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WOMEN MAKE

A W A R D S

HONOREE AND EMERGING LEADER GUIDE

WOMEN
MAKE
AMERICA





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WOMEN MAKE AMERICA INITIATIVE

ELEVATING ROLE MODELS AND EMPOWERING WOMEN

Manufacturing faces a serious skills gap. Part of this gap comes from an underrepresentation of women in the industry. In fact, women account for less than one-third of the manufacturing workforce despite representing nearly half of all workers.

The Manufacturing Institute's **Women MAKE America Initiative** (formerly the STEP Ahead Initiative) is the nation's marquee program devoted to closing the gender gap in manufacturing. The initiative aims to foster a 21st-century manufacturing workforce by inspiring women in the manufacturing industry through recognition, empowerment, mentoring, company engagement, leadership and professional training and community building.

**Manufacturers can
close the skills
gap by 50%
simply by bringing
10% more
women
into the industry.**

FLAGSHIP PROGRAMS

Within the past decade, the MI launched two programs that continue to inspire, educate and empower women in the manufacturing industry.

Women MAKE Awards

The Women MAKE Awards (formerly the STEP Ahead Awards) recognize women and their achievements at all levels of a manufacturing organization, from the factory floor to the C-suite. Each year, 100 Honorees and 30 Emerging Leaders are nominated by their companies as leaders in the manufacturing industry. Emerging Leaders are accomplished professionals under 30 years of age. Award recipients attend a two-day leadership program before celebrating their successes with friends and families at an evening gala. Honorees and Emerging Leaders join more than 1,100 women as Award Alumnae. Through their commitment to "pay it forward," these leaders and their example help to inspire a new generation of creators and innovators.

Women MAKE Awards Leadership and Professional Training

The two-day leadership program includes presentations and panels featuring best-in-class speakers and leaders in various fields, including the Harvard Kennedy School, Chicago School of Professional Psychology and more. Honorees and Emerging Leaders explore their professional working styles, learn how they can advance their careers and identify ways to develop their colleagues and future manufacturing talent.

Women Connect

The Women MAKE America Initiative offers regional and virtual events so that women can hear from and connect with each other. Each session is tailored to achieve a specific goal, whether it's hearing perspectives of women in the manufacturing industry, learning new methods or tools to apply to personal and professional development or simply bringing together women to meet other women in the manufacturing space.



35X30 CAMPAIGN

In March 2022, Women MAKE America launched the 35x30 campaign to increase the percentage of women in the manufacturing workforce to 35% by 2030. This industry-wide, action-oriented campaign features a best-in-class female-to-female mentoring program, increased company engagement and expanded access to professional development and training.

... *The campaign aims to add half a million women to the manufacturing industry by 2030.*

WOMEN MAKE OFFICIAL MENTORSHIP PROGRAM

Research has found that mentorship programs drive retention, yet only 31% of companies provide that offering. Further evidence demonstrates that women value female-to-female mentorships within the manufacturing industry, though these connections are not always easy to form. The Official Women MAKE Mentorship Program trains mentors and mentees before matching them based on more than two dozen criteria to maximize their relationship.

... *The WMA Mentorship Program will train 1,000 mentors by 2030.*

COMPANY ENGAGEMENT AND THOUGHT LEADERSHIP

Through the 35x30 Campaign, companies can access the latest research and best practices and identify partnerships/external support. New research is currently underway that will dive deeper into the challenges women are facing in the workplace as well as ascertain what companies are doing to address those challenges.

EDUCATION ADVANCEMENT

Over the next several years, Women MAKE America will expand educational opportunities and support to women and young girls to help broaden the pipeline. Building upon the leadership program pioneered by the Women MAKE Awards, training will be expanded to reach more women in the industry. A scholarship fund will also be established to support young women interested in a career in manufacturing.





The Manufacturing Institute builds a resilient manufacturing workforce prepared for the challenges and opportunities of the future. Through implementing groundbreaking programs, convening industry leaders and conducting innovative research, the MI furthers individual opportunity, community prosperity and a more competitive manufacturing industry. As the 501(c)3 nonprofit workforce development and education affiliate of the National Association of Manufacturers, the MI is a trusted adviser to manufacturers, equipping them with solutions to address the toughest workforce issues.

