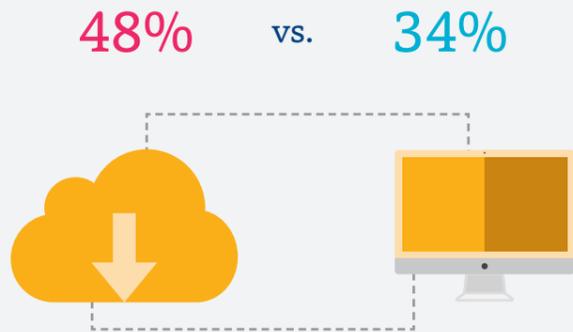


THE FEMALE EXECUTIVE PERSPECTIVE ON GLOBAL TALENT TRENDS

Women executives are more encouraging of innovation at all levels of the organization.



Big data and analytics can provide new information on which to base business decisions, and women are more likely than men to agree or strongly agree that their company uses leading practices and research to drive design decisions.



Although both male and female executives agree that big data and analytics can have its greatest impact as a driver of engagement within their organization, female executives were more likely to feel that these tools can also assist in:

Finding the most effective training programs



Identifying candidates that will stay in their roles longer

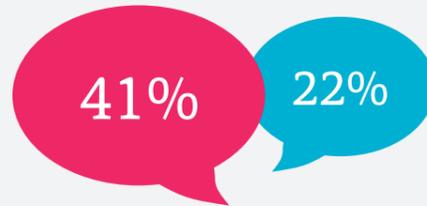


Executives were asked to rate their company's diversity and inclusion compared to their industry peers; female executives rate their company's diversity and inclusion lower than their male counterparts.

30% of males believe their company belongs in the top quartile for their diversity and inclusion efforts versus only 18% of women.

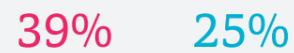
13% percent of male executives placed their companies in the bottom quartile compared to 20% of women.

Female executives are almost twice as likely as their male counterparts to feel that building a sustainable female talent pool would have the greatest impact on their organization over the next two years.

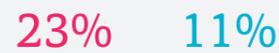


Female executives are also more likely to...

Change the design of their organization through networked communities that cross internal and external boundaries than male executives.



Feel that their company's work/life fit differentiates it from their competitors.



Feel that their company's business performance would be most impacted by their company's ability to:

Move jobs to people and people to jobs



Accelerate time to productivity for new hires



Advance the diversity and inclusion agenda



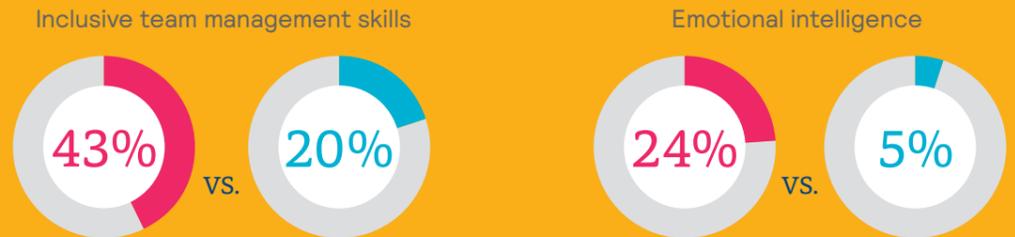
Nevertheless, all executives felt that redesigning their organization's structure and jobs to better deliver value will be the top driver of business performance.

SKILLS THAT HELP THE BUSINESS THRIVE...

Our **When Women, Businesses Thrive** research finds that as an overall group, women have different and unique skills relative to men – skills that are considered critical to individual career success and overall business impact:



Women rank higher than men on:



Each gender has different skills.

Organizations are best served when leaders leverage those skills for maximum impact.

Today, many jobs are valued on the basis of measures such as span of control and revenue under management. This traditional approach fails to appropriately value and leverage women's unique competencies as connectors, strategic thinkers, and innovators.

And by doing so, it forfeits growth opportunities for individual women and businesses.

“Rethink the entire job valuation process to ensure that women's unique skills are recognized and fully leveraged, and that roles that contribute to growth are appropriately valued.”

Top 3 perceived strengths of managers:

