
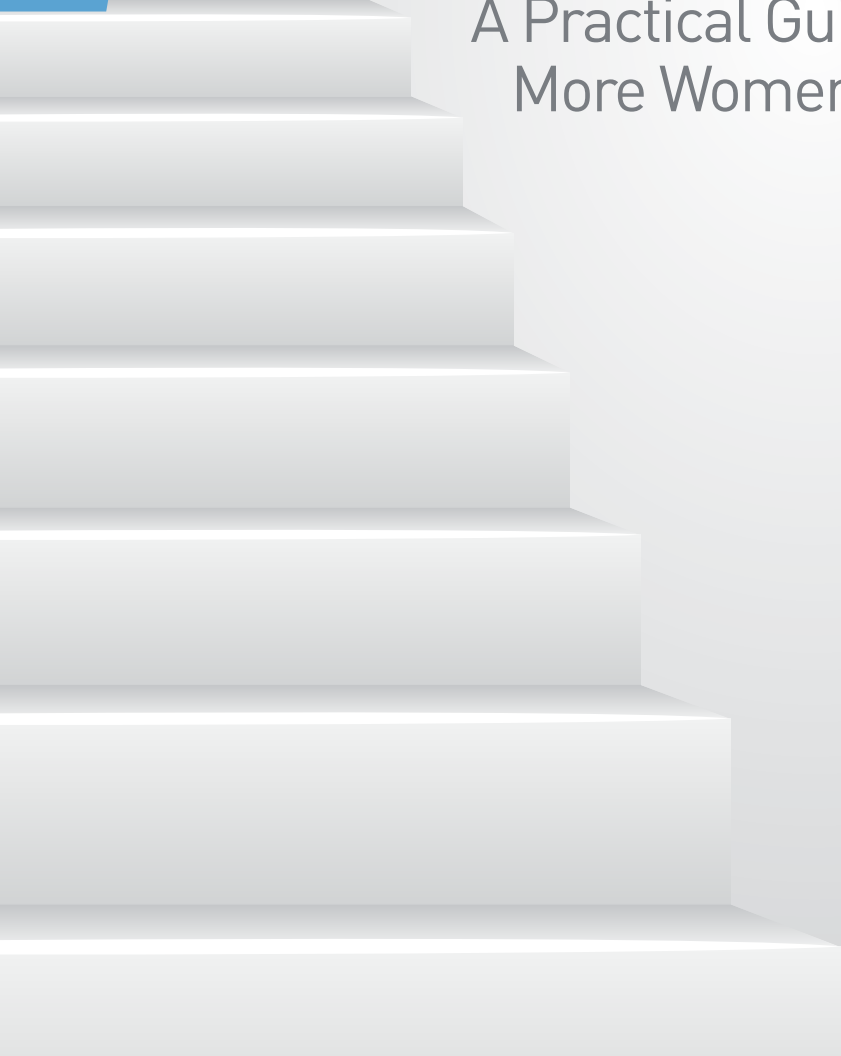




07 STEPS TO CONSCIOUS INCLUSION

A Practical Guide to Accelerating
More Women Into Leadership



ManpowerGroup®

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



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

CONTENTS

- 1 | INTRODUCTION pgs 2-3
- 2 | OUT OF THE MOUTHS OF
LEADERS: THE FINDINGS pgs 4-11
- 3 | THE DIFFERENCE WITH MANPOWERGROUP:
PARITY BEGINS AT HOME pgs 12-13
- 4 | SEVEN STEPS TO CONSCIOUS INCLUSION pgs 14-16
- 5 | WHAT WILL IT TAKE TO REACH THE TIPPING POINT?
THE CHRO PERSPECTIVE pgs 17-18
- 6 | ABOUT THE RESEARCH pg 19

We **ASKED THESE QUESTIONS** about **CONSCIOUS INCLUSION**

- ? *What do our own employees and other global leaders see as the obstacles to closing the gender gap and what's needed to overcome them? How do we move from talk to action?*
- ? *Can we count on Millennials to be the answer? Is this the generation that really will make the difference?*

INTRODUCTION

We need more women in leadership. The business case has been broadcast. Some think the problem has been solved. But the data tells us it hasn't.

Past research has pointed out problems with little help identifying solutions. We are stuck in a circular conversation about why we don't have enough women in leadership. There has been a great deal of talk, but not enough action.

