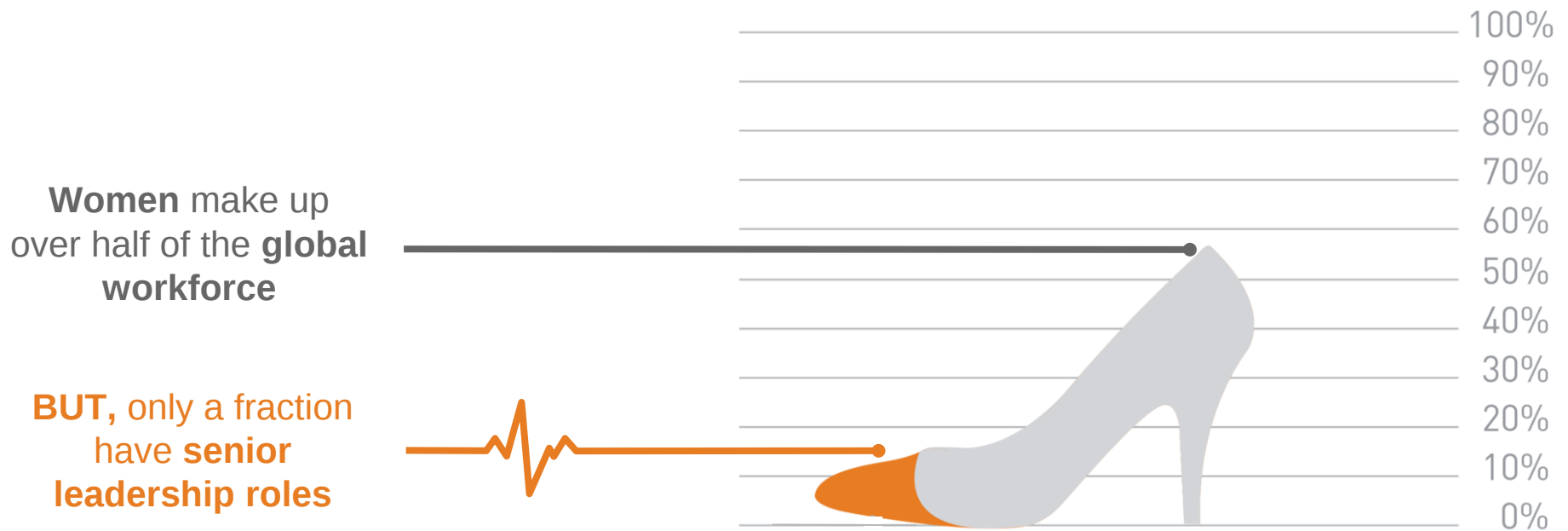
Taking a Look at Ourselves

Today at ManpowerGroup
ONE-THIRD of our **TOP EXECUTIVES** are **FEMALE...**

...and **ONE-HALF** of our
EMERGING LEADERS are
FEMALE.



Mission Unaccomplished



How Are We Doing in the U.S.?

GLOBAL INDEX		
Country	Rank	Score
Argentina	33	0.735
Luxembourg	34	0.734
Canada	35	0.731
Cape Verde	36	0.729
Bahamas	37	0.729
Poland	38	0.727
Colombia	39	0.727
Ecuador	40	0.726
Bulgaria	41	0.726
Jamaica	42	0.724
Laos PDR	43	0.724
Trinidad and Tobago	44	0.723
United States	45	0.722
Australia	46	0.721
Panama	47	0.721
Serbia	48	0.720
Israel	49	0.719
Italy	50	0.719
Kazakhstan	51	0.718
Austria	52	0.716

World Economic Forum 2016
Global Gender Gap Index:

United States
ranks 45th



Spotlight on Wisconsin

63.4%

Female labor force participation rate

25%

Female seats in state legislature

38.2%

Women in managerial positions

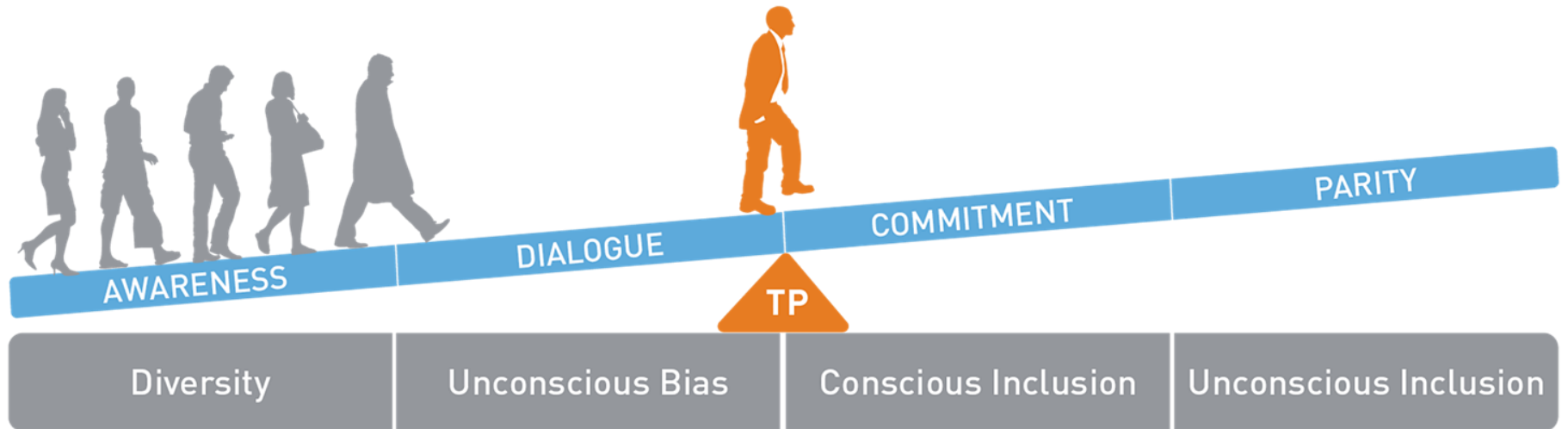
21.7%

Wage gap between men and women



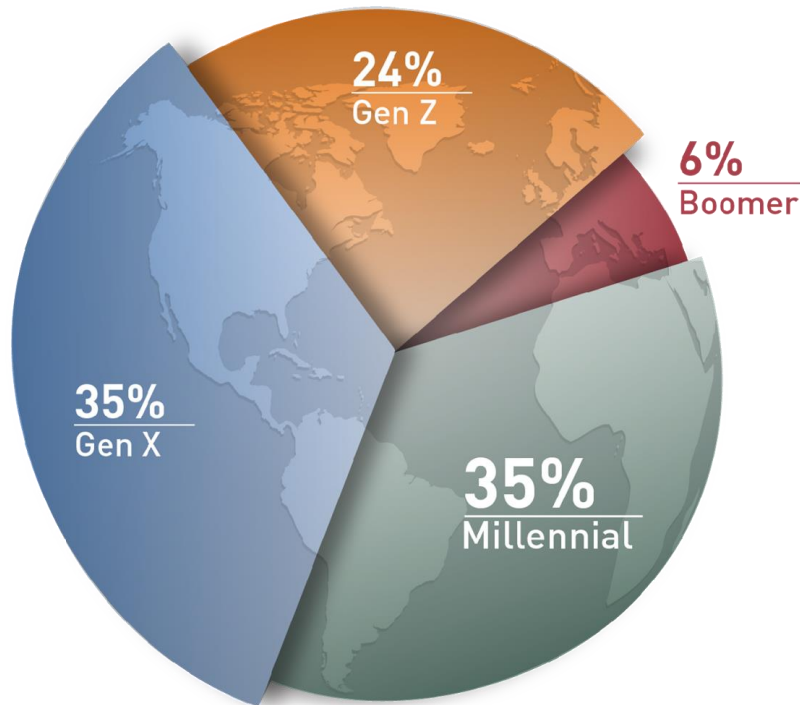
*At current rate, women will receive equal pay in **2068**

What Will It Take to Reach the Tipping Point?



We Talked to Leaders Around the World

GLOBAL WORKFORCE
by generation in 2020



- Male and females
- Millennials, Gen X and Boomers
- Across 25 countries
- Half C-suite executives (Established Leaders)
- Half next generation leaders under 45, reporting into the C-suite or just below (Emerging Leaders)

What Did We Find?

