

Keeping Talent on the Road to Success

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**Breaking Barriers: Achieving Balance in Numbers and Work-Life
United Nations
March 8, 2007**



How Many Women Off-Ramp?

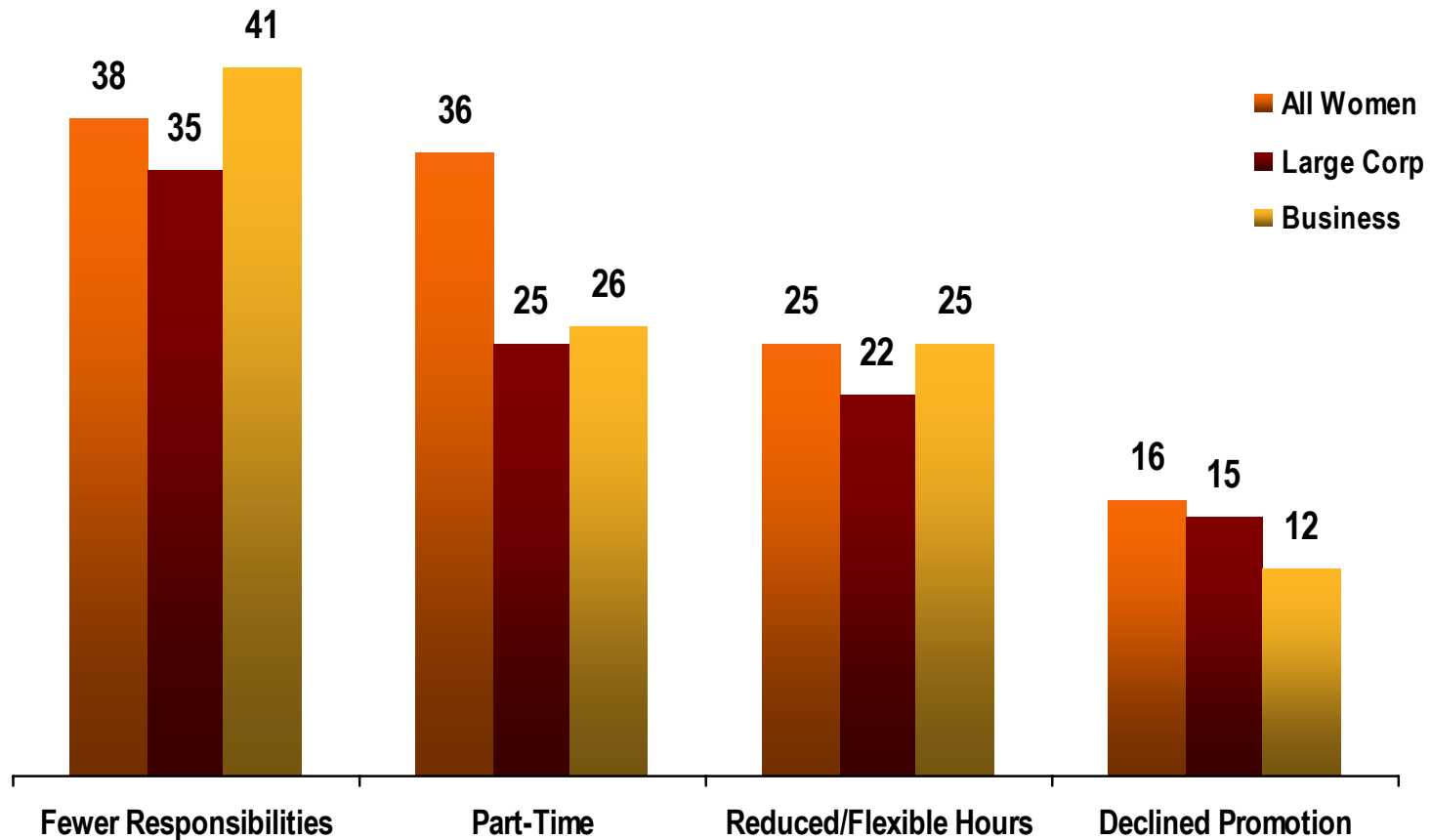
- **37%** of highly-qualified women
- **43%** of women with children
- **28%** of women in large corporations

How Long Do They Off-Ramp?