We wanted to change that. As world of work experts we have 30,000 employees advising over 400,000 clients every year on hiring decisions and talent development. We wanted to find out from our own workforce and other organizations what

can be done to close the gap faster. We wanted to provide practical recommendations that will help organizations reach the tipping point and move closer to **Conscious Inclusion**.

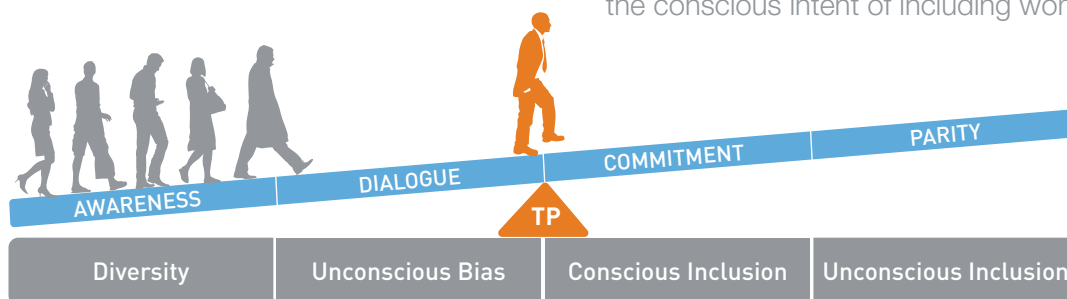
We commissioned qualitative research carrying out in-depth interviews with 222 leaders globally – 72 from ManpowerGroup and 150 other leaders – representing companies with over half a million employees, in 25 countries. We talked to Emerging and Established Leaders, female and male, age 28 - 59, to get views from different levels of the organization as well as a generational perspective from Millennials, Gen X and Baby Boomers.

We carried out a deep dive into people's mindsets to explore whether Millennials think differently about the gender gap and if they will be the generation to eradicate it. We wanted to understand whether attitudes differ between women and men, how long it will take to close the gap and what solutions are needed to make change happen faster.

Our research points to clear conclusions. We need to move from talking about diversity to taking real action that achieves real results. This report presents **seven practical steps** – real steps for real people working in businesses around the world – to reach the tipping point where women will accelerate into leadership roles, faster.

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.



OUT OF THE MOUTHS OF LEADERS: THE FINDINGS

The differences between Gender, Generations and Geographies are stark. Overall, Leaders believe it will take an average of 17 years to level the playing field – still another generation away, even for Millennials. Progress is happening but at a glacial rate. Entrenched male culture is identified as the key obstacle – even Established Male Leaders agree.

One size does not fit all. Millennials say they want to create ‘One Life,’ to integrate home and work. And Millennials also believe they are the generation to make parity happen, yet they are the most pessimistic about the number of years it will take. Are we really on a path to progress?

“I had to develop a different mindset. It didn’t come easily but a lot of my senior managers are of different genders and generations. I had to learn to trust and look at outputs, not time on the phone or time spent talking to people. We have to be prepared to change.” ~ Male Established Leader, ManpowerGroup, Europe



The integration of work and home and the flexibility to manage that.



GENDER PARITY




















The number of years until women and men have equal opportunity to senior leadership roles.

CROSSING THE GENDER AND GENERATIONAL DIVIDE

WHAT OUR LEADERS TOLD US

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

Generational Divide

| | MILLENNIAL (34 years and under) <div>   </div> | | GEN X / BOOMER (35 years and older) <div>   </div> | |
|---|--|--|--|--|
|  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 (but 30% say no one is) | Everyone (especially HR) | Senior Leadership (especially CEO) | 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 |
|  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 |



Millennials believe they will achieve gender parity but they are cautious - it will take them longer than 20 years.



HOW MANY YEARS TO ACHIEVE GENDER PARITY?

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



Global Leaders say gender parity is at least a generation away — an average of 17 years for all those interviewed. **Gen X and Baby Boomer Male Leaders are most optimistic and believe we are closest to gender parity** at 14 years. This group that holds most of the decision-making power in companies – 95 percent of Fortune 500 CEO roles are held by men – so it may also explain why some leaders think the job is done and the gap is closed.

Females around the world are more glass half-empty than males about length of time to parity. Millennial females are most pessimistic – anticipating 22 years – and their male Millennial counterparts are close behind. So if Millennials are our hope to make change happen, is this an alarm bell? Will they really resolve the issue and can we afford to wait for them?



