


07 STEPS TO CONSCIOUS INCLUSION



A Practical Guide to Accelerating
More Women Into Leadership

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November 2016



About the Research

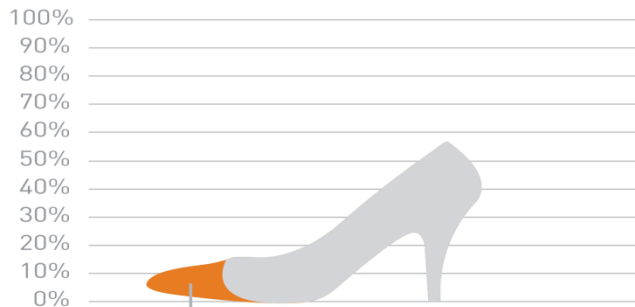


- ✓ Conducted by ManpowerGroup in August 2015
- ✓ Objective: Investigate attitudes towards Conscious Inclusion of women in Senior Leadership roles
- ✓ Global study of 222 Established and Emerging Male and Female Leaders, including 72 from ManpowerGroup:
 - 111 ESTABLISHED C-SUITE EXECUTIVES
 - 111 NEXT GENERATION LEADERS AGED UNDER 45 reporting to C-suite or two level down
 - EQUAL BALANCE OF MALES AND FEMALES
 - REGIONAL PERSPECTIVE : Americas, Europe, Middle East, Asia Pacific (25 countries in total)
 - APAC: CHINA, INDIA, JAPAN, MALAYSIA, NEW ZEALAND, SINGAPORE

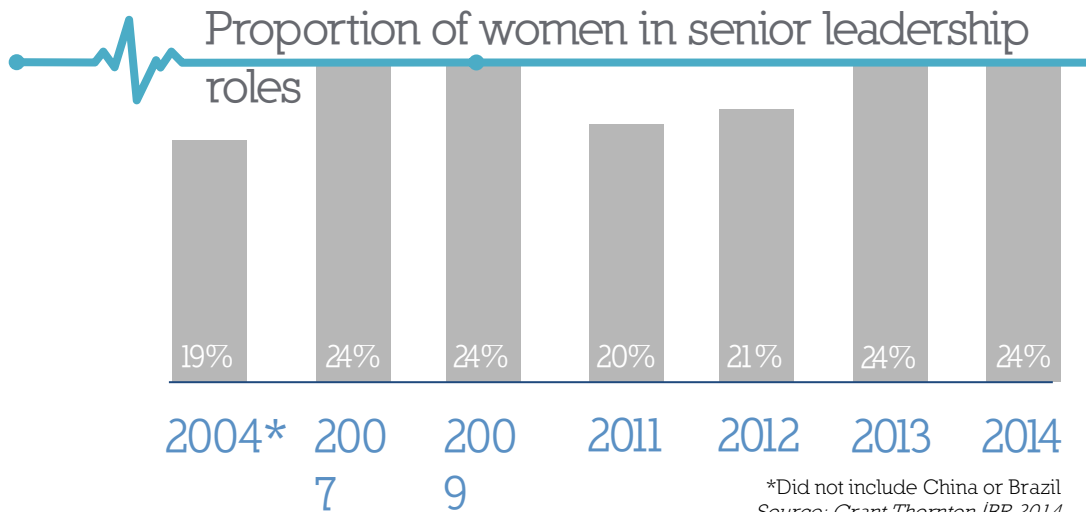


Mission Unaccomplished

WOMEN make up more than **50%** of the **GLOBAL WORKFORCE**



BUT, less than **25%** of women have **SENIOR LEADERSHIP ROLES**



*Did not include China or Brazil
Source: Grant Thornton IBR 2014

Spotlight on APAC / China

APAC:

7 th	Philippines
10 st	New Zealand
36 th	Australia
54 th	Singapore
83 th	Vietnam
101 st	Japan
108 th	India
111 th	Malaysia
115 th	Korea Rep.

WEF Global Gender Gap Index 2015

China ranks **91st**
on the Global Gender Gap Index

Dominican Republic	86	0.686
Greece	87	0.685
Brunei Darussalam	88	0.684
Peru	89	0.683
Cameroon*	90	0.682
China	91	0.682
Indonesia	92	0.681
Uruguay	93	0.679

Economic Participation & Opportunity:

48.4%	Female population
64%	Female working population
23.6%	Female seats in Government
17.5%	Wage gap between men and women

World Bank

What We Found

CONSCIOUS INCLUSION
SPONSORS
CEO
One Size Fits
One
Talent legacy
ACCOUNTABILITY
LEVEL, NOT TILTED PLAYING FIELD
Gender parity
MILLENNIALS
Career waves
ONE LIFE
Human potential
CULTURE HR
Flexibility
Walk the talk
WOMEN LEADERS
Talent
POWER
PRESENTEEISM
VS. PERFORMANCE
Established Female Leaders
RELATIONSHIPS & NETWORKING
ENTRENCHED
MALE CULTURE
LEADERSHIP

Millennials - Will They Really Make It Happen?

