ManpowerGroup
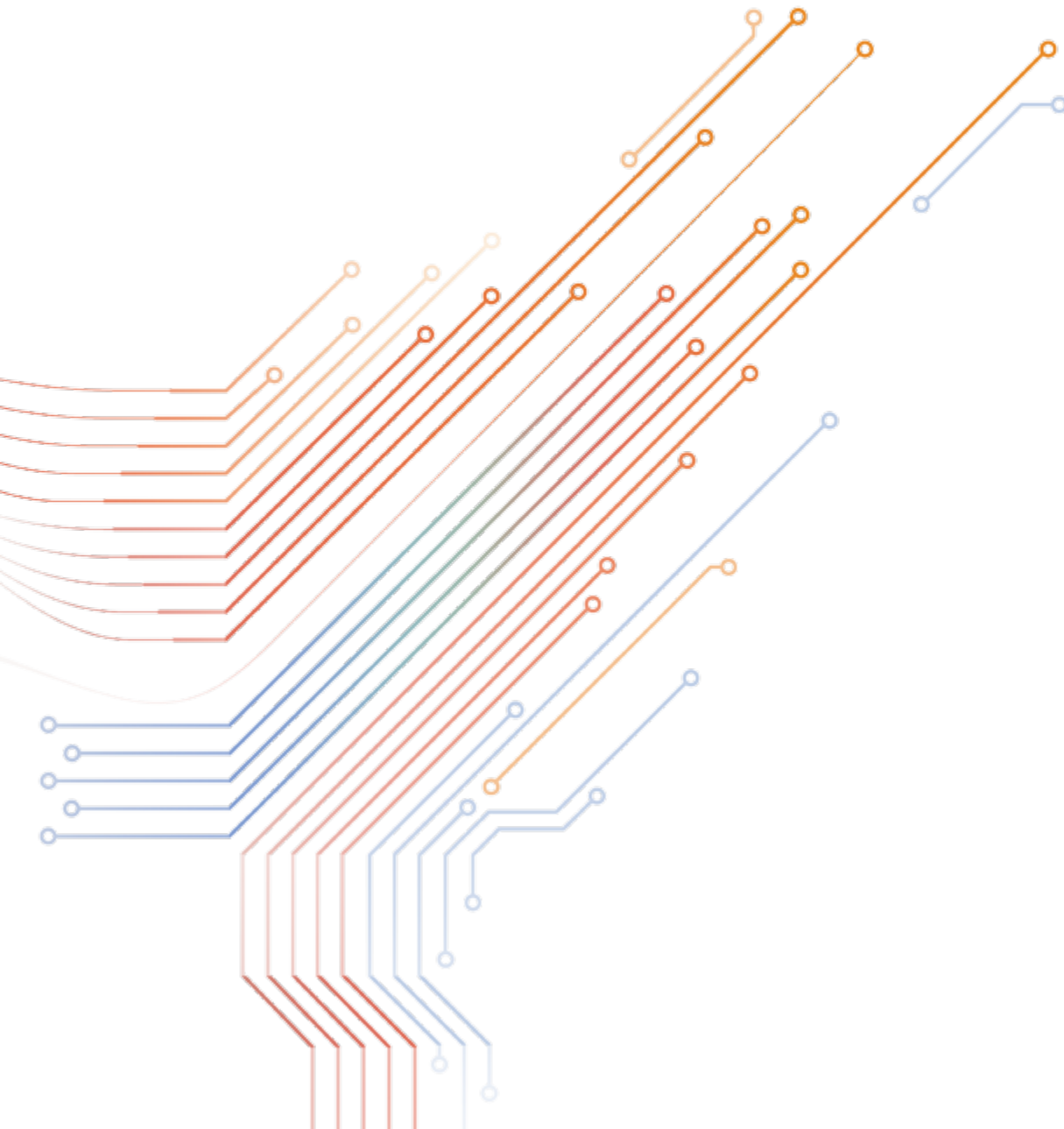
2011 Social Responsibility Report GRI Standard Disclosures
January to December 2010

ManpowerGroup™

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Standard Disclosures

Section One
Profile

Strategy and Analysis

1.1 Statement from the most senior decision-maker of the organization (e.g., CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and its strategy.