For more information, please visit themanufacturinginstitute.org.





HOW TO COMMIT TO ATTENDING IN APRIL

Directions: Please review the following directions before you begin, because **there is no option to “save for later” during the process**. Changes may be made once you have completed the process; however, you must complete all steps initially in one sitting.

STEP ONE: ACCEPT THE AWARD

To accept your award as an Honoree or Emerging Leader, please complete your acceptance online through the link in your email or use the following link: <https://cvent.me/PI3M0D>

IMPORTANT INFORMATION

If you are not able to attend the activities in April but would still like to accept the award, you **MUST** still complete the requested information in the link above.

Please enter your name, title and company **EXACTLY** as you would like them to appear on your award and in program materials.

The deadline for accepting the award is Jan. 31, 2023.

STEP TWO: UPLOAD HEADSHOT AND APPROVED PROFILE

In this next step, you will be required to upload a headshot and your approved profile in order to proceed onto step 3.

- a) Please list the award category indicated in your congratulatory email when entering your information online.
 - Honoree
 - Emerging Leader

As part of the acceptance process, you will need to upload a photo and provide a brief response to the following prompt (in 50 words or less): I am proud to be a woman in manufacturing because...

Please see the “**Selecting a Profile Picture**” section for more information on picture size and resolution requirements.

- b) The email you received included your pre-drafted profile attached as a Word document. Your profile is a summary of your accomplishments in your company and community as described by your nominator. The profile will be included in the 2023 Women MAKE Awards Honoree and Emerging Leader profile book that will be distributed nationally. We strongly recommend you review the profile for any changes.
- c) Once you have completed the requested information, please add your electronic signature to complete your acceptance. If you have any questions, please contact WomenMAKE@nam.org.

Honoree/Emerging Leader Profile Information

* Awardee Type (as listed in your congratulatory email)

* Please enter the phonetic pronunciation (i.e. Julia Bradshaw: ju-lee-ah brad-shaw) of your first and last name to ensure it is enunciated correctly in our program:

Please copy the link to your LinkedIn profile:

Please list your company's Twitter handle:

Please complete the following sentence (50 words or less) that will be used in program materials.

* I am proud to be a woman in the manufacturing industry because...

Professional Headshot:

* Please Upload a High Res Photo
*Minimum resolution of 300 DPI

Profile Word Document:

* Please Upload your finalized profile
(word doc)



IMPORTANT INFORMATION

If you make edits to your profile, please upload your revised version to the online system. If no edits are required, please upload the original document attached in your award acceptance email. Please reach out to WomenMAKE@nam.org if you have not received your profile to review.

STEP THREE: REGISTER FOR THE LEADERSHIP PROGRAM

The link provided in step 1 will allow you to accept the award as well as register for the daytime leadership development program that begins on April 19, 2023. Through the Women MAKE Awards leadership program, the 100 Honorees and 30 Emerging Leaders will gather in Washington, D.C., for an opportunity to share best practices, develop their professional strengths, network with peers and create a plan of action to engage the next generation.

The program is comprised of general sessions as well as several breakouts. Please select one of two breakout sessions listed in the agenda.

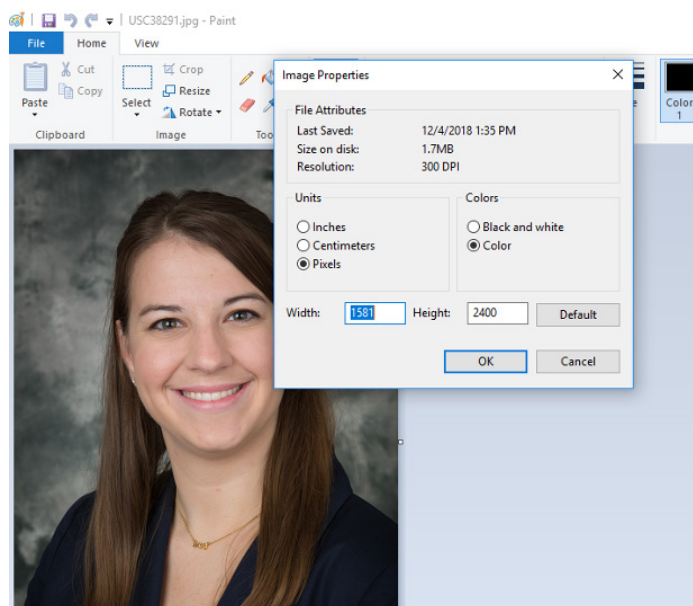
The daytime leadership program is a closed event, open to Honorees and Emerging Leaders only.