HOW MANY YEARS
TO ACHIEVE
GENDER PARITY?

2015
2016
2017
2018
2019
2020
2022
2022
2023
2024
2025
2026
2027
2028
2029
2030
2031
2032
2033
2034
2035
2036
2037
2038
2039
2040

Global leaders are saying it could take an average of

• **17 YEARS**
to level the workforce playing field
FOR WOMEN.

• **22 YEARS**
Is anticipated by
Millennial females



Asia Pacific is optimistic; have Euro Leaders lost faith?

BY REGION



ASIA PACIFIC



AMERICAS



EUROPE

NUMBER OF YEARS UNTIL GENDER PARITY

13 YRS

17 YRS

19 YRS

PERCENTAGE OF ESTABLISHED LEADERS
THAT BELIEVE MILLENNIALS WILL ACHIEVE
GENDER PARITY

94%

yes

91%

yes

80%

yes

Gender and Generational Differences

Leaders demonstrate a clear gender and generational divide on attitudes to achieving gender parity.









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?	<ul style="list-style-type: none"> • Mentor • Train • Be flexible • Focus on outcomes 	<ul style="list-style-type: none"> • Put the right gender neutral policies in place 	<ul style="list-style-type: none"> • Mentor • Communicate commitment 	<ul style="list-style-type: none"> • Gender neutral hiring and promotion

Gender and Generational Differences

Leaders demonstrate a clear gender and generational divide on attitudes to achieving gender parity.








Generational Divide

MILLENNIAL
(34 years and under)

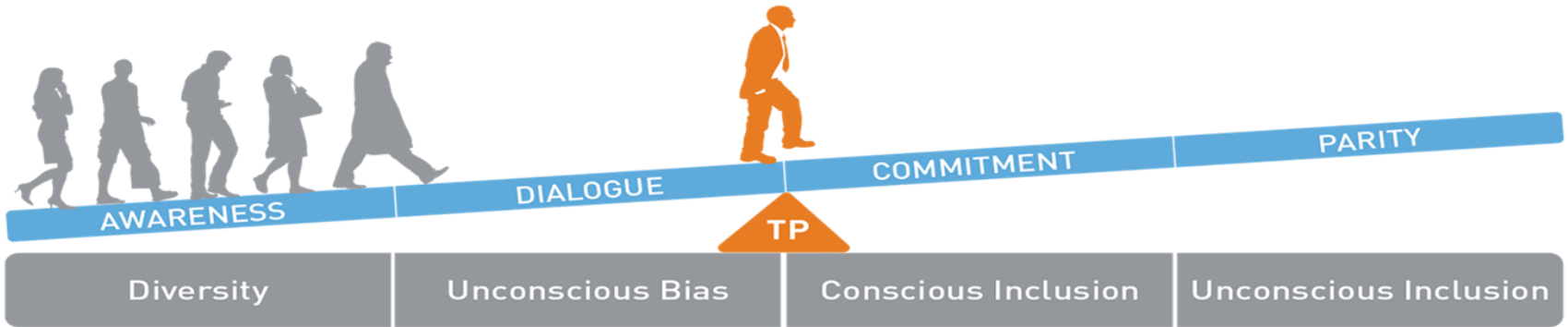


GEN X / BOOMER
(35 years and older)



 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	 <ul style="list-style-type: none"> • Flexible options • Focus on performance not presenteeism 	 Technology for flexible work options

What Will It Take to Reach the Tipping Point?