Click here to view Jeff Joerres' Corporate Social Responsibility letter

1.2 Description of key impacts, risks, and opportunities.

The reporting organization should provide two concise narrative sections on key impacts, risks, and opportunities.

We noted last year that the increased velocity of change is happening every day in the way work is performed all over the world. We have identified these changes in four World of Work megatrends which we continue to research through on-the-ground expertise and an intense curiosity with our clients, employees, candidates and other stakeholders.

The Demographics and *Talent Mismatch* is the conundrum that both individuals and companies are feeling right now. As the working age population declines and companies are looking for talent, they're looking for talent in a much more specific way. Yet individuals are also being more selective when they can, or are feeling out of touch with what companies are looking for. This is happening on a global basis.

Individual Choice is creeping in wherever possible. Individuals who realize that they have the most in-demand skills are, in turn, requiring companies to think differently about how they attract, retain and stay relevant to an ever select group of talented individuals.

Rising Customer Sophistication is happening across the board. The transparency and velocity of information exchange throughout the entire value chain is creating innovation and tension at every level within that chain.

Technological Revolutions are at the heart of almost all of this. The ability to have the power to change where and when and how we work, enabling the organization and individuals to be more agile and innovative, is what is happening on a daily basis and what you have seen so far is only the tip of the iceberg.

Section Two
Organizational Profile

2.1 and **2.2** **Name and primary brands, products, and/or services.**

ManpowerGroup™ (NYSE: MAN), the world leader in innovative workforce solutions, creates and delivers high-impact solutions that enable our clients to achieve their business goals and enhance their competitiveness. With more than 60 years of experience, our $22 billion company creates unique time to value through a comprehensive suite of innovative solutions that help clients win in the Human Age.

These solutions cover an entire range of talent-driven needs from recruitment and assessment, training and development, and career management, to outsourcing and workforce consulting. ManpowerGroup maintains the world's largest and industry-leading network of nearly 3,900 offices in more than 80 countries and territories, generating a dynamic mix of an unmatched global footprint with valuable insight and local expertise to meet the needs of its 400,000 clients per year, across all industry sectors, small and medium-sized enterprises, local, multinational and global companies.

By connecting our deep understanding of human potential to the ambitions of clients, ManpowerGroup helps the organizations and individuals we serve achieve more than they imagined—as their success leads to our success. By creating these powerful connections, we create power that drives organizations forward, accelerates personal success and builds more sustainable communities. We help power the world of work.

The ManpowerGroup suite of solutions is offered through ManpowerGroup™ Solutions, Manpower®, Experis™ and Right Management®.

For detailed information about ManpowerGroup's innovative workforce solutions and services, please see http://www.manpowergroup.com/services/services.cfm

- Permanent, temporary and contract recruitment
- Employee assessment and selection
- Training
- Outplacement
- Outsourcing
- Consulting
- Professional services