SELECTING A PROFILE PICTURE

A high-resolution photo is required for display in printed material and to enlarge on digital screens onstage. Your photo must have a minimum resolution of 300 dpi (dots per inch) or ppi (pixels per inch). To check the resolution of your photo, please follow these instructions:

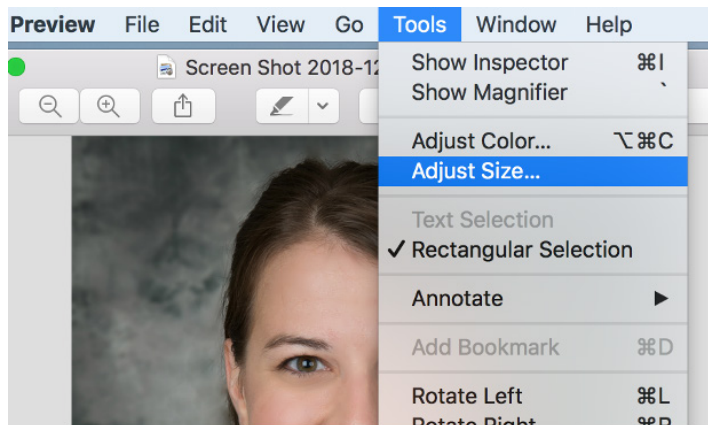
PC:

Open up your photo in Paint > Click File > Click Properties.



Mac:

Open your photo in Preview. Click Tools > Adjust Size.





2023 WOMEN MAKE AWARDS PROGRAM

APRIL 19 – 20, 2023

LEADERSHIP PROGRAM DAY 1

WEDNESDAY, APRIL 19, 2023

LOCATION: THE CONRAD WASHINGTON, D.C.

11:15 a.m. Registration Open

Registration

Welcome Luncheon

Grand Gallery

12:00 p.m. Welcome

Grand Ballroom

- Carolyn Lee, President and Executive Director, The Manufacturing Institute
-

12:30 p.m. Breakouts

1) StrengthsFinder 2.0 (recommended for Emerging Leaders)

Conservatory Ballroom

All people have a unique combination of talents, knowledge and skills—the strengths that they use in their daily lives to do their work, achieve their goals and interact with others. Participants will begin to understand and learn to apply their strengths in personal and professional settings.

- Nancy Riegle, Senior Vice President, Human Resources, National Association of Manufacturers

2) EQ-i 2.0 (recommended for Honorees)

Grand Ballroom

Emotional intelligence is the ability to manage both your own emotions and understand the emotions of people around you. This includes understanding what motivates you and how to modify your emotions in response to stressful situations. It also refers to being able to read the emotions and needs of others and provide support to others with whom you work. In this session, we will measure and assess your emotional intelligence and understand how it can impact people and the workplace.

- Wanda L. Scott, Principal Consultant and CEO, WE Consulting Solutions
-

2:00 p.m. Building Your Personal Brand

Grand Ballroom | Sponsored by MasterBrand

Building your personal brand is important to growing your career or business. Learn how to create and grow your personal brand to stand out among others in this interactive session.

- Cat O'Shaughnessy Coffrin, Founder & CEO, Captivating Consulting
-



LEADERSHIP PROGRAM DAY 1 CONTINUED WEDNESDAY, APRIL 19, 2023

LOCATION: THE CONRAD WASHINGTON, D.C.

3:00 p.m. Networking Break
Grand Gallery

3:30 p.m. Increasing Your Negotiating Effectiveness
Grand Ballroom

In this training session, participants will discover keys to negotiating success and learn an analytic framework to help think more clearly about any negotiation situation, as well as rehearse negotiations in a workplace setting.

