

## 2008 Women in Management Survey

Manpower Inc. (NYSE: MAN) surveyed over 29,000 managers/directors in 33 countries and territories in July 2008 to understand attitudes and opinions of women in management roles and their perceptions on a woman's ability to move up the corporate ladder.

Please refer to the Appendix for a complete list of questions, countries and respondent figures.

### Global Key Findings

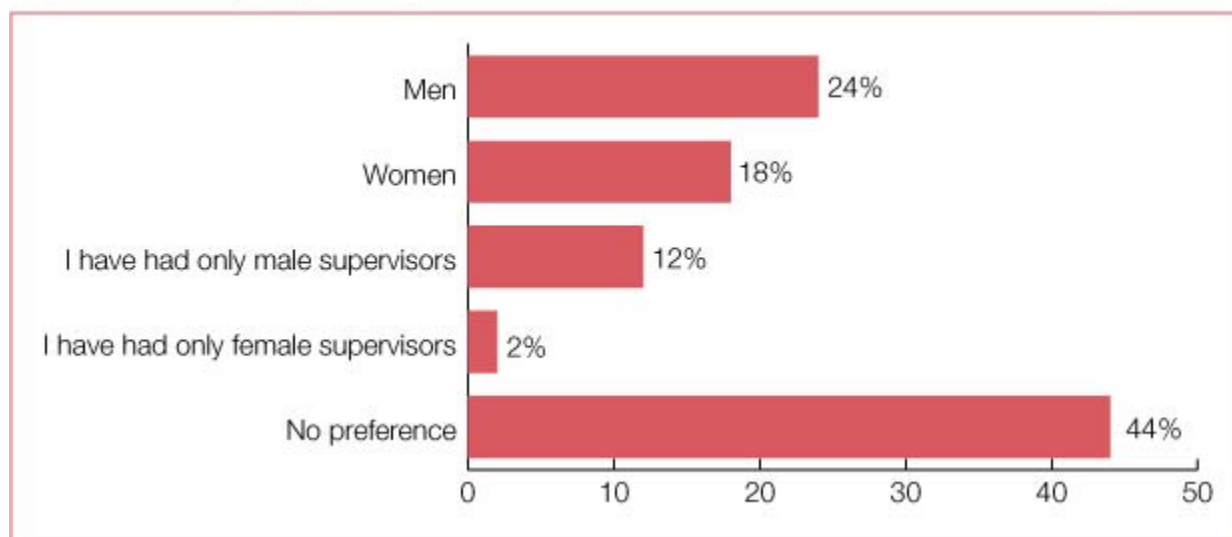
**Globally, the majority of respondents say gender does not have any bearing on being a good supervisor. Regionally, a different story unfolds.**

44% percent of all survey respondents said that gender did not have any bearing on being a good supervisor. However, nearly one in four of all respondents indicated that from their prior work experiences men had been better supervisors.

Male survey respondents indicated they felt men were better supervisors (28%) and female survey respondents indicated they felt women were better supervisors (24%).

Regionally, survey respondents in the Americas felt that women (26%) are better supervisors than men (22%). In Asia Pacific, men (34%) were perceived as better supervisors than women (13%). Throughout EMEA, men (18%) and women (15%) were perceived almost equally in their management abilities.

Figure 1 - From your past experience, have men or women have been better supervisors?