Sophistication of Offering Increasing Exponentially
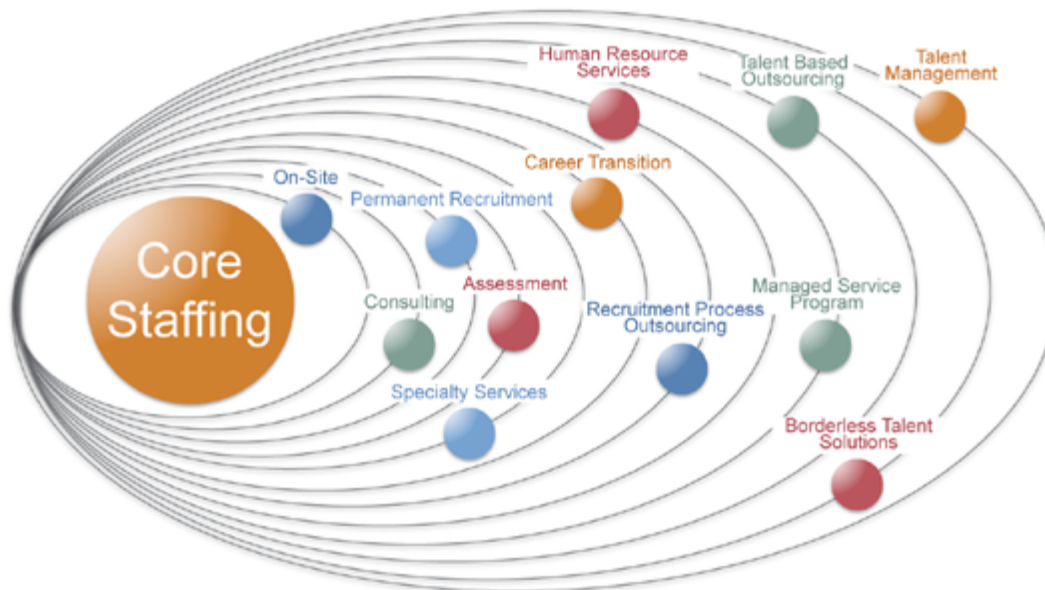
2.3 **Operational structure of the organization, including main divisions, operating companies, subsidiaries and joint ventures.**

ManpowerGroup is an innovative workforce solutions and services provider, organized and managed primarily on a geographic basis, with Experis, Manpower and Right Management operating as separate global business units in addition to the offerings of ManpowerGroup Solutions such as Recruiting Process Outsourcing (RPO), Talent Based Outsourcing (TBO), Borderless Talent Solutions (BTS) and TAPFIN, a leading Managed Service Provider (MSP).

Each country and business entity addresses unique cultural and jurisdictional requirements, led by its local management team. Each entity reports through a regional structure, led by a member of the Executive Management Team. Our operations have been aligned into the following reporting segments: The Americas, Southern Europe, Northern Europe, Asia Pacific/Middle East and Right Management.

The regional segments derive a significant majority of their revenues from the placement of contingent workers. The remaining revenues within these segments are derived from other human resource services, including permanent employee recruitment, temporary and permanent employee assessment, selection, and training. Right Management's revenues are derived from outplacement and consulting services.

Due to the nature of our business, we generally do not have export or intersegment sales. We provide services to a wide variety of clients, none of which individually comprises a significant portion of revenue as a whole or for any segment.

2.4 **Location of organization's headquarters.**

The registered domicile of ManpowerGroup is 100 Manpower Place, Milwaukee, Wisconsin 53212 U.S.A.

2.5 Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.
ManpowerGroup operates in more than 80 countries and territories:

Argentina, Australia, Austria, Belgium, Belarus, Bolivia, Brazil, Bulgaria, Canada, Chile, China, Colombia, Costa Rica, Czech Republic, Denmark, Dominican Republic, Ecuador, El Salvador, Estonia, Finland, France, Germany, Greece, Guadeloupe, Guatemala, Honduras, Hong Kong, Hungary, India, Ireland, Israel, Italy, Japan, Kazakhstan, Korea, Kuwait, Latvia, Lithuania, Luxembourg, Macau, Malaysia, Martinique, Mexico, Monaco, Morocco, Netherlands, New Caledonia, New Zealand, Nicaragua, Norway, Panama, Paraguay, Peru, Philippines, Poland, Portugal, Puerto Rico, Reunion, Romania, Russia, Saudi Arabia, Serbia, Singapore, Slovakia, Slovenia, South Africa, Spain, Sweden, Switzerland, Taiwan, Thailand, Tunisia, Turkey, Ukraine, United Arab Emirates, United Kingdom, United States, Uruguay, Venezuela and Vietnam.

