

CRACKING

THE



CASE



Why you need
women leaders.
How to get them
and keep them.



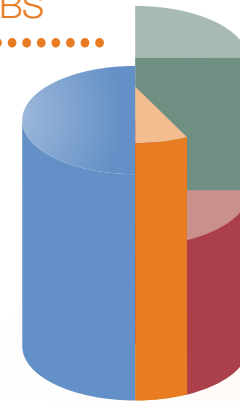
ManpowerGroup™

THE GREAT TALENT SHORTAGE DISCONNECT



THE TALENT SHORTAGE EMPLOYERS WHO CAN'T FILL AVAILABLE JOBS

- Global: 35%
- Japan: 86%
- Brazil: 68%
- India: 61%



7% of employers say they are hiring people without the necessary skills as a strategy to fill the talent gap.

EMPLOYERS ACTIVELY SEEKING FEMALE TALENT*

Global: 2%

Japan: 12%

Brazil: 0% — [This is not a typo]

India: 6%

“WHEN WOMEN DO BETTER, ECONOMIES DO BETTER”

The research is indisputable: At the country level, equal opportunity equals economic advantage.

“The evidence is clear, as is the message: when women do better, economies do better.”

— Christine Lagarde,
managing director,
International Monetary Fund

- Reduced gender inequality enhances productivity and economic growth
- Economies gain when women develop their full labor market potential
- Developing economies grow when women have better opportunities to earn and control income
- Country competitiveness goes up when women have same rights and opportunities as men



WOMEN....

OECD — in 59 out of 65 countries girls outperformed boys on reading, math and science tests.

OECD — 41% of millennial women have at least upper secondary degree (33% of men).

US — women earn 56.7% of bachelor degrees, 59.9% of masters, 51.6% of doctorates.

UK — 50.5% of working women (25-29) have a post-secondary education (40.2% of men).

WHEN WOMEN LEAD, BUSINESSES DO BETTER

WHAT DO WOMEN IN LEADERSHIP BRING TO THE TABLE?

- More diverse perspectives
- A maximized talent pool
- Fewer high-risk financial transactions
- Better returns



Women make companies more competitive. Companies with the most female officers have better returns.

Way better.

34%

We've heard **all the excuses** for not having more women in top leadership.



Here's a new idea: **Stop talking and start acting.**

THE TRUTH IS, YOU DON'T OFFER WHAT WOMEN WANT.

65% of women say flexible work options are important to them and **only 28%** of employers provide them.



**THERE'S A DISCONNECT BETWEEN
WHAT WOMEN WANT AND WHAT
YOU OFFER THEM:**

51%
of women say
they have no clear
career path.

30%
[Employers say]

47%
[Women say]

Women's
advancement
is hindered by
a lack of
professional
development
opportunities.

A VICIOUS CYCLE

YOU WANT TO KNOW WHY **YOU HAVE NO WOMEN IN LEADERSHIP?**

SHE'S NOT ON
YOUR BOARD

1/3

U.S. companies
with NO women on
their boards

SHE'S NOT
YOUR BOSS'
BOSS

<5%

Fortune 500s
with women CEOs

SHE'S NOT
YOUR BOSS

7%

Women executive
directors in the
FTSE 100

NEWSFLASH



You have no women
in leadership,
because you have
no women in
leadership.

A DANGEROUS ASSUMPTION:

FALSE

**“WOMEN USUALLY LEAVE EXECUTIVE RANKS
BECAUSE OF FAMILY COMMITMENTS”**



TRUE

Women leave executive positions at
twice the rate of men.

2X

TRUE

When women leave, they start their own
businesses at twice the rate of men.

2X

TRUE

By 2018 women-owned, small businesses will
create 1/3 of all new jobs.

1/3

TRUE

Women-owned businesses exceed average profits
in 8 of 13 industries and match them in 2 others.

10/13

What really happens when women leave



They take their human potential with them

ATTRACTING MORE WOMEN ONLY MATTERS IF YOU WANT TO WIN

Women Outperform Men on Virtually Every Business Measure
[not that we're keeping score].