Seven Steps to Conscious Inclusion



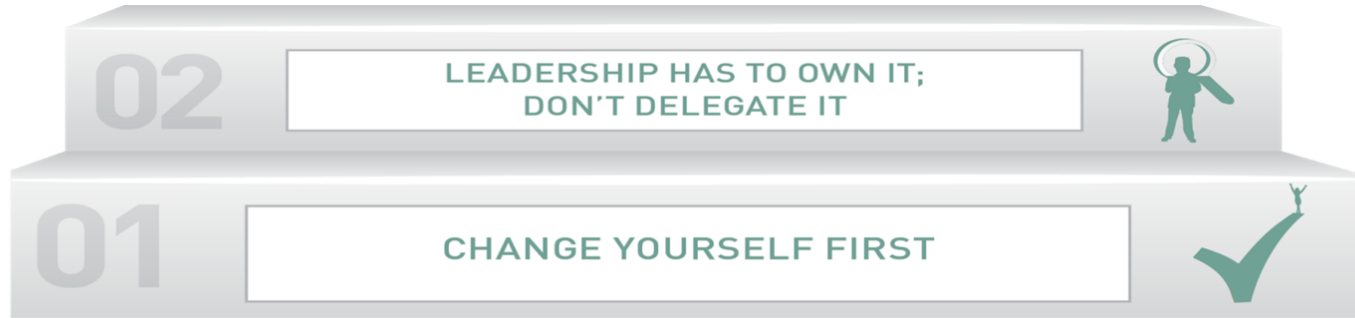
Step 1: Change Yourself First

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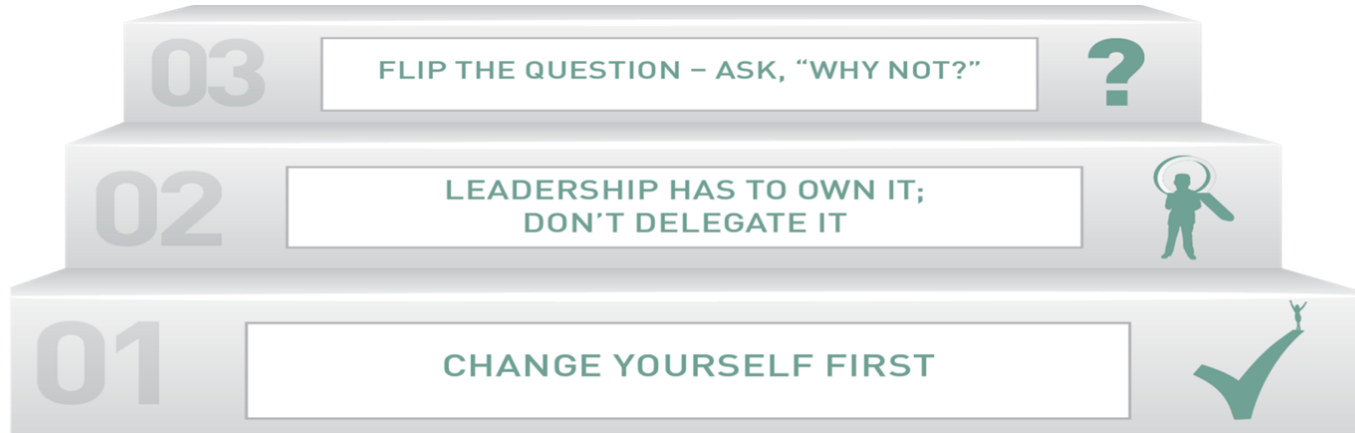
CHANGE YOURSELF FIRST



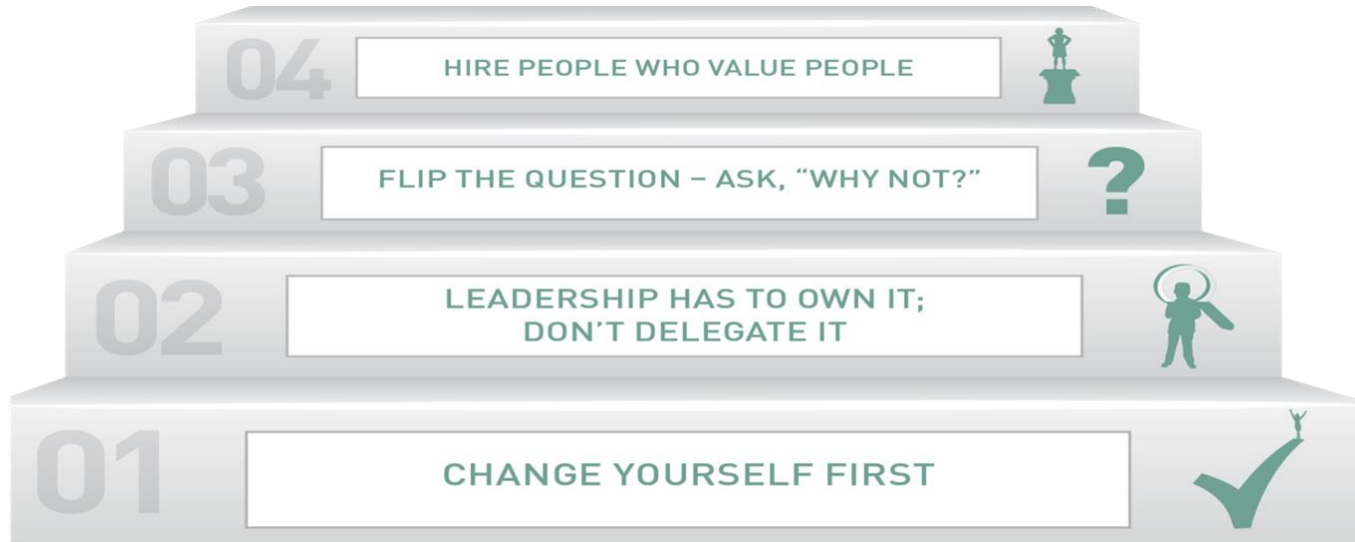
Step 2: Leadership has to Own It; Don't Delegate It