- All women – **2.2** years
- Large corporations – **2** years
- Business – **1.2** years

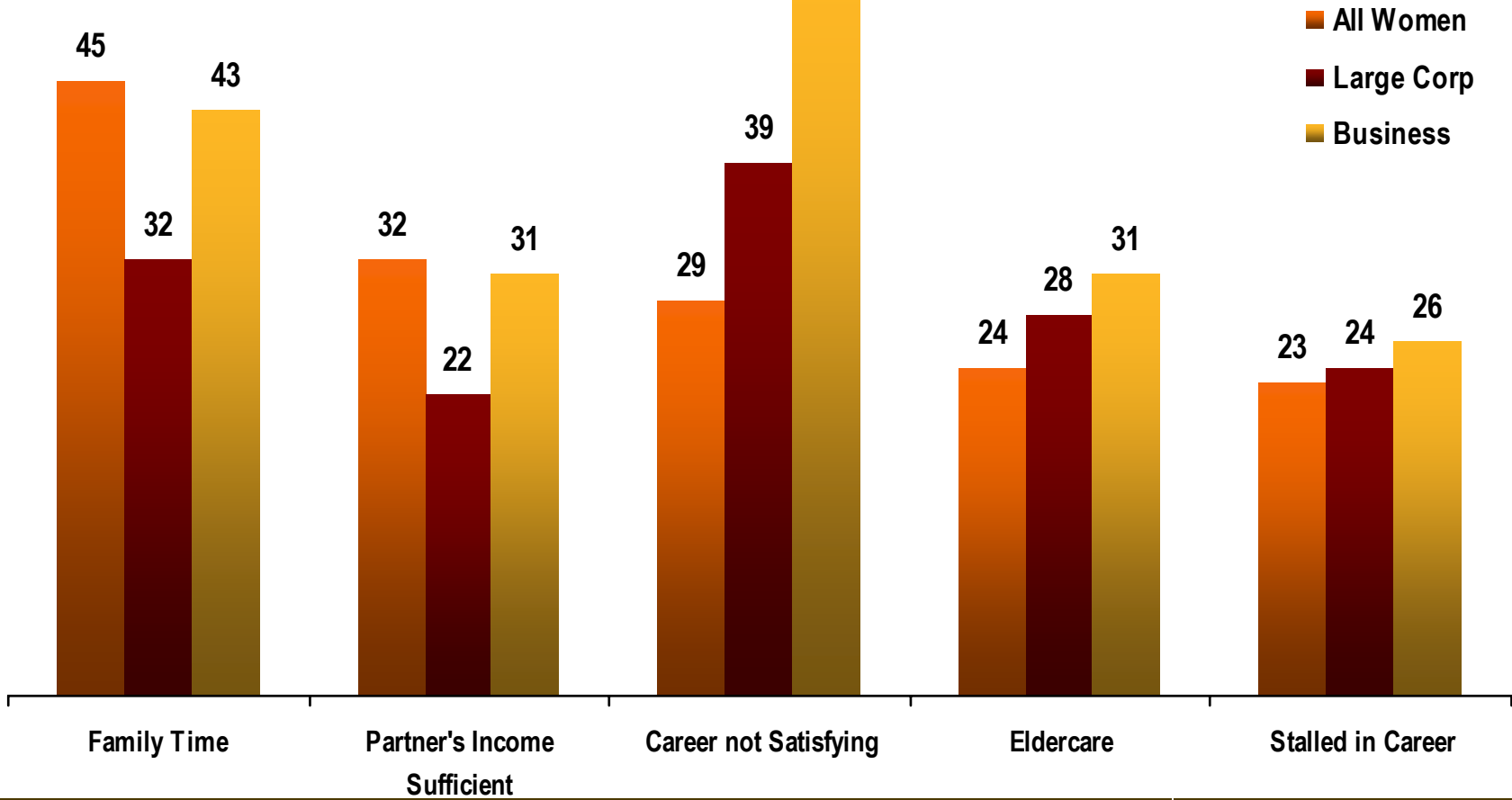
93% of Off-Rampers want to come back to work

How Many Women Take a Scenic Route?



Why Do Women Leave?

Family Responsibilities Top the List 52



Are Women Pulled.....?

- A large number, **45%**, say spending more time with their children is the major issue
- **24%** say it is elder care