FACTORS	WOMEN	MEN
Motivating others	♀	
Fostering communication	♀	
Producing high-quality work	♀	
Strategic planning	♀	♂
Listening	♀	♂
Analyzing issues	♀	

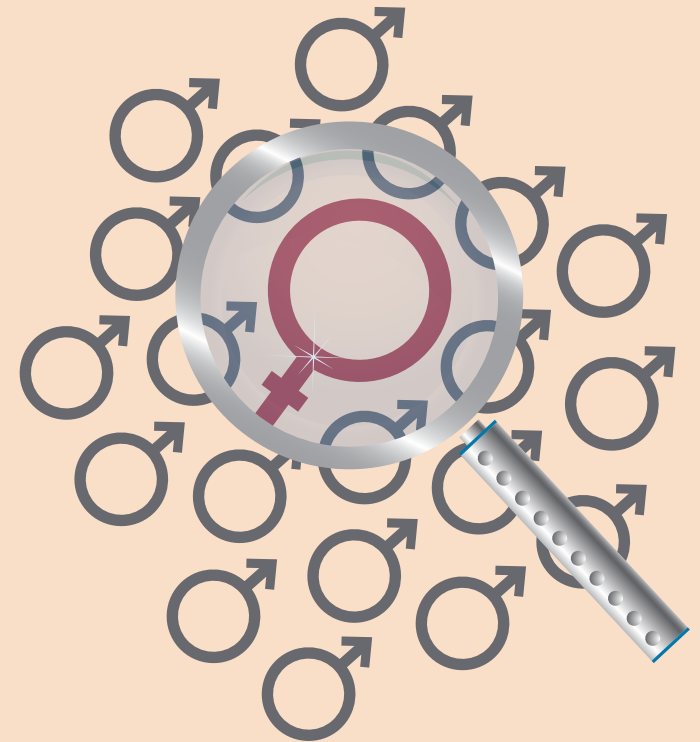
***"When you get diversity right, you get diversity of thought and better results."* – Jeff Joerres**

In 2000, Businessweek pulled together a set of management studies of performance reviews. The original sources included: Hagberg Consulting Group, Management Research Group, Lawrence A. Pfaff, Personnel Decisions International Inc., Advanced Teamware Inc. The 2012 Zenger & Folkman and PDI studies supported many of these findings.

PROGRAMS ARE NOT ENOUGH

*“Programs alone have not driven the results companies are looking for. If organizations are serious about getting more women into leadership roles, they must go beyond programs and perform a **systematic, in-depth analysis of their culture and flow metrics**. Only then will they be able to craft a one-size-fits-one approach that identifies organizational and individual solutions that will increase the number of women in leadership and in the pipeline. These **solutions must be as unique as a corporate culture and the individuals** that are a part of it.”*

—Mara Swan, Executive Vice President,
Global Strategy and Talent, ManpowerGroup



KNOW YOUR SOCIAL METRICS

Same Qualities, Different Descriptions.
Words used about men and women in the workplace.

MEN

Assertive
Leader
Networker
Fair
Innovative
Boss
Tough
Conceptual
Strategic
Ducks in a Row
Thoughtful
Empathetic
Authoritative
Persuasive