■ *Joan Moon, Negotiation Trainer and Consultant, Moon Negotiation, LLC*

5:00 p.m. Women Connect: Tackling the Tough Issues
Grand Ballroom

Presenters will share their toughest challenges in the workplace and how to overcome them in this TED Talk-style session.

■ *Aster Angagaw, Vice President, Amazon Business*

■ *Janette Hostettler, Vice President, Toyota North America*

■ *Jessica Nigro, Head of Global Public Policy, Lucid Motors*

5:30 p.m. Day 1 Program Concludes

5:30 p.m. Honoree and Emerging Leader Welcome Reception
Grand Gallery | *Sponsored by Rockwell Automation*

6:30 p.m. Conclusion of Reception



LEADERSHIP PROGRAM DAY 2
THURSDAY, APRIL 20, 2023

LOCATION: THE CONRAD WASHINGTON, D.C.

8:00 a.m. Breakfast
Grand Gallery

8:30 a.m. Reciprocity Ring
Grand Ballroom

Reciprocity Ring is a facilitated workshop to collaborate and find solutions to issues while focusing on contributing to others. Built on the concept of paying it forward, the session is designed to support problem solving by building and expanding individual networks.

■ *Sarah Shields, Director, Women's Engagement, The Manufacturing Institute*

9:45 a.m. Break

10:00 a.m. Creating Psychological Safety in the Workplace
Grand Ballroom

Psychological safety describes perceptions of the consequences of taking interpersonal risks in a particular context such as the workplace. Discover how to increase your team's psychological safety and increase team performance by staying curious, finding strength in vulnerability and co-creating an authentic, high-trust team culture.

■ *Dr. Michele Nealon, President of The Chicago School of Professional Psychology*

11:00 a.m. Fireside Chat
Grand Ballroom

This conversation will explore trends, challenges and opportunities that impact our collective efforts to increase and empower women in the manufacturing industry.

■ *Allison Grealis, Founder and President, Women in Manufacturing*

■ *Sarah Shields, Director, Women's Engagement, The Manufacturing Institute (Moderator)*

11:30 a.m. Break
Grand Gallery



LEADERSHIP PROGRAM DAY 2 CONTINUED THURSDAY, APRIL 20, 2023

LOCATION: THE CONRAD WASHINGTON, D.C.

11:45 a.m. Breakouts

1) How To: Be a Good Mentor

Grand Ballroom

Do you possess the skills, attitudes, and activity ideas needed to effectively mentor individuals? Discover ready-to-use concepts to implement in your mentoring relationships.

- *Sarah Shields, Director, Women's Engagement, The Manufacturing Institute*

2) How To: Be a Good Mentee

Conservatory Ballroom

Learn the value of mentorship to professional development and growth and discover the power in developing a strong inner circle – your personal board of directors.

- *Marisa Brown, Manager, Diversity and Inclusion, The Manufacturing Institute*

12:30 p.m. Networking Luncheon

Grand Gallery

Professional Headshots

Conservatory Foyer | Groups will be assigned time slots.

1:30 p.m. Executive Insights: What I Wish I Knew

Grand Ballroom

In this panel discussion, executive leaders will provide their insights as female leaders in manufacturing on how to navigate through major inflection points in your career.

- *Rose Lee, President and CEO, Cornerstone Building Brands Chair*
- *Doneen McDowell, Manufacturing Executive Director, General Motors*
- *Kristen Pforr, Vice President Operations, Care Chemicals North America, BASF Corporation*
- *Carolyn Lee, President and Executive Director, The Manufacturing Institute (Moderator)*

2:30 p.m. Paying it Forward

Grand Ballroom

The Women MAKE America initiative is grounded in the philosophy that it only takes one person to inspire another. During this session, participants will be asked to make a personal commitment to action.

3:00 p.m. Day 2 Program Concludes

2023

WOMEN MAKE AWARDS



RECEPTION AND DINNER THURSDAY, APRIL 20, 2023

LOCATION: NATIONAL BUILDING MUSEUM

-
- 6:00 p.m. Women MAKE Awards Reception**
Family and guests are welcome. Purchase of dinner ticket is required
-
- 7:00 p.m. Women MAKE Awards Dinner Program**
Family and guests are welcome. Purchase of dinner ticket is required
-
- 9:00 p.m. After-Party**
The Conrad Washington, D.C. | Conservatory Ballroom
-

LEADERSHIP PROGRAM DAY 3 FRIDAY, APRIL 21, 2023

LOCATION: THE CONRAD WASHINGTON, D.C.