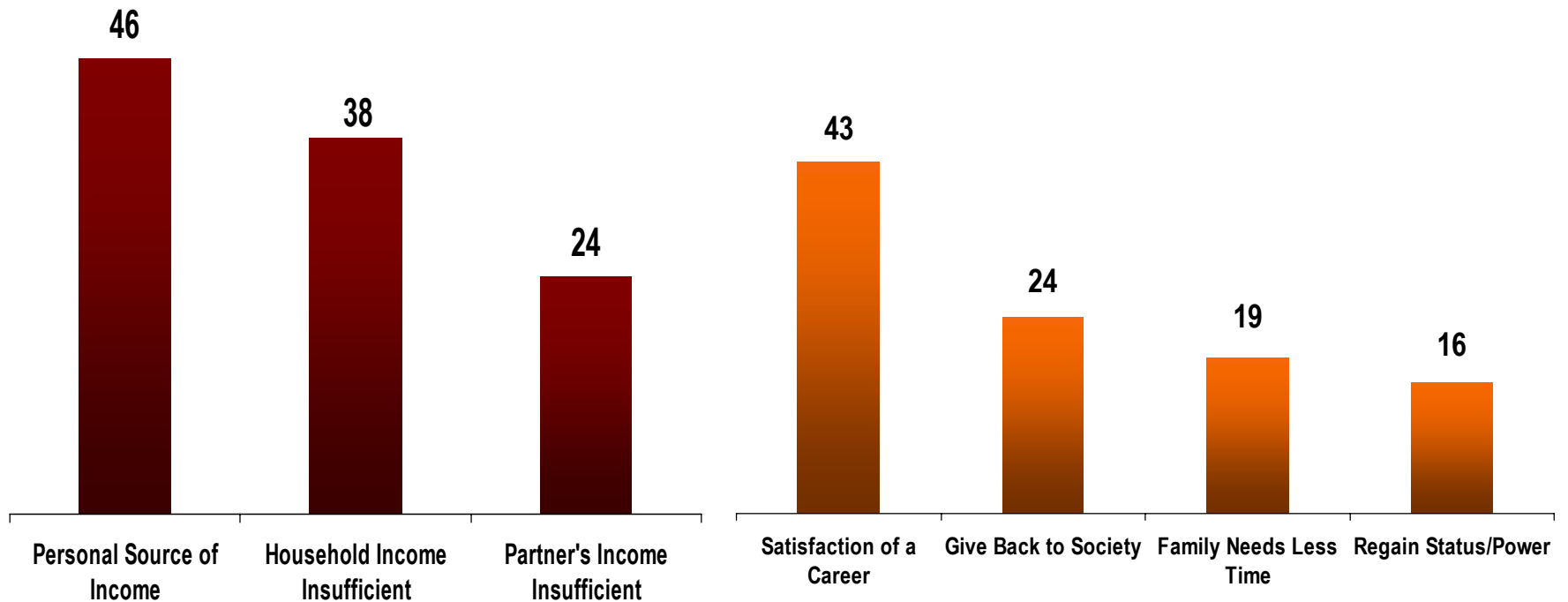
Or Pushed.....?

- **29%** say job is not enjoyable or satisfying
- **23%** feel stalled in their career
- Only **6%** say work is too demanding