2.6 and 2.7 Nature of ownership, legal form, markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).
ManpowerGroup is a publicly traded company (NYSE: MAN).

Our client mix crosses all business industry sectors, government and other organizations. The clients range from small- and medium-size businesses to large national/multinational client relationships.

Our large national and multinational clients will frequently enter into non-exclusive arrangements with several firms, with the ultimate choice among them being left to the local managers. As a result, employment services firms with a large network of offices compete most effectively for this business. ManpowerGroup's network is the most extensive. Our solutions and services are provided to clients from a base of 3,900 offices in over 80 countries and territories. Client relationships with small- and medium-size businesses tend to rely less upon longer-term contracts, and the competitors for this business are primarily locally-owned businesses.

Scale of the reporting organization. (All data as of 12/31/10)

2.8.1 Number of employees = 30,000

2.8.2 Net sales = $18.9 billion

2.8.3 Total capitalization broken down in terms of debt and equity
Total Capitalization = $3,095.2 million; Debt = $698.0 million; Equity = $2,397.2 million

2.8.4 Quantity of products or services provided
Each year, ManpowerGroup places nearly 4 million associates for temporary, contract and consulting assignments, with more than 400,000 clients. Approximately 100,000 people are helped during career transitions and career coaching.

2.8.5 Total assets = $6,729.7 million

2.8.6 Beneficial ownership (including identity and percentage of ownership of largest shareholders)

>   Black Rock, Inc., 40 East 52nd Street, New York, NY 10022
>   Amount and Nature of Beneficial Ownership: 11,622,148 shares of common stock, representing 14.2%* of class.

>   T. Rowe Price Associates, Inc., 100 East Pratt Street, Baltimore, MD 21202
>   Amount and Nature of Beneficial Ownership: 5,114,875 shares of common stock, representing 6.2%* of class.

>   * Based on 81,885,463 shares of common stock outstanding as of the record date.

2.8.7 Breakdowns by country/region for revenues and expenses greater than 5% of total.
We provide this information in detail on p. 73 of the 2010 Annual Report. This report includes other public information as reported by our key sectors.

2.9 Significant changes during the reporting period regarding size, structure, or ownership. In April, 2010, ManpowerGroup acquired Comsys, a leading professional staffing firm. ManpowerGroup also announced a planned reorganization for the Jefferson Wells subsidiary to more appropriately align its financial staffing solutions business with other professional services offered by the Company. See p. 31, 54-55, and 72 of the 2010 Annual Report.

2.10 Awards received in the reporting period.
The following are examples. A more complete list is available at www.manpowergroup.com/social/awards.cfm. Additional information is available at our country and brand websites. These sites can be readily accessed through a drop-down list that is available on our global website at www.manpowergroup.com/social/social.cfm.

More information is available in ManpowerGroup's Press Room tab at:
http://www.manpowergroup.com/press/pressroom.cfm.

- **FTSE4Good Index** - In 2010 and 2011, ManpowerGroup was named to the FTSE4Good Global Index by consistently demonstrating socially responsible business practices globally, for the third consecutive year.
- **Greenest Big Companies in America** - In 2010 and 2011, ManpowerGroup was named to Newsweek's list of the Greenest Big Companies in America.
- **Dow Jones Sustainability Index** - In 2010 (and 2011), ManpowerGroup was named to the DJSI for the third and fourth year. Criteria include corporate governance, knowledge management, environmental performance and human rights policies.