WOMEN

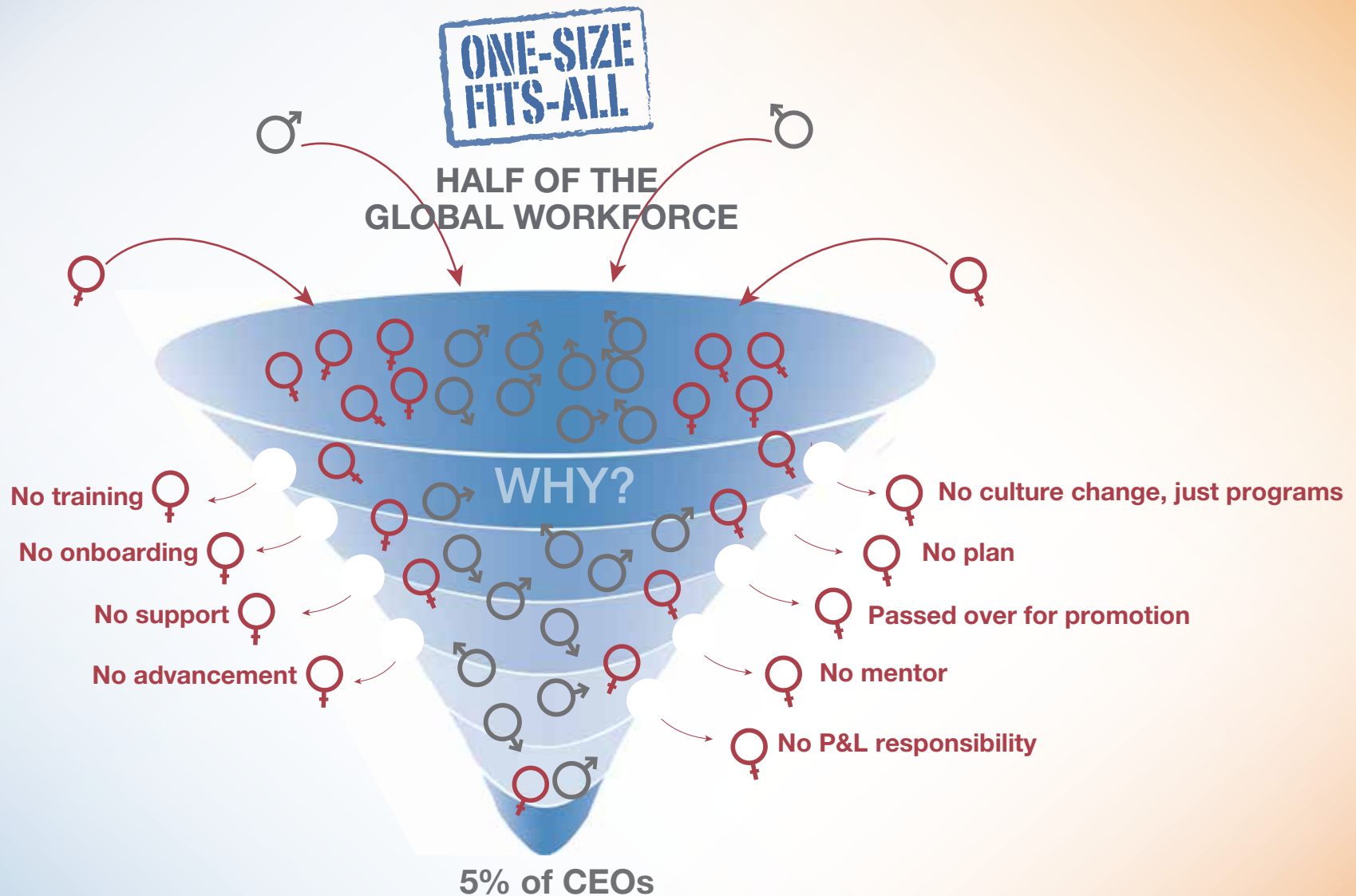
Aggressive
Manager
Gossipy
Pushover
Idealistic
Bossy
Pushy
Dreamer
Unrealistic
Micro-Manager
Indecisive
Emotional
Overbearing
Argumentative



at how people are perceived
in your organization.
Be hyper-conscious
about how people's skill sets
and contributions are
valued. You just might be
surprised that you find
organizational gender bias.

It's critical to to know what to watch and listen for.

Women in the LEADERSHIP PIPELINE are being FUNNELED OUT

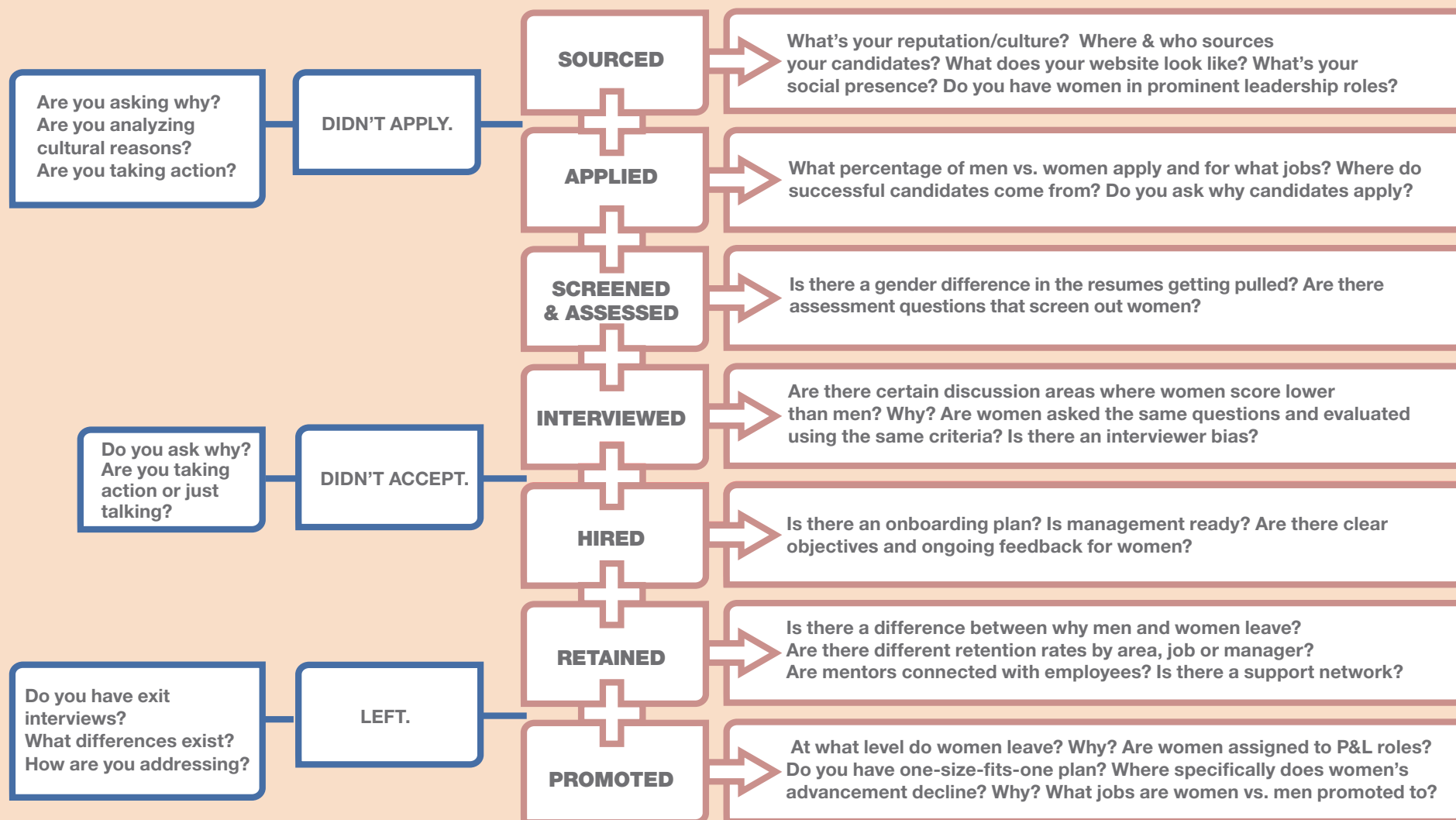


THAT'S WHY YOU NEED ONE-SIZE-FITS-ONE APPROACH

**ONE-SIZE
FITS-ONE**

To understand why women are funneled out you need to **KNOW YOUR FLOW METRICS**

Questions to Ask



IT ALL STARTS WITH THE LEADERSHIP AND YOUR CORPORATE CULTURE

“Organizations have distinct cultural blueprints. One-size-fits-all approaches to developing talent diversity simply don't work. Leaders who value diversity analyze their organization's people policies and practices from their organization's unique perspective.