### Is family a career limiting factor for women?

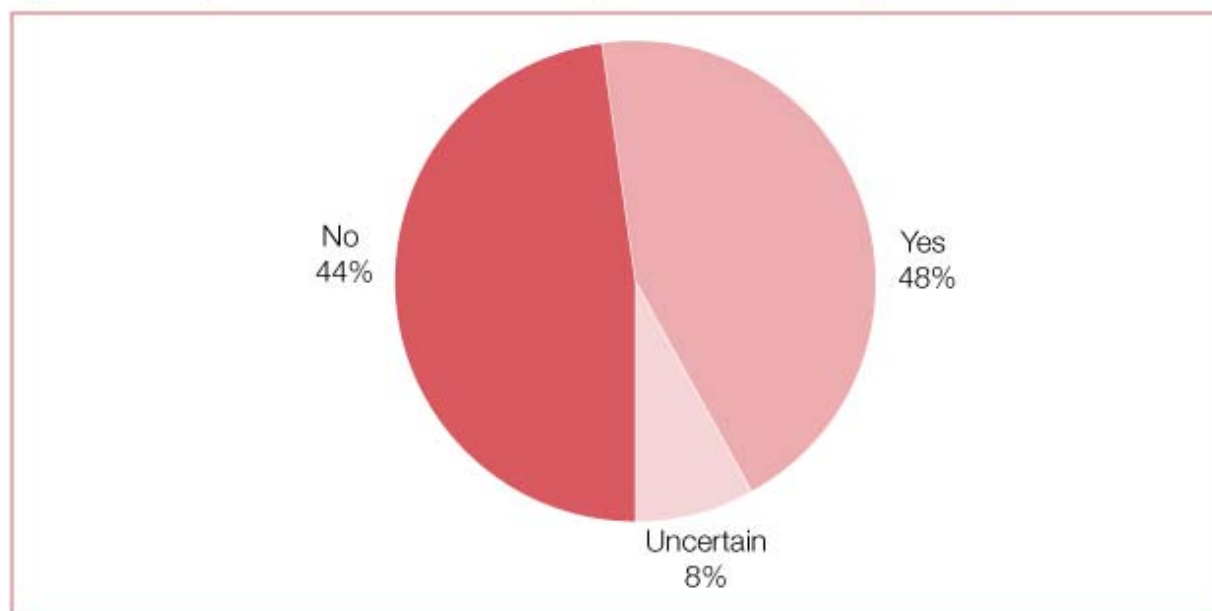
Respondent's attitudes about family limiting a woman's career potential were split almost equally – 48% of all survey respondents said they felt a woman's career potential is limited by having children and 44% said they did not feel that having children limited a woman's career potential. 8% of survey respondents were uncertain.

Male and female (both 48%) respondents felt that women who do start a family limit their career track.

Interestingly, younger respondents under age 30 (53%) indicated they felt that that a woman's career potential is not limited by choosing to start a family. However, that viewpoint changes with more experience in the workplace – older respondents indicated that having a family does limit a woman's career (30 to 39: 47%; 40 to 49: 49%; 50 to 59: 53%; 60 or older: 53%).

In the Americas region, respondents from all eight countries indicated that having children does not limit a woman's career potential. In the Asia Pacific region, five out of eight countries and territories indicated that having children does restrict a woman's career. Fourteen out of 17 countries throughout EMEA indicated that a woman's career is restricted by having children.

Figure 2 - Do you believe a woman's career potential is limited by choosing to have children?



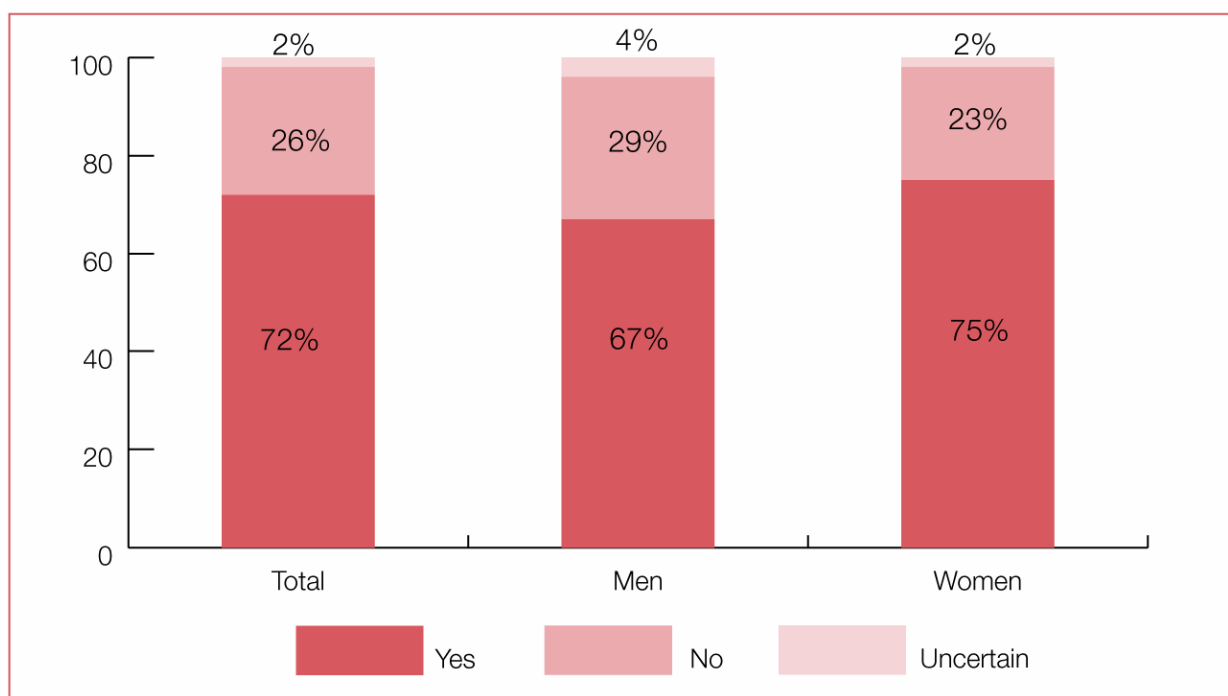
### Working mothers do achieve top management positions.