- **"Guys Who Get It"** - In 2010, Chairman and CEO Jeff Joerres was named as one of the InterOrganization Network's (ION) 11 "Guys Who Get It," identifying him as one of the CEOs or chairmen who demonstrate a clear understanding of the business case for diverse organizational leadership.
- **Top 50 CSR Firms** -ManpowerGroup Mexico was *ranked 16th in Mundo Ejecutivo* magazine's list of 50 firms with the best social responsibility practices.
- **AmCham 2010 Corporate Citizenship Award** - ManpowerGroup Argentina was ranked fourth in the "Sustainability-Oriented Management" list. In 2009, ManpowerGroup Argentina was ranked fifth on the list, and the volunteer program "Intertwined" was also recognized as a best practice in the "Community" category.
- **Towards a Family-Responsible Company** - The Fundación Proyecto Padres (Parent Project Foundation) honored ManpowerGroup Argentina for its commitment to work-life balance in 2009 and 2010.
- **United States Business Leadership Network (USBLN)** - 2010 Lead Employer of the Year for national and international leadership for providing opportunities for people with disabilities.
- **Most Admired** - Manpower was named as one of America's Most Admired staffing companies by Fortune Magazine for the eighth consecutive year in 2010.
- **World's Most Ethical Companies** – ManpowerGroup was recognized, once again, as one of only 110 companies, and the only company in our industry, by the Ethisphere Institute in early 2011.

Section Three
Report Parameters

REPORT PROFILE

3.1 Reporting period (e.g., fiscal/calendar year) for information provided

Our reporting period includes calendar year 2010 with references to some information from 2011 for more appropriate context. This report is inspired by the Global Reporting Initiative (GRI) 3.1. It has not been submitted to GRI.

We continued developing our process for identifying material indicators and other information based on parameters and boundaries that focused on stakeholder interests, business effectiveness and the efficiency (cost/benefit) for reporting. The parameters for 2010 included those key selected business entities (by country and brand) that represent 90% of our annual revenue and activity.

3.2 Date of most recent previous report (if any)

The most recent ManpowerGroup report was published in May 2011 for the period 2009.

3.3 Reporting cycle (annual, biennial, etc.)

We report annually and expect our next report to be published in Q3 2012.

3.4 Contact point for questions

Charles R. Bartels. Director, Global Social Responsibility and Knowledge Sharing, ManpowerGroup at
+1 847 980 4519, charles.bartels@manpowergroup.com or 100 Manpower Place, Milwaukee, WI 53212.

REPORT SCOPE AND BOUNDARY

3.5 Process for defining report content, including:

- Determining materiality;
- Prioritizing topics within the report; and
- Identifying stakeholders the organization expects to use the report.

We defined the report content and determined the Scope and Boundary with attention to the GRI 'Guidance on Defining Report Content' and the associated Principles here:

- **MATERIALITY**   The information in a report should cover topics and Indicators that reflect the organization's significant economic, environmental, and social impacts or that would substantively influence the assessments and decisions of stakeholders.

- **STAKEHOLDER INCLUSIVENESS**   The reporting organization should identify its stakeholders and explain in the report how it has responded to their reasonable expectations and interests.

- **SUSTAINABILITY CONTEXT**   The report should present the organization's performance in the wider context of sustainability.

- **COMPLETENESS**   Coverage of the material topics and Indicators and definition of the report boundary should be sufficient to reflect significant economic, environmental, and social impacts and enable stakeholders to assess the reporting organization's performance in the reporting period.

3.6 Boundary of the report

ManpowerGroup has 3,900 locations in more than 80 countries. We recognize the importance of establishing an effective and repeatable process for gathering data, given the scope of our global operation.

We have focused on securing practical, meaningful and readily available data to deliver information through a manageable process that provides comprehensive results and appropriate details. In the future, as we launch our Web-based application, *ManpowerGroup's CSR Resource Center*, and more fully implement our Environment, Health and Safety Management System (EMS), we expect to gather and report on more sustainability and operational data that will allow us to continuously expand and improve the quality of our reporting.

The report for 2009 was our first report informed by the GRI Framework. For this second step, we again elected to focus on key business entities that represent 90% of our annual revenue. These units are generally defined at a country level. Right Management is reported as a business entity across all geographies.

The list of business entities to include was initially vetted with a cross-functional group of employees, including those responsible for collecting and verifying Sarbanes-Oxley data. Drafts were advanced to top management and gained the support of the Executive Management Team (EMT). The business case demonstrated that improved tracking, reporting and goal setting are aligned with both our business strategies and the interests of our stakeholders. For 2010 data, we have made modifications as our business has changed and grown, for example through acquisition and organic change.