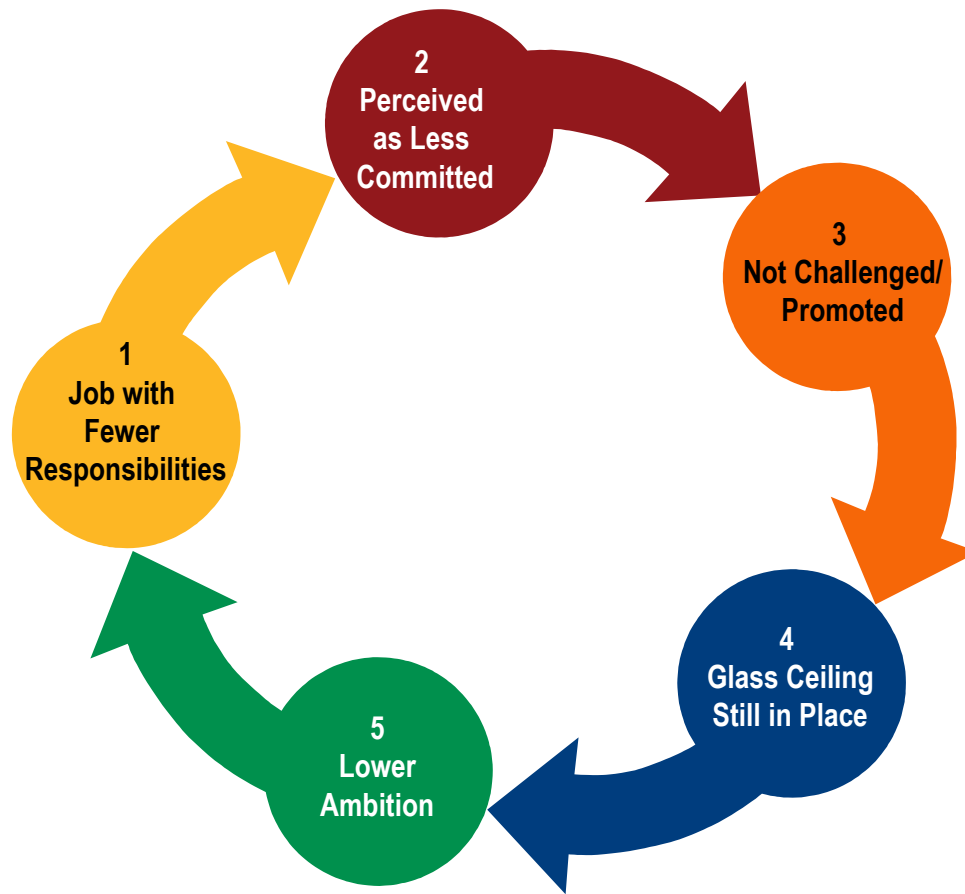
Why Women Come Back In

Financial Pressures

Other Pressures



The Downsizing Cycle



What are Extreme Jobs?

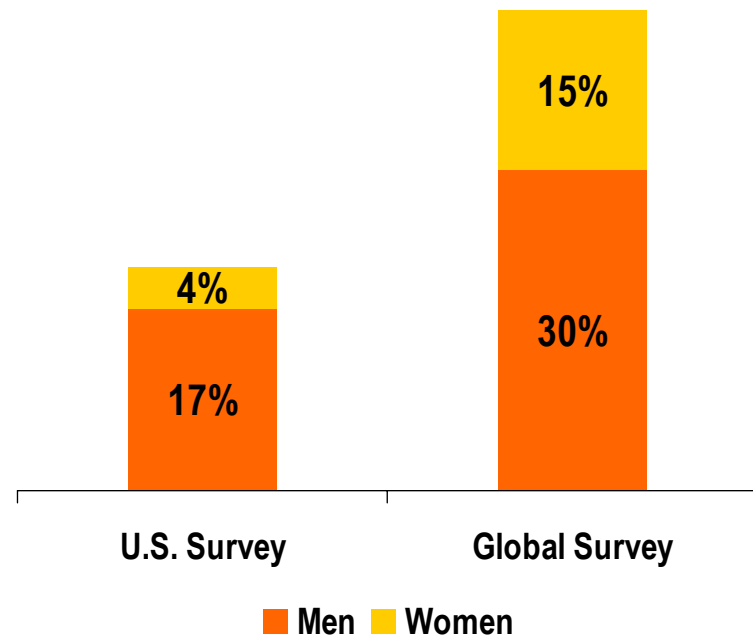
(60+ hours a week *plus* at least five performance pressures)

- **Unpredictable flow of work (91%)**
- **Fast-paced work under tight deadlines (86%)**
- **Work-related events outside of regular work hours (66%)**
- **Availability to clients 24/7 (61%)**
- **Large amount of travel (44%)**
- Inordinate scope of responsibility that amounts to more than one job
- Responsibility for profit and loss
- Responsibility for mentoring and recruiting
- Large number of direct reports
- Physical presence at workplace at least ten hours a day

Who has extreme jobs and where are they?

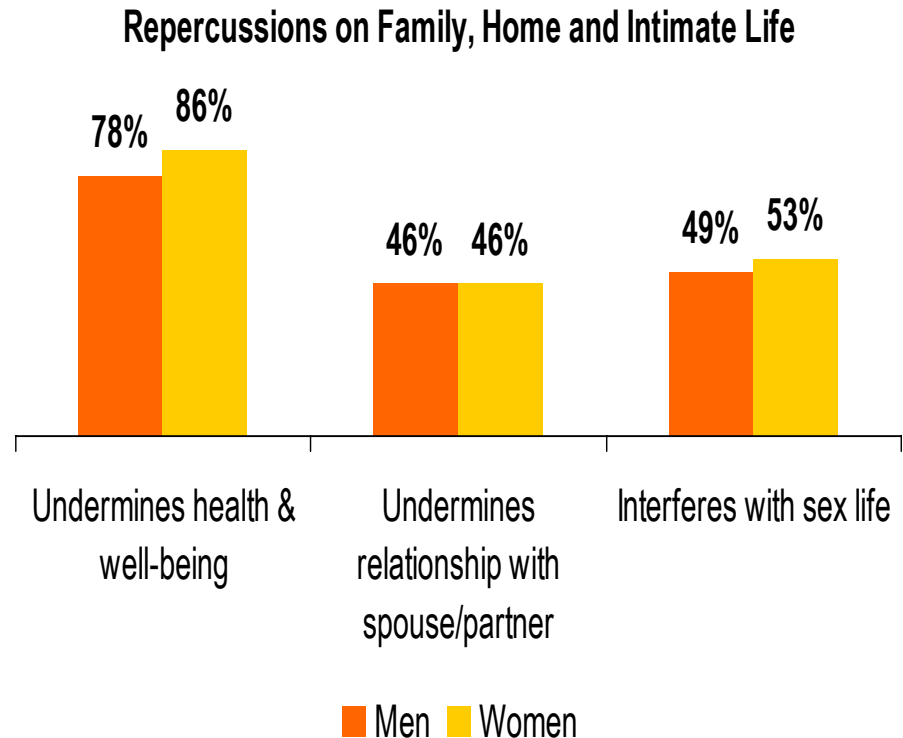
- **21%** of high earners in U.S. have extreme jobs; **45%** in the global survey.
- Extreme jobs are all over the economy—in manufacturing and the media as well as in investment banking and the law.
- Extreme jobs are held by 55-year-olds as well as 35-year olds.