Despite the fact that many people felt a family limited a woman's career potential, 72% of all survey respondents indicated they, in fact, knew working mothers who had attained top management positions.

The majority of male (67%) and female (75%) survey respondents knew working mothers who held top management positions.

The majority of respondents from 32 of the 33 countries and territories surveyed indicated they knew working mothers who had attained top management positions. Interestingly, there appears to be more barriers for working mothers in Japan, where 72% of respondents indicated they did not know working mothers who had attained top management positions.

Figure 3 - Do you know any women who have attained top management positions and are also working mothers?



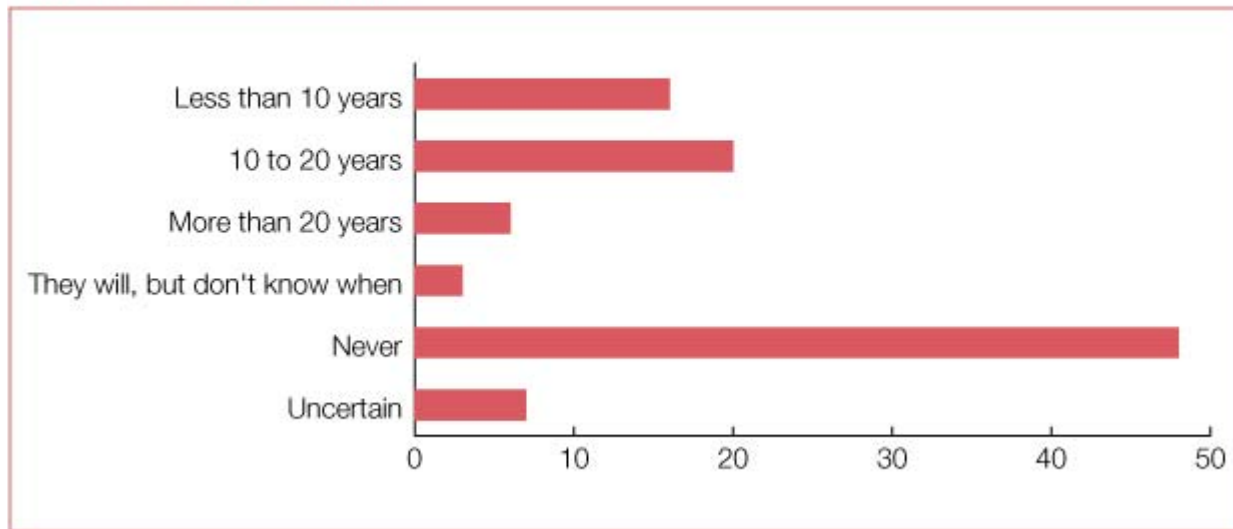
**Most feel parity at top corporations will never happen.**

48% of all survey respondents felt women would never hold 50 percent or more of senior executive or high level management roles at top corporations, even though most knew women in these roles.