3.7 State any specific limitations on the scope or boundary of the report (see completeness Principle for explanation of scope)

The boundary and scope focus the reporting process on a set of essential material indicators across all six GRI Categories that allow us to reflect key stakeholder interest and gain experience to improve in the future.

As a service business, we relate sustainability and responsibility to people and the World of Work. We identified and published information about the dawn of the Human Age early in 2011. We believe that unleashing human potential for innovation and insight will allow organizations and individuals to achieve more than they imagined. Therefore we have provided meaningful anecdotal information about individuals and their relationships with ManpowerGroup in the Human Age. View 2011 CSR Summary here: http://manpowergroup.com/social/srreport.cfm

We continue to leverage momentum for improved reporting by working with our largest entities that represent nearly 90% of total revenue and activity. In general, these entities have experience reporting about key performance indicators and therefore find these advances to be of value.

Much of the data have been defined to include key physical locations such as country, world headquarters and the related staff. We are advancing our ability to report consolidated information which is generally available at a country level. Some data are for the entire organization. Some examples include the following: total revenue, number of employees and locations. In the future, we will expand to a larger set of entities and more consolidated data. We are also planning to develop more robust data regarding our assigned associates.

For 2010, as in 2009, we have taken a practical approach based on a preliminary assessment of the following: a.) ease of access to the data, including compliance with local laws, and b.) the perceived cost/benefit and materiality of data and information for all stakeholders.

Data privacy laws in many jurisdictions limit the type and amount of data employers are allowed to maintain for employee demographics. Our scope includes staff employees, with limited data regarding our associates at this time. Environmental data is a challenge since most of our 3,900 locations are in small leased offices within larger buildings. Generally these smaller offices are not metered separately. Therefore we cannot report energy and water use at this time. To establish the GRI process, we have focused first on practical results, with attention to our larger and/or owned spaces. We are working to expand our range of data in the future.

We began this process in Q3 2010 with a cross-functional group that reviewed all GRI Categories and Indicators. That group recommended an approach for an initial 50 indicators, across all six Categories.

We then formed a larger, global cross-functional team, engaged a consultant to facilitate aggregating data with the internal team, clients, employees, suppliers, NGOs and investors. Over a series of iterative workshops, interviews and analysis, we arrived at the decisions about the material indicators.

3.8 Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.

Our business strategies anticipate changes in the world of work. Our stakeholders' requirements are very dynamic and ManpowerGroup addresses those requirements, especially the needs of our clients, employees, associates and candidates.

In 2010, ManpowerGroup acquired Comsys which was partially integrated over the year with Manpower Professional. Late in 2010, ManpowerGroup announced that the Jefferson Wells subsidiary would be merged with Professional as well.

Ongoing integration and rebranding was announced in early 2011 with these groups, plus Elan, joining to become Experis, a ManpowerGroup brand. Additional joint ventures are not material, and therefore, are reported as part of country level data.

3.9 Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report.

Where possible, we have provided actual data measured according to responsible methods for the Indicators and other information required. In some cases, we found it best to use estimates based on an appraisal of current business models and practices and our ability within the boundaries of regulations, access and data collection systems.

The 2012 report will be the first to report data based on a systematic approach to the development of material indicators. In the past, we have conducted surveys to gather data and information, after the fact. We had not defined the indicators previously. Therefore, in many cases the data does not yet align with the GRI framework.

During 2010 and early 2011, we made decisions about material indicators and data to be reported based on assessments of teams of subject matter experts (SMEs). We focused on these questions:

a. Is the indicator material to the success of our business operations?
b. Is it important to our stakeholders?
c. What data may be available? What systems exist for collecting the data?

    d.   Is it legal to collect and report on the information requested?

    e.   What resources are needed to access the data? Is the cost/benefit reasonable?

    f.   Have we been thoughtful regarding competitive information?

    g.   What can we do to further ensure that the effort/value relationship supports our business operators and others who must contribute resources (time, talent, energy, money)?