Step 3: Flip the Question - Ask, "Why Not?"



Step 4: Hire People Who Value People



Step 5: Promote a Culture of Conscious Inclusion; Programs Alone Don't Work



Step 6: Be Explicit: Women When and Where?



Step 7: Be Accountable. Set Measurable and Achievable Outcomes



If you had to make one choice

WALK THE TALK - It's time to start incorporating ongoing CAREER CONVERSATIONS into your performance management process.

89% of employees believe they are or need to be responsible for the development of their career.

Right Management, Global Career Conversation Study, 2016



16% of employees indicate that they have on-going conversations with their managers about their career.

Right Management, Global Career Conversation Study, 2016



Impact to Individuals

If Career Conversations Were More Regular...

I would be more engaged with the work that I do

82%



I would be more likely to look for opportunities for career growth at my current employer

76%



What is a Career Conversation?

The career conversation is not a single conversation. It is a series of conversations designed to help answer the questions employees most care about:



Parity begins at home

THE DIFFERENCE WITH MANPOWERGROUP

“Something huge is happening, but it’s interesting why it is happening.

It is because our CEO put an emphasis on hiring female leaders, otherwise it would never have happened.”

~ Female Emerging Leader, ManpowerGroup, Europe

MANPOWERGROUP’S PATH TO PARITY



Parity begins at home

THE DIFFERENCE WITH MANPOWERGROUP

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



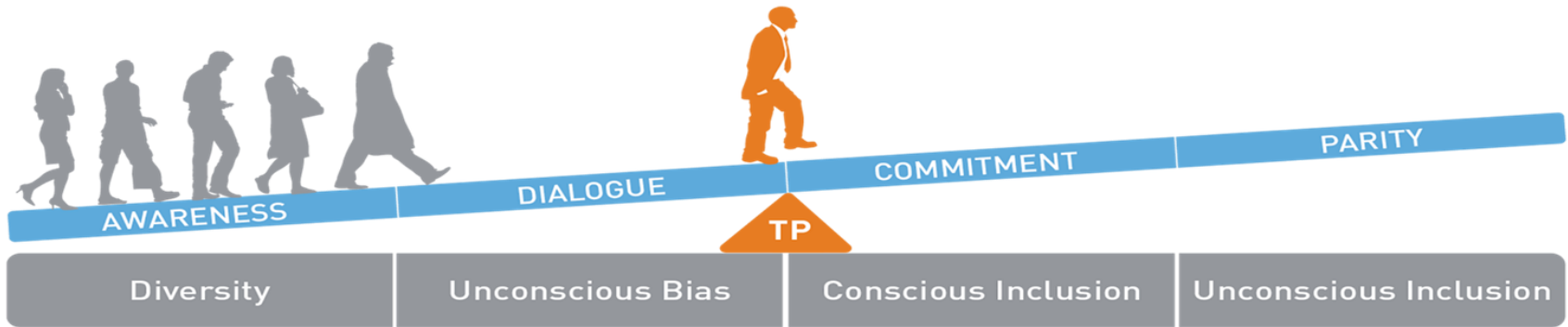
...and **ONE-HALF** of our
EMERGING LEADERS
are **FEMALE**



43% OF

MANPOWERGROUP
LEADERS BELIEVE THE
CEO IS PRIMARILY
ACCOUNTABLE
FOR GETTING MORE
WOMEN INTO
LEADERSHIP ROLES IN
THE BUSINESS – *almost
double the figure
among non-
ManpowerGroup
interviewees.*

Be a Champion for Change



“Women hold up half the sky.”

-Mao Zedong