Both male (50%) and female (46%) respondents felt that high level management roles at top corporations would never be held equally by women.

Regionally, respondents shared a similar sentiment. 58% percent of employers in the Americas region, 46% of employers in the Asia Pacific region and 40% of employers in the EMEA region felt that women would not attain 50 percent or more of senior level positions at top corporations.

Figure 4 - Do you envision a time when women will hold 50 percent or more of the senior executive or high level management roles at top corporations?  
If yes, how long will that take?



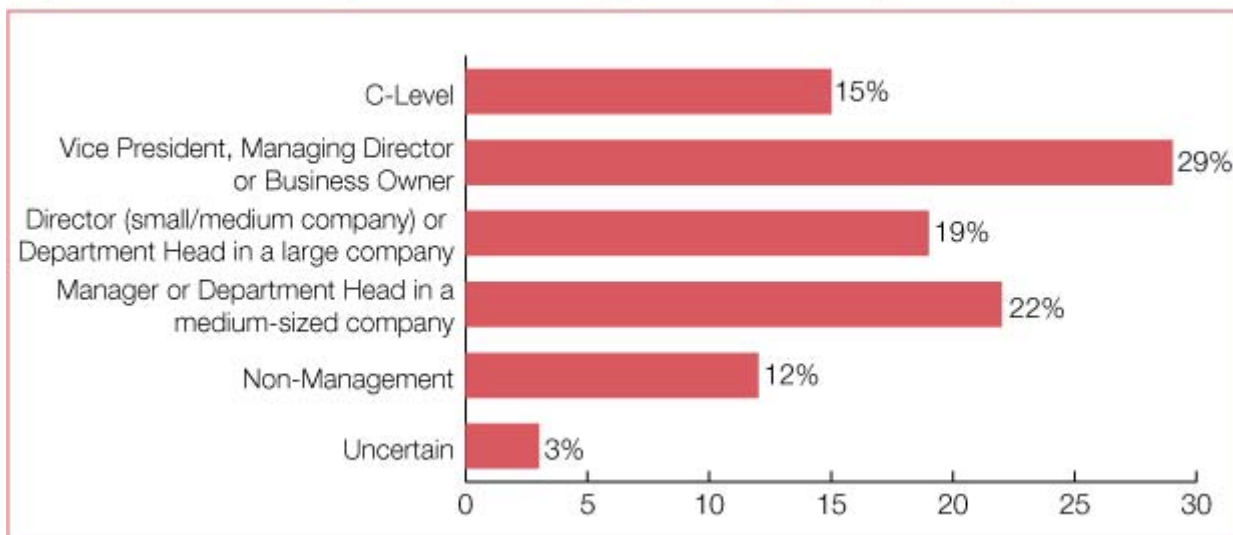
### Career aspirations differ between men and women.

29% of all survey respondents indicated they aim to achieve a Vice President, Managing Director or Business Owner role during their careers.

27% of female respondents desire to be a Manager or Department Head in a medium-sized company at some point within their career, whereas 37% of male respondents strive to hold a Vice President, Managing Director or Business Owner role at some point during their working career.

Interestingly, one of the reasons that there are fewer women in the C-Suite is they may not want to be there. Only 12% of female respondents indicated they aspire to a C-Level position within their career. Conversely, 19% of male respondents indicated they aspire to a C-Level position within their career.

Figure 5 - What is the highest level of management that you aspire to in your career?