-
- 8:00 a.m. Family Breakfast**
Grand Ballroom AB
-





HOTEL INFORMATION

The 2023 Women MAKE Awards' Honorees, Emerging Leaders and guests are welcome to stay at the Conrad Washington, D.C. We are pleased to share that hotel rooms for the special event are available at a discounted rate.

The discounted room rates are as follows:

Tuesday, April 18	Room rate \$405 + tax
Wednesday, April 19	Room rate \$405 + tax
Thursday, April 20	Room rate \$405 + tax

The cutoff date for reservations at the negotiated 2023 Women MAKE Awards hotel block is **Tuesday, March 28**; however, once the block is full (which may happen before the cutoff date), room rate and availability are not guaranteed. We strongly encourage making your reservations early.

To make your hotel arrangements at the Conrad Washington, D.C., [CLICK HERE](#) or call (202) 844-5900 and ask for the “**Manufacturing Institute 2023 Women MAKE Awards**” group room rate.

Registrants are responsible for making and canceling their own hotel room reservations. All reservations must be guaranteed with a major credit card.

HOTEL CANCELLATION POLICY

Reservations can be canceled up to 24 hours prior to arrival without penalty. However, if you cancel within 24 hours of your scheduled arrival, a cancellation fee equal to one night's room revenue will be charged.

Check-in Time: 3:00 p.m.

Checkout Time: 11:00 a.m.

CONTACT INFORMATION

For hotel questions or assistance, please contact Ally Leff at registration@nam.org, or at (202) 637-3070.





GALA TICKET INFORMATION

The Women MAKE Awards Gala Reception and Dinner on April 20 is a ticketed event. As a 2023 Women MAKE Award Honoree or Emerging Leader, your attendance is complimentary. Please reserve your complimentary ticket as an awardee through the online system here: [Reception & Gala Tickets](#)

We are pleased to offer a discounted rate for up to three family members. Please note, guest tickets are eligible for **qualifying family members** (e.g., child, spouse or parent) of Honorees/Emerging Leaders only, as defined by the Family and Medical Leave Act.

IMPORTANT INFORMATION

Many companies elect to purchase a company table in support of their Honoree or Emerging Leader through a table sponsorship. Before purchasing personal guest tickets, please coordinate with your nominator (identified in your award notification email) to understand your company's potential involvement. You can email WomenMAKE@nam.org if you are unsure whom from your team to contact.

For more information on sponsorship opportunities, please contact MI Director of Women's Engagement, Sarah Shields, at sshields@nam.org.

ATTIRE

April 19, 2023

Day Session & Reception: Business Casual

April 20, 2023

Day session: Business Casual

Gala Awards Dinner and After-Party:
Business/Semi-formal

April 21, 2023

Family Breakfast: Casual

WHAT IS BUSINESS CASUAL?

Business casual includes pants, slacks and skirts, short- and long-sleeved shirts and dresses. It excludes tennis shoes, T-shirts and sweatshirts/athletic attire.

WHAT IS BUSINESS/SEMI-FORMAL?

Examples of business/semiformal attire include business suits, cocktail dresses, dressy skirts and tops and slacks with dressy blouses.





WOMEN MAKE AWARDS LEADERSHIP PROGRAM AND GALA FAQs

WHEN WILL YOU PUBLICLY ANNOUNCE THE SELECTED HONOREES AND EMERGING LEADERS FOR THE 2023 WOMEN MAKE AWARDS?

All nominators and nominees are notified of their selection in early January 2023. An official public announcement of the selected 2023 Honorees and Emerging Leaders will be made on March 1, 2023. **Please do not publicly share your designation until after the national release on March 1.** Your company's communications contact has access to a media kit to amplify the MI's national announcement.

HOW MANY WOMEN WILL BE HONORED?