With that analysis, we further developed the following list of considerations.

    a.   We limited the parameters to those business units that had the resources necessary to respond effectively. Many of these units are currently tracking much of the data/information required. We are currently providing guidance to the remaining units to improve and/or implement procedures to retrieve this data/information. We expect to apply the results of our experience, the proven methods and improvements, as applicable, to include the majority of the remaining business units in the future.

    b.   Our 3,900 locations include a high percentage of leased spaces in large buildings. Therefore, it is not cost effective to get hard data on energy, water and other environmental factors in those locations.

    c.   Our associates (those who directly address client needs for temporary, consulting or contract work) are defined by law as employees in some jurisdictions, but not all. The differences in status and complexities related to data as a result of those differences present an obstacle. Therefore, most of the data will focus on employees as defined by their staff roles in ManpowerGroup. This group numbers nearly 30,000 employees vs. four million associates annually.

    d.   Employment laws and privacy regulations vary considerably from one jurisdiction to another often limiting our ability to develop complete and consolidated demographic data.

3.10 Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).
Not applicable.

3.11 Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.
We have implemented a number of meaningful improvements in data reporting and have added more information when possible.

GRI CONTENT INDEX
3.12 Table identifying the location of the Standard Disclosures in the report. Identify the page numbers or web links where the following can be found:
Refer to the GRI Index Table at the end of this document.

ASSURANCE

3.13 Policy and current practice with regard to seeking external assurance for the report.

Our financial information is audited and consistent with regulatory bodies including the SEC. In addition, much of the data and information contained in this CSR update report can be verified by cross referencing our Annual Report and other publicly available information that has undergone the scrutiny of public disclosure and discourse.

Section Four
Governance, Commitments, and Engagements

GOVERNANCE

4.1 Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.

ManpowerGroup is a publicly traded company, listed on the New York Stock Exchange under the symbol MAN. The company is governed by a board of directors. www.manpowergroup.com/about/directors.cfm.

Describe the mandate and composition (including number of independent members and/or nonexecutive members) of such committees and indicate any direct responsibility for economic, social, and environmental performance.

The board of directors has standing audit, executive compensation and human resources, executive, and nominating and governance committees. The audit committee and the nominating and governance committee share responsibility for social responsibility, sustainability, ethics, risk, etc. The board of directors has adopted written charters for the audit, executive compensation and human resources and nominating and governance committees. These charters and additional details are available at www.manpowergroup.com/about/corporategovernance.cfm

"Committees of the Board" are defined on pages 7-9 of the 2011 Proxy Statement.

4.2 Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement).

The board of directors has appointed the chief executive officer of the Company to the position of chairman of the board. Combining the roles of chairman of the board and chief executive officer (1) enhances alignment between the board of directors and management in strategic planning and execution as well as operational matters, (2) avoids the confusion over roles, responsibilities and authority that can result from separating the positions, and (3) streamlines board process in order to conserve time for the consideration of the important matters the board needs to address. At the same time, the combination of a completely independent board (except for the chairman of the board) and the lead director arrangement maintained by the board facilitate effective oversight of the performance of senior management.

(See "Board Leadership Structure," page 11 of the 2011 Proxy Statement.)

4.3 For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.

The board of directors has determined that 10 of 11 directors in 2010 were independent under the listing standards of the New York Stock Exchange. (See page 7 of the 2011 Proxy Statement.)

State how the organization defines 'independent' and non-executive'. This element applies only for organizations that have unitary board structures.

We follow the rules of the New York Stock Exchange relating to director independence. As stated in Section 2(a) of the New York Stock Exchange – Listed Company Manual on Director Independence: "No director qualifies as independent unless the board of directors affirmatively determines that the director has no material relationship with the listed company (directly or as a partner, shareholder or officer of an organization that has a relationship with the company)." The board of directors has adopted categorical standards for relationships deemed not to impair independence of non-employee directors to assist it in making determinations of independence. The categorical standards are found on page A-1 of the 2011 Proxy Statement.