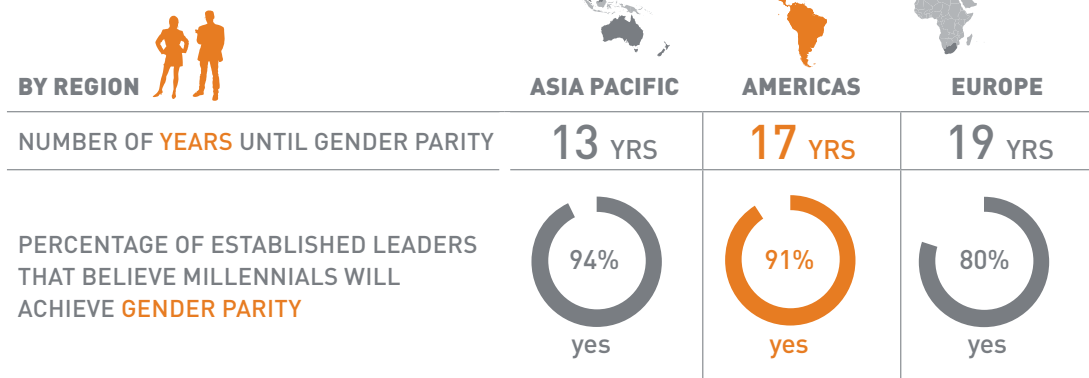
MILLENNIALS: WILL THEY REALLY MAKE IT HAPPEN?

Millennials are confident they will be the generation to achieve gender parity. Encouragingly 100 percent of Millennial females believe they will be the ones to achieve parity. But they are cautious too – 22 years before we can safely say, job done. Ninety-three percent of Established Leaders believe Millennials will achieve gender parity.

Asia Pacific is most optimistic, where 94 percent believe Millennials will make it happen, versus 91 percent in the Americas and only 80 percent in Europe. European Leaders have lost faith in policies, programs and quotas – only 27 percent think better policies will work, versus 39 percent in Asia Pacific and 35 percent in the Americas. **Leaders are least optimistic in countries that have been tackling this longest** – e.g. in Norway where quotas were introduced in 2008, and since in Belgium, Iceland, Italy, Netherlands and Spain. Are they most worn down by this circular conversation and not enough action or more realistic about the size of the job to be done?

“I look at Millennials today and I see there really is a belief that gender is not an issue.” - Female Established Leader, ManpowerGroup, Americas

Leaders in Asia Pacific are optimistic;
have European Leaders lost faith?



Can we afford to wait another generation? And do we risk losing out on human potential if Millennial females become disillusioned with the corporate world? Women are already voting with their feet. Almost half of all small and medium-sized enterprises are majority or equally-led by women. In the U.K., since 2008 the share of women in self-employment has increased to almost one-third. In the U.S., one-third of all new jobs created will come from women-owned businesses by 2018. Millennials need to drive new behaviors or companies will lose valuable talent.

“Once my generation has retired, I trust the new generation will quickly bring about change.” - Male Established Leader, Technology, Europe-Americas



BIGGEST BARRIER TO PROGRESS: AN ENTRENCHED MALE CULTURE.

BIGGEST OPPORTUNITY: MEN KNOW THIS NEEDS TO CHANGE

Breaking down an entrenched male culture is critical. Change must be led by CEOs, especially males, to demonstrate commitment to getting women into leadership. The good news is men know this. And as the **majority of leaders setting policy are male**, they have the power to make change happen.

Men – Millennials, Gen X and Boomers – say programs, policy and HR will make gender neutral hiring and parity happen – but these are tried, tested and too slow. They see themselves as the solutions to bringing more women into leadership, and they have the power to make changes today. But we aren’t seeing it happen. In an entrenched male culture, merit based performance will be based on merits created by men, shaped by presenteeism, defined by male standards.

“Advancing women to leadership roles demands a plan involving men and women. We don’t need just verbal commitments, there have to be measurable changes as well.”

- Male Established Leader, Technology, Americas

Overcoming unconscious bias, stereotyping and an entrenched male leadership culture is not easy for women on the way up, nor once they have a seat at the table. Established Female Leaders acknowledge familiar obstacles throughout their career – lack of role models, gendered career paths into support functions like HR and Communications, and a lack of access to sponsors and an influential network. They also talk of having to behave like a man to get to the top, yet once there are unsure of the behaviors expected.