The Women MAKE Awards annually recognizes 100 women as Honorees, a category for individuals currently employed in manufacturing at any level of the company, from the factory floor to the C-suite, as well as 30 women as Emerging Leaders, a category to identify rising talent in the manufacturing industry between the ages of 18 and 30 years of age.

WHAT SHOULD I BRING TO THE LEADERSHIP PROGRAM?

All relevant materials will be provided. If your breakout session requires a preassessment, please complete it **before** the leadership program. You may also want to bring business cards or use your phone to capture contact information of fellow Honorees and Emerging Leaders.

WHO CAN ATTEND THE WOMEN MAKE AWARDS GALA?

The 2023 Women MAKE Awards Gala Reception and Dinner is a ticketed event. All companies, organizations and individuals that place a priority on female talent and the need for attracting, advancing and retaining more women to the industry are welcome to join the event. Many Honorees and Emerging Leaders also choose to bring family members. For ticketing information, please contact Sarah Shields at sshields@nam.org.

WILL I NEED TO PREPARE REMARKS?

Honorees and Emerging Leaders do not need to prepare a speech or interview responses. The evening is for you to relax and enjoy your well-deserved recognition.

IS THERE ANYTHING FOR MY FAMILY TO DO WHILE I AM OCCUPIED IN THE DAY SESSIONS?

Washington, D.C., offers a variety of great tourist attractions! Visit the sites below for information about tourist attractions your family can check out while you are attending the day sessions.

- [Free Things to Do: Best of Washington, DC](#)
- [18 Top-Rated Tourist Attractions in Washington, D.C.](#)
- [Washington DC Monuments by Moonlight Tour by Trolley](#)



PROGRAM AND AWARDS BACKGROUND FAQs

WHY RECOGNIZE WOMEN IN MANUFACTURING?

It's the right thing to do. Women today account for less than one-third of manufacturing employees (29%) despite representing about half of all workers (47%). Yet, it was manufacturing that set the stage for a decades-long march of women into the workforce. Women in previous generations showed the country what they could do through manufacturing, and it's on us to inspire girls in the next generation to dream of what they can do through manufacturing, too.

It's critical to solving the workforce crisis. Women represent one of the largest pools of untapped talent for manufacturers. Thus, closing manufacturing's gender gap is key to closing the skills gap, too. Research shows that gender diversity benefits a manufacturing firm by improving its ability to innovate and grow.

WHAT CAN WOMEN MAKE AWARDS ALUMNAE DO TO HELP CLOSE THE GENDER GAP IN MANUFACTURING?

By telling the real stories of these women, we will demonstrate leadership and opportunities in a diversity of manufacturing careers and use them to inspire the next generation of talent to pursue careers in the industry. The Women MAKE Awards are also meant to empower Honorees to lead in their companies, communities and networks on the importance of manufacturing and issues related to attracting, advancing and retaining strong manufacturing talent.

HOW ARE WOMEN MAKE AWARDS HONOREES AND EMERGING LEADERS SELECTED?

Honorees and Emerging Leaders are nominated by their peers or company officials. Nominators are asked to articulate how the nominee made significant achievements in manufacturing through their positive impact on a company and their ability to engage the next generation of female talent. Each nomination is reviewed by an external group of peers and rated on a numerical scale by multiple reviewers.

I HAVE A QUESTION THAT'S NOT LISTED HERE. WHO CAN I CONTACT FOR MORE INFORMATION?

Feel free to contact the Women MAKE America team at WomenMAKE@nam.org or (202) 637-3426.



PRESS

On **March 1, 2023**, the MI will publish press releases about significant, initiative-wide developments, building momentum to the Women MAKE Awards on April 20, 2023. All Women MAKE Awards press releases will be posted on the MI's website on the press page as they are released, as well as shared through our social media channels.

Visit the website to view the [Communications Kit](#).

SOCIAL MEDIA

Women MAKE America LinkedIn

[Women MAKE America Initiative](#)

Manufacturing Institute Twitter, Instagram and Facebook Handle: [@TheMfgInstitute](#)

Hashtag: [#MFGWomen](#)

The NAM will also be tweeting ([@ShopFloorNAM](#)) and posting news items on their Facebook page. Connect with their [Facebook page](#) and repost content.

WEBSITE

All the Honorees' profiles will be added to the MI's website by March 1, 2023.