Who Has Extreme Jobs?



Extreme jobs wreak havoc in private lives

- **69%** feel their jobs undermine their health (81% in global survey).
- **46%** say their job gets in the way of a good relationship with spouse (59% in global survey).
- **50%** say their job interferes with their sex life (55% in global survey).
- **Majority don't get enough sleep or exercise and over a third overeat.**

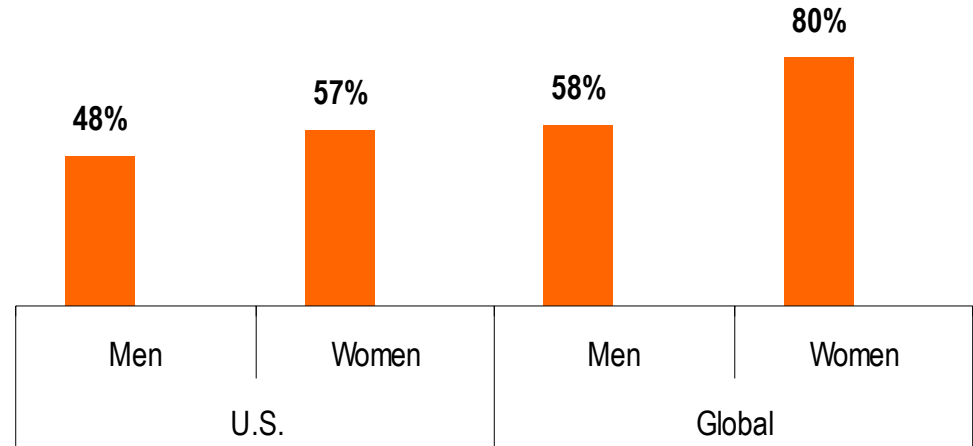


Sustainability, flight risk and brown out

- **58%** of men and **80%** of women (global survey) don't want to continue working these hours for more than a year.
- Gen Y and Gen X “want out” more than Baby Boomers (36% vs. 19%).
- **48%** experience brown out. They “quit but stay on the job.”

One Foot Out the Door

Planning to work at this pace one year or less



Women are being left behind in new ways

- Only **20%** of those with extreme jobs are women.
- Women avoid long hour jobs—only **6%** of women in our U.S. survey work more than 60 hours per week (vs. **29%** of men).
- Women are not afraid of full-time, hard work or responsibility. **39%** of young professionals working 40-60 hours a week in high-impact jobs are female (global survey)—women are “committed” but just can’t do extreme hours.

Why Should Organizations Care?

- **“Baby Busts”** and **retiring Baby Boomers** creating a shortfall of prime time talent.
- **Non-citizen talent much less available in the US:** Well qualified Indians and Chinese are being lured back home.
- **Multiple generations in the workforce:** The “book end” generations will demand to work differently.
- **Women have the credentials:** 59% of bachelor degrees and 60% of masters degrees go to women in the U.S.; women obtaining 55% of college degrees worldwide. Only 17% of the global talent graduating from college are white men.
- **Women have spare capacity and high ambitions:** Highly qualified women who take “time out” find it hard to on-ramp, although 93% want to return to work.
- **Unlocking and nurturing innovation is THE strategic imperative:** In a globalized world enabled by technology – the spoils will go to the companies that unlock the creativity, loyalty and engagement of human capital.

Reversing the Female “Brain Drain”

Six Cutting-Edge Policies

- Create reduced-hour and flexible jobs
- Provide flexibility over the arc of a career
- Re-imagine work-life
- Remove stigma attached to non-standard work arrangements
- Nurture ambition
- Provide outlets for altruism