Male Established Leaders are aware of this **double bind**. They emphasize the need to do things differently though don’t know how to make change happen. But One Size Fits One – what works best for different types of people varies greatly. **Shifting the needle requires a wholesale rethinking of culture, policy, opportunities and the workplace.** We cannot change people easily but we can rethink the way we lead, design systems and measure performance so people live and thrive within our organizations.



PROMOTING WOMEN LEADERS – WHOSE ROLE IS IT ANYWAY?

Wishful thinking, patience and a laissez-faire approach have proven change will not happen. Culture creates change, not policy. Over half of Leaders believe the single most powerful thing an organization can do to promote more women leaders is to create a gender neutral culture. And 58 percent say that responsibility for action lies with the organization, not with the individuals themselves.

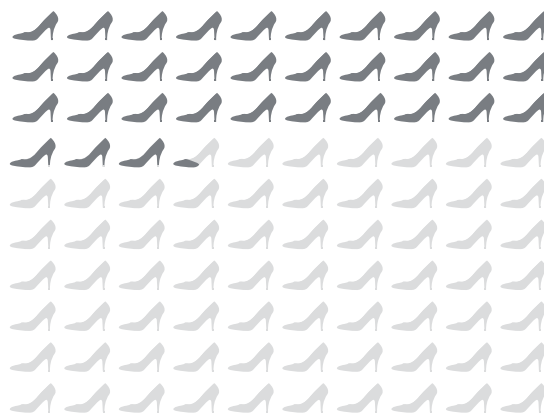
“The CEO and managers must take the initiative and make it happen. There is no specific department responsible for it.”

- Female Established Leader, Construction, Asia Pacific

59%
Create a **GENDER NEUTRAL CULTURE**



Over half of Leaders believe the single most powerful thing an organization can do to promote more women leaders is to create a gender neutral culture.



No one is **WALKING THE TALK** or **MAKING THE COMMITMENT...**

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

“It will not change by itself; one has to proactively work towards achieving parity.”

- Male Emerging Leader, Travel and Tourism, Asia Pacific

Twelve percent of Established Leaders said that all Emerging Leaders need to **be patient and wait to be recognized**. This laissez-faire approach is more likely to reward those in the room who shout loudest about their achievements. Regardless of gender, diversity will suffer.

Worryingly, one-third of Millennial females said no one in their organization is supporting women into leadership – no one is walking the talk or making the commitment. And concerningly, 32 percent of Male Leaders say the responsibility is HR's, not theirs. Misplaced accountability means change will not happen. CEOs and senior leaders will change culture by how they walk, talk and deliver on this commitment.

“C-suite executives must demonstrate their willingness by giving more opportunities and roles for women. They should build an environment where women are included in all levels and departments. It is more about acting rather than speaking.”

- Female Emerging Leader, Telecoms, Asia Pacific

↑ WHAT CAN LEADERS DO TO SUPPORT WOMEN INTO LEADERSHIP?

Our research is clear: **women are not looking for favors, just a level playing field**. When asked about what supports women in leadership, Millennial women said **flexibility** – not a tilted playing field, but **more focus on outcomes that allow them greater control over how and when they get work done**. Millennial males also say leaders need to collaborate with female colleagues and champion Emerging Female Leaders. The best male leaders are taking women to one side and asking them what they need to succeed, demonstrating their commitment. Now that is good news.

In Asia Pacific, Leaders say focus on **encouraging and training women to take advantage of opportunities** that will stretch and develop leadership strengths. They stress the need for companies to **adopt a culture of shared power**, driven from the top.

Gen X and Boomer females most value workplace flexibility and are most frustrated by past challenges of measuring performance through presenteeism versus outcomes, or as one U.S. Leader put it, “butts in chairs.” They **want leaders walking the talk** and taking responsibility for creating a culture of Conscious Inclusion. They also want mentors and training but while **mentors may make women feel more comfortable or act as a sounding board, they do not help them move ahead**. Sponsorship however consciously advocates for women in the boardroom. This is a critical distinction for leaders to act upon.

“Mentors help women survive. Sponsors help women thrive.”

- Mara Swan, ManpowerGroup EVP, Global Strategy and Talent & Global Brand Lead for Right Management

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



S WHAT DO LEADERS NEED TO DO THEMSELVES TO ADVANCE?

