

TERESA S. CARROLL

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Teresa Carroll is a transformative, dynamic business executive who brings extensive board experience and a proven track record of driving change and delivering results, including architecting multiple turnarounds and leading a \$2 billion operating unit to sustained record-setting profits. With the powerful combination of strategic vision, skilled execution, deep operational expertise, an engineering background and leadership of operations, sales, marketing, shared services and human resources functions, she is recognized as an industry pioneer for developing an innovative supply-chain-based approach to talent management that has been adopted by Fortune 500 companies.

Teresa's board experience includes serving as an Independent Director of Zovio, an education management and technology company. She also is a Member of the Conference Board's Labor

Market Institute Advisory Board.

At Kelly Services, Inc., a global leader in providing workforce solutions, outsourcing and consulting services, and world-class staffing, Teresa has held a number of leadership roles, including simultaneously being the Executive Vice President of Kelly Services, President of Global Talent Solutions and General Manager of Sales, Marketing & Human Resources. Reporting directly to the CEO, she managed 40% of total company annual revenue and 50% of total company profit. She was promoted to one of only two operating Executive Vice President positions in the company, working directly with the CEO (company does not have a COO), and led a global team of more than 2,500 through eight direct reports, including CHRO, CMO, SVP Global Sales, four operating VPs and an executive assistant. She worked with elite Fortune 500 clients and industry leaders as a strategic advisor and business partner, providing decisive thought leadership and keeping ahead of fast-moving trends in a complex labor market. She also oversaw the \$1 billion Kelly Outsourcing and Consulting Group practice, which achieved 12% five-year CAGR on revenue growth, 14% five-year CAGR on gross profit growth and 32% five-year CAGR on earnings growth.

Prior to this at Kelly, Teresa was handpicked to be Senior Vice President & General Manager, Global Talent Solutions, leading a \$2 billion growth portfolio and a global team of more than 2,000, as well as overseeing global business and P&L of Kelly Outsourcing and Consulting Group, global sales, solution design, centers of excellence, advisory services and centralized delivery for the company's most strategic client portfolio.

As Senior Vice President & General Manager, Kelly Outsourcing & Consulting Group, Teresa turned around a faltering strategic division. Leading a global team of more than 1,500 employees, she reversed losses and turned the operating segment around within one year, transforming the division into the company's most profitable operating practice within three years.

Earlier leadership positions at Kelly include Senior Vice President, Global Service; Vice President, Kelly Engineering Resources; Vice President, Product Management & Recruiting Management; Director, Service Delivery; and Senior Process Management Engineer. She began her career as a Co-Op Student and later an Industrial Engineer at General Motors Corporation.

Teresa earned a Master of Business Administration from the University of Michigan and a Bachelor of Science in Industrial Engineering from GMI Engineering & Management Institute (now Kettering University) in Flint, MI. She is a Member of the Society of Women Engineers and Founding Council Member of Leadership in Action, Kelly's business resource group for the development and advocacy of female leaders. She has been an active volunteer with American Red Cross, Meals on Wheels and Lighthouse Clarkston (assisting families in crisis). She has been named to the Staffing 100 List for seven consecutive years and Global Power 100 Top Women in Staffing List for four consecutive years (since its inception).

A sought-after presenter at many events, Teresa has been a keynote speaker and panelist at numerous industry conferences, including CWS Summit North America in 2017 and 2018, Collaboration in the Gig Economy in 2017 and 2018, and Engage 2019: Upskilling/Reskilling Talent. She often lectures at leading universities, including the Ross School of Business at the University of Michigan's Human Capital Class.

The first in her family to attend college, Teresa is married and has a daughter in Chicago and a son in northern California. In her free time, she enjoys spending time with family, traveling, boating, attending concerts and reading.