A word cloud visualization of findings on conscious inclusion. The words are arranged in a dynamic, overlapping layout with varying font sizes and colors. The central and largest word is 'CONSCIOUS INCLUSION' in blue. Other prominent words include 'POWER' in orange, 'MALE CULTURE' in green, 'CEOs' in red, and 'WOMEN LEADERS' in red. Smaller words like 'SPONSORS', 'MILLENNIALS', 'GENDER PARITY', 'CULTURE', 'HR', 'RELATIONSHIPS & NETWORKING', 'LEADERSHIP', 'PINK GHETTOS', 'ENTRENCHED', 'FLEXIBILITY', 'WALK THE TALK', 'ONE LIFE', 'Talent', 'Established Female Leaders', 'PRESENTEEISM VS. PERFORMANCE', 'CAREER WAVES', 'HUMAN POTENTIAL', 'LEVEL, NOT TILTED PLAYING FIELD', 'ONE SIZE FITS ONE', 'ACCOUNTABILITY', and 'Talent legacy' are also present. The background features abstract wavy lines in grey, orange, and teal at the top and bottom.

SPONSORS
Level, not tilted playing field
Gender parity
MILLENNIALS
CEOs
One Size Fits One
ACCOUNTABILITY
Talent legacy
CONSCIOUS INCLUSION
ONE LIFE
Career waves
Human potential
CULTURE
HR
Flexibility
Walk the talk
WOMEN LEADERS
Talent
POWER
PRESENTEEISM VS. PERFORMANCE
Established Female Leaders
RELATIONSHIPS & NETWORKING
ENTRENCHED
MALE CULTURE
LEADERSHIP
PINK GHETTOS

Gender & Generational Differences Were Stark

Generational Divide				
	MILLENNIAL (34 years and under)		GEN X / BOOMER (35 years and older)	
				
 HOW MANY YEARS UNTIL GENDER PARITY?	22 YRS	20 YRS	18 YRS	14 YRS
 WILL MILLENNIALS ACHIEVE GENDER PARITY?	 100% yes	 93% yes	 84% yes	 88% yes
 WHOSE RESPONSIBILITY IS IT TO SUPPORT WOMEN IN LEADERSHIP?	Everyone should <i>(but 30% say no one is)</i>	Everyone <i>(especially HR)</i>	Senior Leadership <i>(especially CEO)</i>	Senior Leadership & HR
 WHAT CAN LEADERS DO TO SUPPORT WOMEN INTO LEADERSHIP?	• Mentor • Train • Be flexible • Focus on outcomes	• Put the right gender neutral policies in place	• Mentor • Communicate commitment	• Gender neutral hiring and promotion

Gender & Generational Differences Were Stark

Generational Divide

MILLENNIAL

(34 years and under)



GEN X / BOOMER

(35 years and older)



	HOW CAN EMERGING LEADERS ADVANCE THEMSELVES?	Relationships & Networking	Display leadership skills	Show desire, Look for Mentors	Just perform better
	HOW IMPORTANT IS WORKPLACE FLEXIBILITY ?	8.5 / 10	8.2 / 10	8.7 / 10	8.6 / 10
	WHAT IS NEEDED TO ACHIEVE ONE LIFE – A BALANCE OF WORK AND HOME?	 Flexible location	 Flexible hours	 • Flexible options • Focus on performance not presenteeism	 Technology for flexible work options

7 Steps to Conscious Inclusion



Supporting Women Into Leadership



No one is **walking the talk** or making the commitment...

One-third of Millennial females said no one in the organization is supporting women into leadership.

MENTORS

- Act as a sounding board
- Offer advice and guidance
- May be inside or outside the organization

SPONSORS

- Offer individual guidance
- Offer critical feedback
- Inside the company
- Most importantly, stick their neck out and publicly support the individual



Male established leaders have to get the culture right.



42% OF LEADERS
BELIEVE FLEXIBLE WORKING IS
KEY TO GETTING MORE WOMEN
INTO LEADERSHIP

33% OF LEADERS
SAY THAT BETTER POLICIES
WOULD REDUCE GENDER BIAS

Be a Champion for Change

CONSCIOUS INCLUSION:

Building the desire, insight and capacity of people to make decisions, do business, and to think and act with the conscious intent of including women in leadership.