CAROLYN LEE
PRESIDENT AND EXECUTIVE DIRECTOR

Carolyn Lee is president and executive director of the MI. In her role, Ms. Lee leads the MI in its goal of supporting the manufacturing workforce of today and growing the manufacturing workforce of tomorrow. The MI does so through a variety of programs designed to excite, educate and empower—with a focus in four key areas: women, veterans, youth and lifelong learning.



SARAH SHIELDS
DIRECTOR, WOMEN'S ENGAGEMENT

Sarah Shields is the director of women's engagement at the Manufacturing Institute. Ms. Shields provides strategic support for Women MAKE America, as well as oversees the tactical execution of the Women MAKE Awards, the 35x30 campaign, virtual and regional events and recurring initiative communications.



MARISA BROWN
MANAGER, DIVERSITY AND INCLUSION

Marisa Brown is the manager of diversity and inclusion. In her role, Ms. Brown is responsible for supporting the development, growth and maintenance of the MI's diversity programming and women's engagement programming.



SERENA WONG
SENIOR MANAGER, PROGRAM OPERATIONS

Serena Wong is the senior manager of program operations at the MI. In her role, Ms. Wong provides operational support across the MI and works with program leads to develop and execute external-facing events.



KATHERINE HARKER
ASSOCIATE, OPERATIONS SUPPORT

Katherine Harker is the associate for operations support at the MI. In her role, Ms. Harker provides support across the MI and works with program leads to execute external-facing events.

WOMEN **MAKE** AMERICA

JOIN THE MENTORSHIP PROGRAM

GET READY FOR 2024 HERE'S WHAT TO EXPECT

PROGRAM OVERVIEW

Join the official mentorship program, designed to connect women in the manufacturing industry with each other. You have a chance to select whether you would like to be a **mentor** or **mentee**. Each pair is matched based on dozens of criteria to ensure the relationship is based on a strong foundation of shared interests and goals. *Mentees may be ages 13 and up.*

WHY IS MENTORSHIP IMPORTANT?

Mentors play a critical part in both professional and personal development. This type of relationship provides guidance, support and constructive feedback.

Still, traditional mentoring relationships have not been available or understanding of women's needs. In general, women must balance personal and professional responsibilities to a greater extent than men and consequently deal with higher levels of isolation, imposter syndrome and unconscious biases.

Woman–woman mentoring relationships can help address the challenges women face in their personal and professional roles. Mentors give women an avenue to practice their communication skills in a safe environment, build social capital and develop a leadership pipeline.

SCAN THE QR CODE TO LEARN MORE



Women who are mentored:

- Are better prepared for promotions and have higher success rates
- Stay with their organizations longer
- Rate higher on performance measures
- Are more likely to pay it forward

Women who mentor:

- Feel more satisfied with their jobs and careers
- Experience more work-related fulfillment
- Notice reduced anxiety and improved mental health
- Are more committed to their company

WOMEN **MAKE** AMERICA

THE POWER OF WOMEN MENTORS



Women make up almost half of the U.S workforce.



Women make up less than 30% of the manufacturing workforce.

✓ FACT

Male-dominated industries rely on mentorship for professional and career development more heavily than other industries. Yet, while 63% of women have never had any formal mentor, more than 60% of men have had a CEO or senior executive-level mentor.

✓ FACT

Sixty percent of employees identify mentorship programs as a top retention measure, but only 31% of companies offer one.

✓ FACT

There are fewer female mentors than males. **With women making up less than 3% of manufacturing CEOs and only 22% of leadership roles, there are fewer women available to be mentors, and those few are often over-tasked.**

✓ FACT

Women receive fewer stretch assignments and more vague, personal and unhelpful feedback than men. These challenges prevent women from getting clear information about their performance and, as a result, hinder downstream outcomes, such as financial growth, professional development and promotions.

✓ FACT

Women, more than men, experience negative outcomes when they display assertive traits, such as competitiveness or dominance. Expressing these traits, including through negotiation and communicating expertise, hurts women's likability and, as a result, hinders downstream outcomes, such as hireability and promotions.





THEMANUFACTURINGINSTITUTE.ORG



**WOMEN
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CONNECT WITH US



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