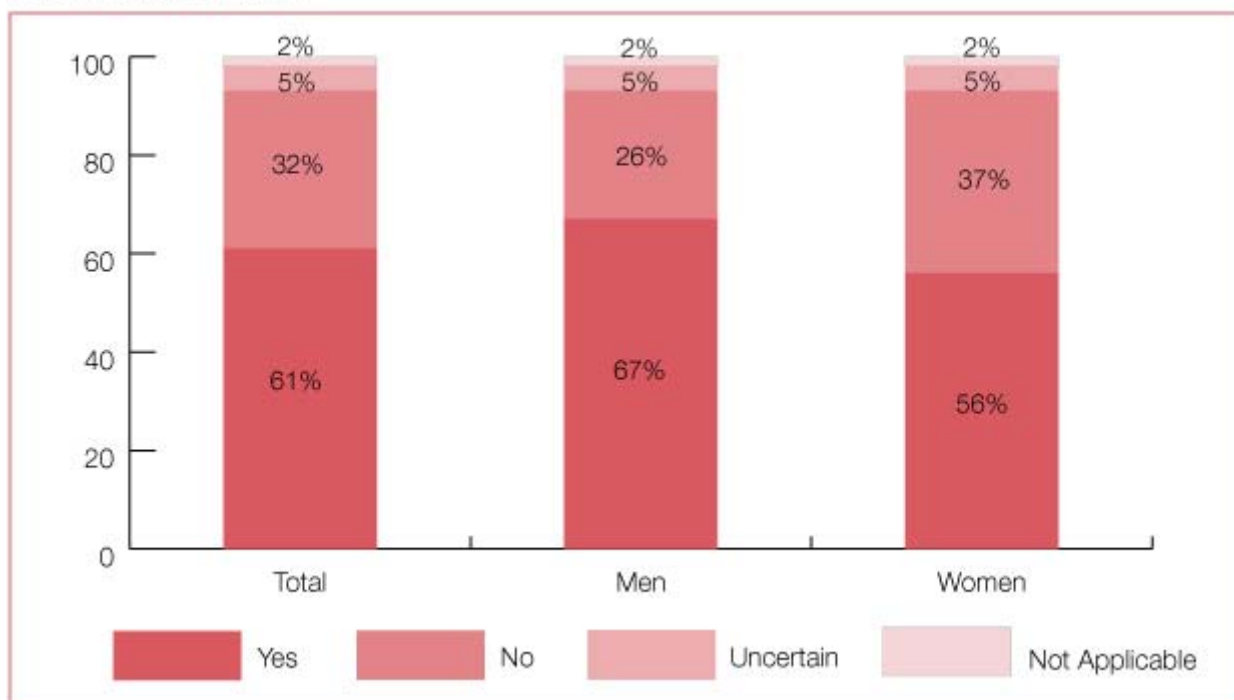


### Most survey respondents have already achieved their career goals.

61% of all survey respondents indicated they expect to reach, or already have, their desired level at their current place of employment. 67% of male and 56% of female respondents indicated they have achieved their desired level of employment or expect to achieve this level at their current place of employment.

Not surprisingly, respondents under 30 (54%) indicated they have not reached their desired employment level at their current place of employment. Respondents in all age categories over 30 indicated they have achieved their desired level of employment or do expect to achieve this level with their current employer.

Figure 6 - Do you expect to reach or have you already reached this level at your current place of employment?



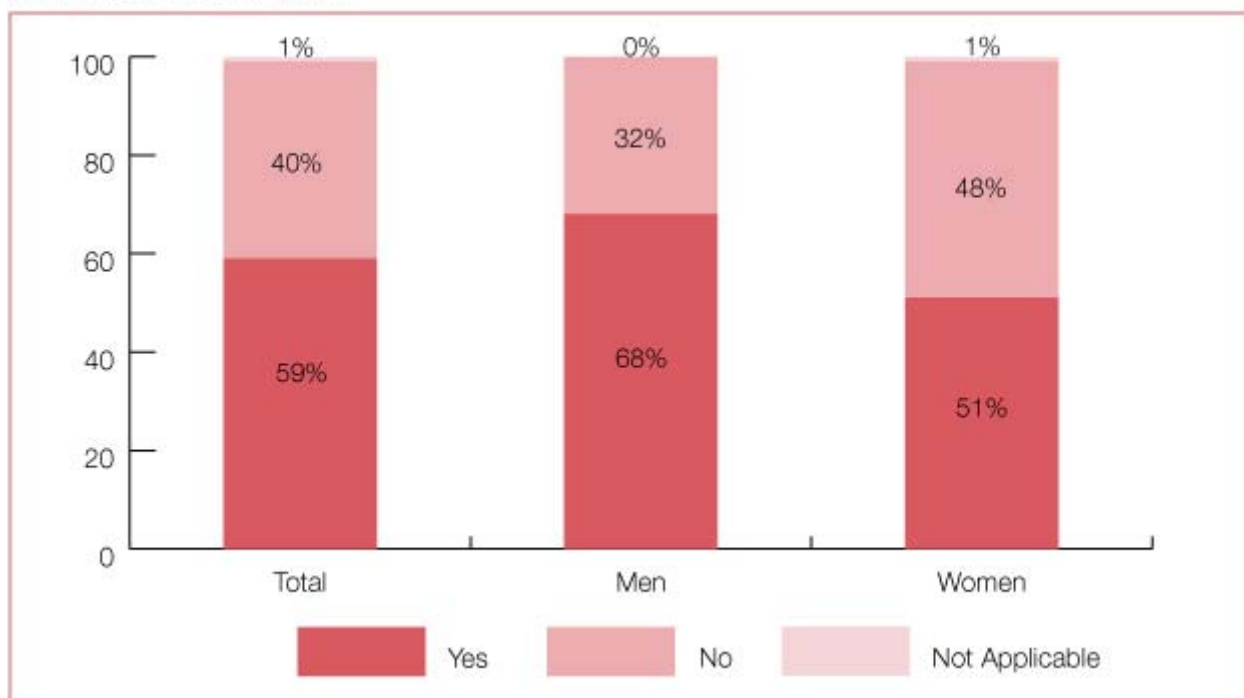
## Both men and women consider the entrepreneurial alternative in place of their current career path.