Genders and generations have very different views on how to advance at work. Gen X and Boomer males – who make up the majority of leaders, remember – say performance is the primary route to career advancement together with cutting edge assignments. But travel, long hours and time away from home tend to accompany these assignments. **It's clear: unless leaders are changing how work gets done and how performance is measured in male cultures, progress will not be made by women.**

Other Leaders take a broader view. Millennial females say to advance they need to build relationships and network. However women's networks tend to be female and made up of peers, where they aren't getting the exposure they need to advance. Gen X and Boomer females agree but are more formal – they say it's key to have mentors. All women are looking for support – and we need to provide it to retain them – but that won't guarantee success. Mentoring does not lead to promotion. We may be giving women what they want but that alone will not drive results. We should be cautious and proactive – we know sponsorship is proven to be more effective than mentoring.

“There have to be programs to enhance the competencies of women who have the desire and ambition to excel in their careers.” - Male Established Leader, Technology, Asia Pacific

In contrast, all male Leaders are more overt and say the best way to advance is to display leadership skills and self-promote, be open to risks, challenges and stretch opportunities. But if women aren't self-promoting to male leaders who are the majority – how will female leaders advance? And are these leaders guiding women down the route to leadership roles with operations and profit and loss responsibilities, versus the typical support functions?

THOUGHTS on WORK ADVANCEMENT

Travel, long hours and time away from home tend to accompany cutting edge assignments. It's clear: unless leaders are changing how work gets done and how performance is measured in male cultures, progress will not be made by women.

MILLENNIAL FEMALES



Say they need **relationships and networking**, but women's networks tend to be female and made of peers, where they aren't getting the exposure they need.

GEN X AND BOOMER FEMALES



Agree with Millennial females that they need **relationships and networking**, but they are more formal and say it is **key to have mentors**.

MALE LEADERS



Say the **best way to advance is to display leadership skills and self-promote**, be open to risks, challenges and stretch opportunities.

MALE ESTABLISHED LEADERS  **have** to get the **CULTURE RIGHT**

42% OF LEADERS **BELIEVE FLEXIBLE WORKING IS KEY TO GETTING MORE WOMEN INTO LEADERSHIP** *This One Size Fits One approach requires a culture that values performance and output over presenteeism.*

33% OF LEADERS **SAY THAT BETTER POLICIES WOULD REDUCE GENDER BIAS** *They believe One Life is more than a Millennial aspiration. Female Leaders realize the benefit of blending work and home too.*

“Millennials are much more determined and on board with the idea of having more women in leadership roles. The culture across organizations is changing and having a gender neutral culture lies top of the priority list.”

- Female Emerging Leader, Manufacturing, Americas

MILLENNIALS WANT ONE LIFE – THE RIGHT BLEND OF WORK AND HOME AT THE RIGHT TIME FOR THEM

Forty-two percent of Leaders believe flexible working is key to getting more women into leadership. This One Size Fits One approach requires a culture that values performance and output over presenteeism. Thirty-three percent say that better policies – zero tolerance for gender discrimination, periodic reviews of gender balance and fair practices towards working mothers – would reduce gender bias. And One Life is more than a Millennial aspiration – Established Female Leaders realize the benefit of blending work and home too. So Male Established Leaders have a lot to consider to get the culture right to work for all in the long term.

Millennials – female and male – are optimistic that **workplaces will be flexible in the future**. They expect them to accommodate One Life - the integration of work and home, rather than a balancing act. They see technological advances and the decoupling of work and location as beneficial to both business and family. With a longer working life and later retirement ahead, Emerging Leaders especially emphasized the need to plan and manage **career ‘waves’ not ladders**. Millennials are preparing to run a work ultramarathon, wanting the flexibility to switch gears at different stages and insisting on One Life that allows them to pursue goals professionally and personally, when it suits them. Millennials are aligned on their goal and intent on changing the way work gets done. They are confident they will be the generation that shifts mindsets, changes culture and achieves parity.