At ManpowerGroup, we apply a one-size-fits-one approach to develop our people. It's part of our culture. *We believe that self-awareness is the key to development. That's why we purposefully tailor exposure, experience and education to fit the specific needs of each individual employee.”*

—Jeff Joerres, Chairman & CEO, ManpowerGroup



YOU CAN CRACK THIS

2008

PINK magazine names Manpower one of its "Top Companies for Women"

2010

Libby Sartain joins the Board



2010

InterOrganization names Jeff one of 11 "Guys Who Get It"

2011

Patricia Hemmingway Hall joins the Board



[just like we did]



Jeff Joerres takes the helm



Rozanne L. Ridgeway joins the Board (since then retired)



Mara Swan joins the executive team



Gina Boswell and Cari Dominguez join the Board

BOARD OF DIRECTORS

1999: 0% ♀

2013: 31% ♀

TOP EXECUTIVES

1/3 ♀

GLOBAL LEADERS

34% ♀

EXECUTIVE VICE PRESIDENTS

20% ♀

ManpowerGroup is run by a Board and executive team full of white guys

1999

1999

2001

2005

2007

ONE-SIZE-FITS-ONE APPROACH



These 3 global leaders are responsible for

USD 2 BILLION

of Manpower Group's total revenue.

LANCY CHUI

From Administrative Assistant to leading Greater China Region which grew 30% in 2012

Education
University of
Melbourne
BA – Psychology

1997
Hired as an
Administrative
Assistant in
Hong Kong office

1997
Branch Manager
- Staffing

Leads 50
team members

1999
Operations Manager
- Staffing

Leads 100
team members

2001
Operations Director
- Staffing and
Permanent
Recruitment

Leads 120
team members

2012
Regional Managing
Director
– Greater
China Region

Leads 1,800
team members

2010
Managing Director
- HK, Macau
and Vietnam

Leads 200
team members

2007
General Manager
- HK & Macau

Leads 130
team members



AWARDS

- Excellent Brand of Human Resources Consultancy
- Caring Company (9 consecutive years)
- Most Influential Brand
- Best Talent Staffing Organization of China
- Best Recruitment Firm of The Year
- Best Integrated Service of China
- Award for Outstanding Society Contribution

IN LANCY'S WORDS

*"Only in an organization that is **genuinely supportive of women's professional development**, could I advance from an administrative assistant to a top leadership position with the overall accountability for the business growth of the entire region."*

*"Darryl Green, President of ManpowerGroup, my boss and mentor, recognized my work in driving revenue growth. He **offered me opportunities to develop in the areas of P&L accountability and people management – the two most important experiences to be an effective leader in any company.**"*

IN LEADERS' WORDS

"We recognized Lancy's leadership qualities and we acted swiftly to capitalize on them. When it comes to talent, there is not time to waste."

—Jeff Joerres, Chairman & CEO,
ManpowerGroup

"Lancy's first P&L position was as a Branch Manager. This step was critical in her career path because you don't lead at Manpower-Group without a strong P&L background."

—Darryl Green, President,
ManpowerGroup

MONICA FLORES BARRAGAN

Former Branch Manager leads operations in 18 countries



Education

BS, Actuarial Studies
MA, Philosophy
MBA from IPADE



1992

Branch Manager
10 direct reports



1994

Operations and
Sales Manager
Responsible for
Mexico City and
Guadalajara



1995

Delivery Service
Manager
Responsible for
Mexico City,
Guadalajara and
Monterrey



1996

Outsourcing
Assistant Director
Responsible for
Mexico



1998

Managing and
Operations
Support Assistant
Director
Responsible for
Mexico



2003

Commercial
Director,
Mexico and
Central America
Responsible for
Mexico and the
Caribbean

2013

Regional Director
Latin America
Responsible for
18 countries



2007

Regional Director,
Mexico and Central
America
Responsible for
8 countries

IN MONICA'S WORDS

*"One of the most exciting aspects of my job at ManpowerGroup and what made it different from my previous jobs was that 90% of employees were women. In fact, **it was the first and only time I had a female boss.**"*

*"Throughout my career, I have seen women underestimate their capabilities. I made it my personal goal to do what's humanly possible to **break down gender stereotypes, empower women, and help them recognize their talents and realize their potential**—just as my mentor, Jonas Prising, did for me."*