59% of all survey respondents indicated they have considered starting their own business rather than continuing down their current career path. 40% of survey respondents indicated they have not considered starting their own business and only 1% of all survey respondents answered “not applicable.”

A greater proportion of male survey respondents (68%) said they would consider striking out on their own. 51% percent of female survey respondents said they would consider starting their own business rather than continuing their current career path, which underscores the importance of government initiatives for women-owned businesses as a vehicle for growth.

The majority of respondents in the 25 out of 33 countries and territories surveyed said they would consider starting their own business. Respondents in the Asia Pacific region were less likely to consider starting their own business.

Figure 7 - Have you ever considered starting your own business rather than continuing your current career path?



## Appendix

### Questions Asked

The following questions were asked:

1. Thinking back over all the jobs you have held in your life so far, would you say that in your experience, men or women have been better supervisors?
2. Do you believe that a woman's career potential is limited by choosing to have children?
3. Do you know any women who have attained top management positions and are also working mothers?
4. Do you envision a time when women will hold 50 percent or more of senior executives or high level management roles at the top corporations in this country? If yes, how long will that take?
5. What is the highest level of management that you aspire to in your career?
6. Do you expect to reach or have you already reached this level at your current place of employment?
7. Have you ever considered starting your own business rather than continuing your own career path?

### Country and Respondent Figures

The survey gathered responses from 29,169 managers/directors in 33 countries and territories around the world. 48% of respondents were male and 52% of respondents were female.

18% of survey respondents were under 30 years old; 28% were aged 30 to 39; 27% were 40 to 49 years old; 18% were 50 to 59 years old; 6% were over aged 60; and only 3% of survey respondents refused to respond to this question.

34% of all survey respondents held a university (bachelor) degree; 29% completed a vocational/technical diploma; 18% has obtained a lower level of qualification; 14% indicated they had obtained their master's degree; and 1% had obtained a doctorate degree. 4% refused to respond to this question.

Regionally, 29% of the respondents came from eight countries in the Americas; 33% from eight countries and territories across Asia Pacific; and 38% from 17 countries in EMEA. Below is a complete list of the respondent numbers for the countries and territories in which the survey was completed.

Argentina	506	Japan	1,044
Australia	2,405	Mexico	3,002
Austria	497	Netherlands	558
Belgium	657	New Zealand	770
Canada	1,087	Norway	487
China	1,611	Peru	433
Colombia	600	Poland	528
Costa Rica	391	Romania	563
Czech Republic	596	Singapore	625
France	813	South Africa	535
Germany	739	Spain	706
Greece	493	Sweden	532
Guatemala	362	Switzerland	621
Hong Kong	402	Taiwan	503
India	2,234	United Kingdom	1,606
Ireland	560	United States	2,000
Italy	703		