IN CONCLUSION:

“It’s a question of work-life integration. Figure out for you as an individual what that work-life integration needs to be so that you can do what you need to do both, professionally and personally. Our personal devices have become work devices, and frankly, you can do more things in a better way. You can decide to come in at nine, leave early, no problem. And then do two hours at night, after the kids have gone to bed. Work from home. Brilliant!” – Jonas Prising, CEO ManpowerGroup

THE DIFFERENCE WITH MANPOWERGROUP: PARITY BEGINS AT HOME

At ManpowerGroup we are on our own journey towards unconscious inclusion. We have made good progress in getting women into leadership, creating the culture and commitment that will accelerate this. What has made the difference is that over the last decade our two CEOs have owned it.

In 1999, Jeff Joerres, then CEO, made a personal commitment to get women onto an all-male board. **Within a decade, over a third of the board was female and remains so today.** Jonas Prising, our current CEO, has **created his own talent legacy** around female leadership. Today, a third of our top executives and half of our Emerging Leaders are female.

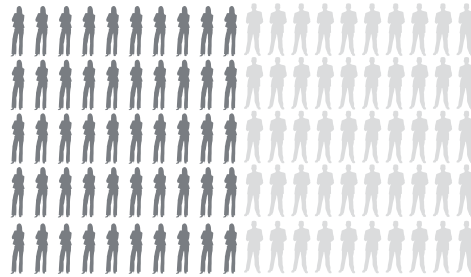
“Something huge is happening, but it’s interesting why it is happening. It is because our CEO put an emphasis on hiring female leaders, otherwise it would never have happened.”

~ Female Emerging Leader, ManpowerGroup, Europe

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



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



MANPOWERGROUP'S PATH TO PARITY



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.

"Women-to-women mentorship and male-to-female mentorship is incredibly valuable. Because then you don't make it a male/female issue, you make it a talent issue." – Male Established Leader, ManpowerGroup, Americas

At ManpowerGroup, **top leadership is expected to own this talent legacy** – by what they say, what they do and how they lead. So succession planning requires a more deliberate and more purposeful approach to creating a culture that includes women. HR's role is to support this vision.

ManpowerGroup is making good progress, but there is still a way to go. Our CEO reinforces the concept of Conscious Inclusion and his leadership team believes and delivers on it. It is this leadership that has moved ManpowerGroup from a circular conversation about why there aren't more women in leadership and what we should do about it towards a culture of Conscious Inclusion. Gender parity – here we come.

"The messaging has to be clear – we're an equal opportunity organization, male or female, regardless of age, gender, race. To me that's really, really important. It has to come from the top and has to be prevalent throughout the organization; otherwise it's just lip-service."

~ Male Established Leader, ManpowerGroup, Asia Pacific

07 STEPS TO CONSCIOUS INCLUSION

Building on what Leaders told us and on our own commitment and experience, we have identified seven practical steps. These Seven Steps will accelerate organizations from circular conversations around awareness and unconscious bias to the tipping point that will help them achieve Conscious Inclusion and eventually parity.



01

CHANGE YOURSELF FIRST

Believe it or don't bother. Change must be authentic. If not, people see it as a fad that's here today, gone tomorrow.

"All of you will be leaders in this company if you want it. The opportunity for you to lead is wide open."

-Jonas Prising speaking to 16 Female Emerging Leaders, April 2015



02

LEADERSHIP has to own it; DON'T DELEGATE IT



"Ultimately the CEO has to believe it and endorse it because that person then has to inspire a change from the top."

-Female Emerging Leader, ManpowerGroup, Americas

The CEO needs to own the issue. Gender parity cannot be delegated to HR. For commitment to be authentic and aligned with business strategy, change must flow from the top and be demonstrated by the leadership team. HR can help facilitate and support it.

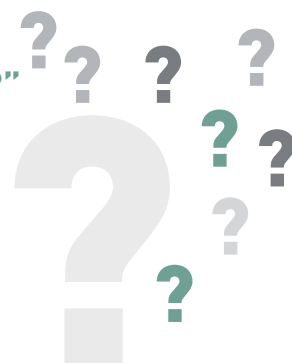
03

Flip the QUESTION - ASK, "WHY NOT?"

Succession planning must be bolder. Instead of saying, "she doesn't have the experience," ask, "what do we need to make it work?" Challenge assumptions. If we think it is possible, we can make it possible.

"We need to ask, 'do we have enough women in the succession plan?' If the answer is no, why not? What can we do to develop women to make sure they're in the succession path? That's a very specific action."