ACCOMPLISHMENTS

- Leads more than 3,700 employees in 18 countries
- Leads Mexico Operations, Staffing, Experis, ManpowerGroup Solutions, Commerical, Finance, Human Resources, IT, Business Unit Support, Right Management and Manpower Foundation
- In South America, leads General Direction of Andean Region, Brasil, Peru, Southern Cone Region, Financial Cono Sur y Finance Direction
- Responsible for 30% of ManpowerGroup's total sales in the Americas
- 2011 Distinguished Woman "Mujer Destacada" award by Mexico's National Senate
- Named one of Mexico's 500 most important companies
- 2012 Top Companies - Super Companies to Work With in MeCA & the Caribbean

IN LEADERS' WORDS

"Monica left us in 1999 to work at a bank. The moment she left, we starting doing all we possibly could to get her back. Our efforts paid off, when she returned to ManpowerGroup in 2003."

—Jeff Joerres, Chairman & CEO,
ManpowerGroup

"In Mexico, only 5% of the top management positions are held by women. As far as I'm concerned, that means 95% of companies are missing out."

—Jonas Prising, President, ManpowerGroup

MAALFRID BRATH, Managing Director, ManpowerGroup Norway

Bringing P&L experience to Norway's #1 staffing company



Education

Master in Finance,
Norwegian Business
School
State Authorized
Auditor, Norwegian
School of Economics

2009
Managing Director,
Norway

1989-1995
Manager,
Accounting Firm

1995-2008
Executive Vice
President,
Financial Services
Firm

IT'S A FACT

Even in Norway, considered one of the most gender equal countries in the world, only 16% of top management positions in companies listed on the Oslo Stock Exchange are held by women.

ACCOMPLISHMENTS

- Leads 525 employees
- Oversees 30 branches and 4 brands
- Connects 7,000 people with meaningful work everyday
- ManpowerGroup Norway maintains #1 position in the Norwegian market
- Chair of the Board for Young Enterprise Norway
- Member of the Board of the Norwegian Business School
- Member of the Board for The Government Pension Fund Norway

Source: KPMG Top management survey from 2012.

IN MAALFRID'S WORDS

*"I knew I had made the right decision joining ManpowerGroup when my boss and mentor, Hans Leentjes, told me to be bold and brave. He encouraged me to 'wear a shirt that's a little bit too big' and take on **stretch assignments** that would force me outside of my comfort zone. He made it clear that he and the company were there to **support** me on my professional journey."*

*"Women who want to assume business leadership positions should **take on P&L responsibilities** early on in their careers. **P&L responsibilities are essential for charting a professional career path and developing leadership skills.**"*

IN LEADERS' WORDS

"We have hit a grand slam hiring Maalfrid. A very successful leader prior to joining ManpowerGroup, she brought to us that invaluable experience and a fresh perspective."

— Hans Leentjes, President of Northern Europe, ManpowerGroup

"For us, it was a matter of recruiting a leader with serious P&L pedigree who's also dialed into the Norwegian market and fully committed to ManpowerGroup's growth."

— Jeff Joerres, Chairman & CEO, ManpowerGroup

JUST THE FACTS

Note: The order of citations corresponds to the order of data in each section.

The Great Talent Shortage Disconnect

ManpowerGroup. (2013). 2013 Talent Shortage Survey Research Results. [Applies to all data on the page].

When Women Do Better, Economies Do Better

Verveer, M. & Azzarelli, K. "At Davos Investing in Women Emerges as a Business Strategy." Jan 25, 2013. Retrieved December 17, 2013 from <http://www.thedailybeast.com/articles/2013/01/25/at-davosinvesting-in-women-emerges-as-a-business-strategy.html>.

Elborght-Woytek, K., Newiak, M., et al. (2013). Women, Work, and the Economy: Macroeconomic Gains from Gender Equity. International Monetary Fund.
Zahidi, S. & Ibarra, H. (2010). The Corporate Gender Gap Report 2010. World Economic Forum.

Elborght-Woytek, K., Newiak, M., et al. (2013). Women, Work, and the Economy: Macroeconomic Gains from Gender Equity. International Monetary Fund.
Zahidi, S. & Ibarra, H. (2010). The Corporate Gender Gap Report 2010. World Economic Forum.

