**Mara Swan**

ManpowerGroup | 100 Manpower Place | Milwaukee WI 53212 | T: 414 906 6886

[mara.swan@manpowergroup.com](mailto:mara.swan@manpowergroup.com)

**EXPERIENCE**

**MANPOWERGROUP** **8/05 ‑ Present**

*Milwaukee, WI*

**Executive Vice President, Global Strategy and Talent** *1/09 ‑ Present*

Lead the Marketing, Strategy, Human Resources, Strategic Communications, CSR, and Innovation & Workforce Solutions areas for $20+b global market leader in providing talent based business solutions to clients in 80 countries. Report to the CEO. Responsible for all matters related to the Compensation Committee of the Board of Directors. Lead all Thought Leadership for the company. Responsible for global brand leadership for the Right Management business since February 2014.

**Senior Vice President, Global Human Resources** *6/05 ‑ 1/09*

Led the global Human Resources function for Manpower reporting to the CEO. Responsible for working with the CEO and Chair of Compensation Committee of the Board of Directors to ensure that the Human Resources strategy, executive compensation and professional development and succession plans for senior executives are in alignment with the company’s business strategy.

Specific Accomplishments:

* Designed executive compensation and global performance management process to meet the changing needs of the business.
* Developed alignment strategy and plan. Created the first global strategic planning process to drive better business results and investment decisions.
* Led our successful 2011 global rebranding project.
* Defined new collaborative organizational approach to ensure we achieved our goal of leveraging our combined assets.
* Designed new headquarters to reinforce new brand and the Manpower Experience.
* Worked with Gensler, an award winning design firm, to create new look and feel of our global branch network in order to enhance our brand image. Designed our new Candidate Experience.
* Redesigned all HR systems for top global leadership (success model, organization and culture philosophy, development philosophy, development programs etc.)

**MOLSON COORS BREWING COMPANY** **11/94 ‑ 6/05**

*Denver, CO*

**Senior Vice President, Chief People Officer** *2/02 ‑ 6/05*

Led the global Human Resources function reporting to the CEO. Took the company through two successful mergers which grew the company from $2b in predominately US based revenues to over $6b in global based revenues. Reported to the Chair of the Compensation Committee of the Board of Directors for matters related to executive compensation: Notable responsibilities:

* Due diligence leader on several M & As. Responsible for assessing culture fit and creating our new culture, organization structure and management practices.
* Led people synergies for Molson merger. Managed all change of control and retention agreements related to the Molson merger for the Compensation Committee.
* Responsible for managing all pension assets. Led the Pension Committee.
* Lead team member on Bass Brewery acquisition. Appointed to the Board of Directors of Coors Brewers Limited, UK following the acquisition.

**Vice President, Global Human Resources** *3/00 ‑ 2/02*

Appointed to top Human Resources job reporting to the CEO.

**Vice President, Human Resources, HR Functions** *10/97 ‑ 3/00*

Led Compensation, Benefits, Staffing, Diversity, Organizational Development, HRIS, wellness, medical and dental centers. Led a staff of 65 people with an operating budget of $5.2 million. Selected by CEO to lead a strategic change initiative to support the company’s vision of becoming a larger player in the global beer business. Developed the people strategy to support the company’s growth strategy.

**Vice President, Human Resources, Corporate Functions** *1/96 – 10/97*

Full accountability for human resources for sales, marketing, international, finance, IT, distributors and corporate staff functions. Managed a staff of 24 with an operating budget of $2.1 million. Led the strategic re-staffing of sales and marketing functions. Developed an HR generalist team that was recognized as the role model for providing HR services.

**Director, Human Resources** *11/94 – 12/96*

HR Generalist for sales, marketing and company-owned distributorships. Led organizational change in sales from wholesale to retail focus, prevented organizations attempts and the led the development of a training curriculum for the sales force and distributor network.

**MILLER BREWING COMPANY** **3/83 – 10/94**

*Milwaukee, WI*

**Human Resources Manager-Operations** *8/93 ‑ 10/94*

Directed the HR function for field and corporate operations comprised of: seven breweries, five can plants, one glass plant and two supplier plants, R & D, engineering, corporate operations and procurement divisions.

**Personnel Services Manager** *6/91 – 8/93*

Managed the HR function for marketing, international, strategic planning, legal and corporate affairs divisions. Created Brand Management curriculum, started up an international HR function and key member of team that implemented field marketing concepts.

**Personnel Services Manager** *11/89 ‑ 9/91*

Managed the HR function for IS, finance, legal, strategic planning and corporate affairs.

**Industrial Relations Representative** *7/87 – 11/89*

Administered labor contract for employees located at HQ and Milwaukee Brewery. Developed strike contingency plans for 12 contracts and bargaining team member for 1988 negotiations

**Personnel Representative** *11/85 – 7/87*

Recruited all administrative and technical positions. Supported engineering. research and finance functions

**Employee Programs Coordinator** *6/84 – 11/85*

Developed and administered all reward, recognition and recreation programs.

**Personnel Assistant** *3/83 – 6/84*

New college graduate program participant.

**EDUCATION**

**M.A. Industrial Relations** **12/83**

University of Minnesota, Minneapolis

**B.S. Business Administration** **5/81**

University of New York, Buffalo

**BOARDS**

GOJO Industries since 2012. Compensation Committee Chair.

BrightView Holdings Inc. since 2019. Compensation Committee Member.

**AFFILIATIONS**

Fellow of the National Academy of Human Resources

Compensation Committee Chairman and Board Member Boys and Girls Club of Milwaukee

University at Buffalo School of Management Dean’s Advisory Council Member

Human Resources Policy Association Executive Board Member, Chair of the Center of Executive Compensation

CHRO Peer Round Table Board Member; Secretary and Treasurer

Alverno College Business School Advisory Board Member

**PUBLICATIONS**

[*Seven Steps to Conscious Inclusion: A Practical Guide to Accelerating More Women Into Leadership*](http://www.manpowergroup.com/workforce-insights/world-of-work/women-leaders)ManpowerGroup Report (December 2015, author)

[*Millennial Careers: 2020 Vision*](http://www.manpowergroup.com/workforce-insights/world-of-work/millennial-careers-2020-vision)ManpowerGroup Report (May 2016, author)

[*"It’s the Company’s Job to Help Employees Learn”*HarvardBusinessReview](https://hbr.org/2016/07/its-the-companys-job-to-help-employees-learn)(September 2016, co-authored with Tomas Chamorro-Premuzic)

[*"6 Things To Do When Your Job Kills Your Curiosity"*Fast Company](https://www.fastcompany.com/3064112/6-things-to-do-when-your-job-kills-your-curiosity)(July 2016, co-authored with Tomas Chamorro-Premuzic)

[*The Rise of HR: Wisdom from 73 Thought Leaders*](https://www.hrci.org/rise-of-hr-e-book)

HR Certification Institute (Copyright 2017, Author “Driving Time to Value in the Human Age” chapter 4)