-Established Female Leader, ManpowerGroup, Americas



04

HIRE PEOPLE who VALUE PEOPLE



If we hire people who value people they will figure out how to optimize all human potential, including women. They will be open to strategies that support One Life – balancing the integration of work and home, measuring success on performance and quality of output, not presenteeism. They will support people to plan and manage for career 'waves' not ladders.

05

Promote a
**CULTURE of
CONSCIOUS
INCLUSION;**
programs alone
don't work



*"Create a culture that promotes
consciously thinking about inclusion
as if it was a business objective."*

*-Male Emerging Leader,
ManpowerGroup, Americas*

Generic programs do not work. The last three decades prove this. Programs don't change behaviors and don't improve the numbers. They can even breed complacency, rewarding activity not the results. Accountability sits with senior leadership and decision makers to promote a culture of Conscious Inclusion. HR can help leaders facilitate change; training can raise awareness. Leaders must change the culture.

06

**BE EXPLICIT:
WOMEN WHEN
AND WHERE?**



Simply increasing female representation will not shift the needle. Women and men must be represented at all levels and in every business unit. Leaders must know exactly where they need women to be. Looking at macro numbers is not enough; it results in **pink ghettos** – women only in HR, Communications and support roles instead of P&L and staff roles. Women need to be coached and sponsored to succeed, and they need experience and exposure to advance.



07

**Be ACCOUNTABLE: SET MEASURABLE and
ACHIEVABLE OUTCOMES**



In business, it is about outcomes and what you want to achieve. Every hiring and promotion decision can be justified but if that isn't moving closer towards the tipping point then Conscious Inclusion and gender parity just won't happen. Articulate a talent legacy - how things will change and what it will look like by when. Plan for it as if it were a strategic business priority or investment. True change takes time, focus and discipline.

"There need to be clear goals and expectations, a structured process of validating and a formal feedback process." -Male Emerging Leader, ManpowerGroup, Americas

WHAT WILL IT TAKE TO REACH THE TIPPING POINT?

THE CHRO PERSPECTIVE

These global findings point to **the critical tipping point: top leadership commitment**. Change starts with the CEO – their commitment to action, the talent legacy they want to leave and how they plan to achieve it.



MARA SWAN, EVP

MANPOWERGROUP EVP, GLOBAL
STRATEGY AND TALENT & GLOBAL
BRAND LEAD FOR RIGHT MANAGEMENT

It's proven that the problem will not correct itself. **A laissez-faire approach to gender parity has not worked.** We cannot keep explaining why women are not making it to CEO jobs, or why the top level of management is void of women, or excusing away pay inequity. And **increasing representation by putting women in support roles like Communications and HR is just not good enough** anymore. That is not shifting the needle.

When Leaders cite an entrenched male culture as a major obstacle and yet the majority of leaders are Established Males, we have a big job to do. To me, the end game is simple. **Conscious Inclusion is about ensuring all people feel invited in and their human potential is valued.** But it's not easy and there is no quick fix. If organizations are serious about getting more women into leadership roles and including half the talent in the workforce, they must go beyond programs and change the culture. They must put words into action.

While the CEO needs to own it to create systemic change, we can all start doing something different today. **Change can come from individuals. These are our Seven Steps to Conscious Inclusion.** What is the tipping point for your organization? What will you commit to make it happen? Who will you sponsor and who will you invite in?

**BE A CHAMPION
FOR CHANGE.
ASK, "WHY NOT?"**



ABOUT THE RESEARCH

In August 2015 ManpowerGroup commissioned thought leadership consultancy, Reputation Leaders, to conduct a global study of 222 Established and Emerging Male and Female Leaders, including 72 from ManpowerGroup, to investigate attitudes towards Conscious Inclusion of women in senior leadership roles.

Leaders were split between 111 established C-suite executives and 111 next generation leaders aged under 45 reporting into the C-suite or two levels down. There was an equal balance of males and females and regional perspectives from the Americas, Europe and Middle East, and Asia Pacific.

Countries included: Australia, Belgium, Bulgaria, Brazil, Canada, China, France, Germany, Greece, India, Israel, Italy, Japan, Malaysia, Mexico, New Zealand, Netherlands, Norway, Poland, Singapore, South Africa, Sweden, U.A.E, U.K., U.S.

In-depth interviews took place 7 August - 30 September 2015 totaling more than 130 hours of audio which were transcribed, translated and analyzed using a mixture of qualitative and quantitative methods.



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