Organisation for Economic Co-operation and Development. "Better Life Index." Retrieved January 13, 2014 from <http://www.oecdbetterlifeindex.org/topics/education/>.

Ibid.

Perry, M.J. "Stunning college degree gap: Women have earned almost 10 million more college degrees than men since 1982." American Enterprise Institute. Retrieved January 13, 2014 from <http://www.aei-ideas.org/2013/05/stunning-college-degree-gap-women-have-earned-almost-10-million-more-college-degrees-than-men-since-1982>.

International Labour Organization. Key Indicators of the Labor Market, 7th Edition. Accessed January 7, 2014.

When Women Lead, Businesses Do Better

Elborght-Woytek, K., Newiak, M., et al. (2013). Women, Work, and the Economy: Macroeconomic Gains from Gender Equity. International

Monetary Fund. [Applies to the first three bullets].

Zahidi, S. & Ibarra, H. (2010). The Corporate Gender Gap Report 2010. World Economic Forum.

Weishul, K. (2004). "The Bottom Line on Women at the Top." BusinessWeek, January 25, 2004.

The Truth is, You Don't Offer What Women Want

LinkedIn. (2013). What Women Want @ Work: A Global LinkedIn Study. <http://blog.linkedin.com/2013/02/28/linkedin-what-women-want-study/>. [65% stat, 51% stat, 47% stat].

ManpowerGroup. (2013). 2013 Women in Work Survey. (Unpublished). [28% stat, 30% stat].

A Vicious Cycle

GMI Ratings. (September 13, 2012). New Research on Gender Diversity in the Boardroom. <http://www3.gmiratings.com/home/2012/09/new-research-ongender-diversity-in-the-boardroom/>.

CNN Money. (May 9, 2013). Women CEOs in the Fortune 500. <http://management.fortune.cnn.com/2013/05/09/women-ceos-fortune-500/>.

Sealy, R., & Vinnicombe, S. (2012). The Female FTSE Board Report 2012: Milestone or Millstone?

A Dangerous Assumption

Becker-Blease, J. R., Elkinawy, S., & Stater, M. (2010). The impact of gender on voluntary and involuntary executive departure. Economic Inquiry, 48(4), 1102-1118.

American Express OPEN. (2013). The 2013 State of Women-Owned Businesses Report. A Summary of Important Trends, 1997-2013.

Guardian. (December 2009). Special Report: Women Small Business Owners Will Create 5+ Million New Jobs by 2018, Transforming the Workplace for Millions of Americans.

American Express OPEN. (2013). The 2013 State of Women-Owned Businesses Report. A Summary of Important Trends, 1997-2013.

Attracting More Women only Matters if You Want to Win

Sharpe, R. (2000). "As Leaders, Women Rule." BusinessWeek, November 20, 2000. Retrieved January 13, 2014 from http://www.businessweek.com/2000/00_47/b3708145.htm.

Zenger, J. & Folkman, J. (2012). “Are Women Better Leaders than Men?”
HBR Blog Network. Retrieved January 13, 2014 from
<http://blogs.hbr.org/2012/03/a-study-in-leadership-women-do/>.

PDI Ninth House. (2012). Can Women Executives Break the Glass Ceiling?
Personnel Decision International Corporation.

And You Don't Even Know What Affects their Careers

LinkedIn. (2013). What Women Want @ Work: A Global LinkedIn Study.
<http://blog.linkedin.com/2013/02/28/linkedin-what-women-want-study/>.
[51% stat].

ManpowerGroup. (2013). 2013 Women in Work Survey. (Unpublished).
[30% stat].

LinkedIn. (2013). What Women Want @ Work: A Global LinkedIn Study.
<http://blog.linkedin.com/2013/02/28/linkedin-what-women-want-study/>.
[47% stat].

Women in the Leadership Pipeline are being Funneled Out

International Labour Organization. Key Indicators of the Labor Market, 7th
Edition. Accessed November 21, 2013.

CNN Money. (May 9, 2013). Women CEOs in the Fortune 500.
<http://management.fortune.cnn.com/2013/05/09/women-ceosfortune-500/>.

It's a Fact (Maalfrid Brath Profile)

KPMG Top management survey, 2012.