Our Board members have been directors or senior executives at world-class public and privately held companies, including: AT&T, E&Y, Goldman Sachs, Ingram Micro, JP Morgan, Johnson Controls, RR Donnelly, Unilever, Yahoo, Western Union

How we get there:

The Board of Directors has Adopted Guidelines for Selecting Board Candidates

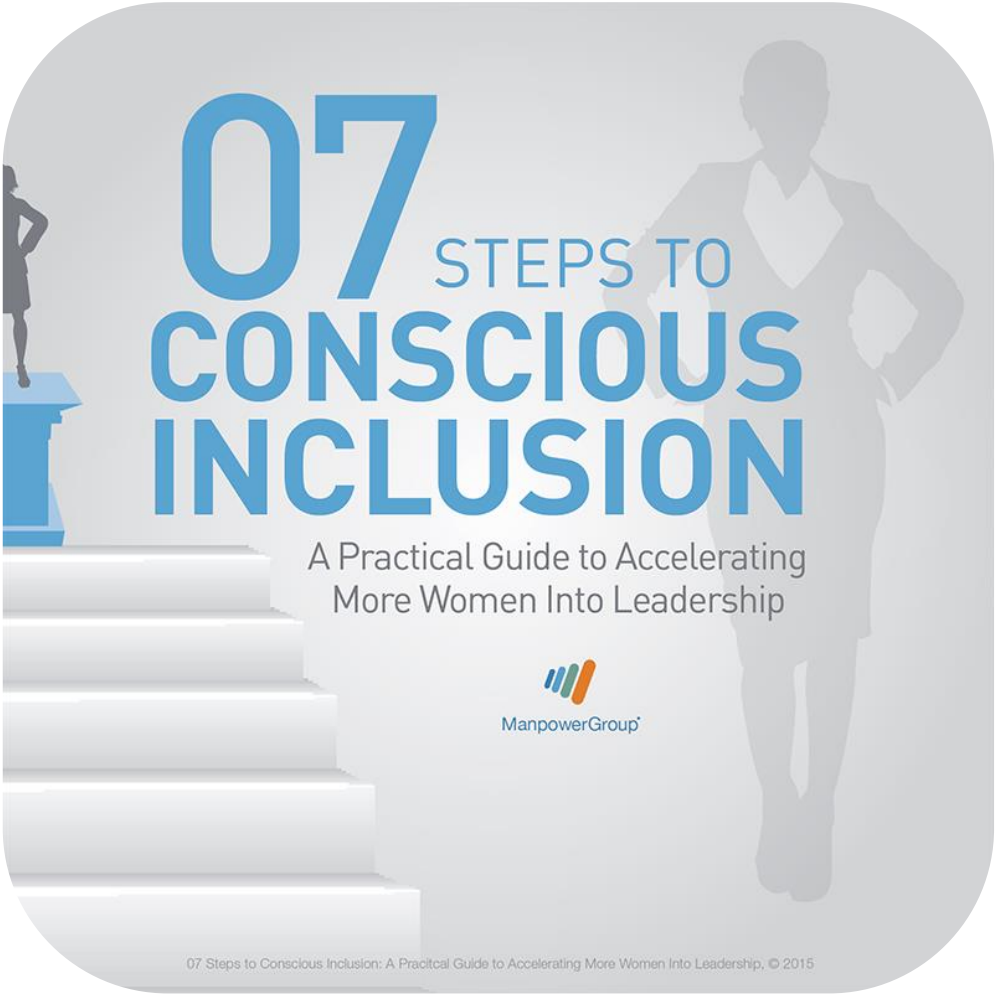
- Variety of experience and backgrounds
- Core of business executives with substantial senior management and financial background
- Individuals who will represent the best interests of our shareholders as a whole
- Individuals who represent a diversity of gender, race and age

The Board of Directors has Identified Areas which Board Members Should Collectively Possess Experience in:

- Previous board service
- Active or former CEO/COO/Chairperson
- Human Resources
- Accounting or financial oversight
- International business
- Sales
- Marketing and branding
- Operations
- Corporate Governance
- Government relations
- Technology

We Believe Fresh Perspective is Important

- Although we don't believe in term limits, our Board believes it's important to have the right balance of continuity and fresh perspective on the Board
- Currently the median of our director tenure is 7.4 years, vs. 8.5 years on the S&P 500
- Within the next three years, three of our Board members will reach retirement age
- A key role for the Nominating & Governance Committee is identifying the right Board candidates to take us forward



07 STEPS TO CONSCIOUS INCLUSION

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Q & A