4.4 Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body. Include reference to processes regarding:

The use of shareholder resolutions or other mechanisms for enabling minority shareholders to express opinions to the highest governance body; any interested party who wishes to communicate directly with the lead director or with the non-management directors as a group may do so by calling 1-800-210-3458. The third-party service provider that monitors this telephone number will forward a summary of all communications directed to the non-management directors to the lead director. See p. 88 of the 2011 Proxy Statement for information.

> All shareholders are notified of the date, time, and location of each annual meeting and special shareholders meeting. All shareholders are eligible to propose business to be raised at a meeting, provided they provide notice in writing, to the Secretary of the Corporation not less than 90 days prior to the anniversary of the annual meeting of shareholders held in the prior year. (See Section 2.4 and 2.5 of the "Amended and Restated By-laws (04-27-10).pdf")

(published December 2010) contains "Hot Line" reporting information for all stakeholders.

The 2010 Communication on Progress (2009 data) included a request for stakeholder comments and input via telephone and email.

Informing and consulting employees about the working relationships with formal representation bodies such as organization level 'work councils', and representation of employees in the highest governance body.

We are driven by local regulations and markets. One example follows:

The European Works Councils (EWC) Directive sets out requirements for informing and consulting employees at the European level, in undertakings (which may include partnerships or other forms of organization as well as companies) or groups with at least 1,000 employees across the member states and at least 150 employees in each of two or more of those member states. Where so required, ManpowerGroup has established Work Councils within its local country operations in accordance with local legislation governing the establishment of Work Councils in that country. ManpowerGroup works alongside representatives of its Works Councils to ensure compliance with a Works Council's right to information, the right to be consulted and the right of initiative, advisory powers, and the right of approval in certain circumstances. More information is available in our 2010 Communication on Progress at http://www.manpowergroup.com/social/srreport.cfm.

4.5 Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).

Executive compensation: In addition to receiving a base salary, all of the company's executives participate in the corporate senior management annual incentive plan, under which the annual incentive component of their compensation arrangements is provided. Consistent with ManpowerGroup's pay for results philosophy, this plan provides for annual incentive compensation awards that are tied to ManpowerGroup's financial results. Specifically, the plan provides for a variety of financial metrics that are used in the determination of the amount of any annual incentives earned by the NEOs. The incentive amounts are based on achievement of pre-established goals using these metrics. The metrics include diluted earnings per share ("EPS") and economic profit (net operating profit after taxes less a capital charge, referred to as "EP") as well as other metrics. In addition, a portion of each NEO's annual incentive award is based on achievement, as approved by the committee, of operating objectives for the NEO for the year. These objectives are typically tied to broad strategic or operational initiatives. See "Pay for results: annual objective financial goals and operating objectives," included with details in the 2011 Proxy Statement, p. 24-25.

Board of directors' compensation:

Detail found on p. 62-64 of the 2011 Proxy Statement.

4.6 Processes in place for the highest governance body to ensure conflicts of interest are avoided.

The nominating and governance committee reviews the qualifications of candidates for board membership; coordinates the annual self-evaluation of the performance of the board of directors and each of its committees; establishes and reviews, for recommendation to the board of directors, guidelines and policies on the size and composition of the board, the structure, composition and functions of the board committees, and other significant corporate governance principles and procedures; and monitors compliance by the non-

management directors with our code of business conduct and ethics. (See "**Committees of the Board,**" page 7-9 of the 2011 Proxy Statement and Code of Business Conduct and Ethics)

4.7 Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics.

The nominating and governance committee has adopted, and the board of directors has approved, guidelines for selecting board candidates that the committee considers when evaluating candidates for nomination as directors. The guidelines call for the following with respect to the composition of the board:

- a variety of experience and backgrounds
- a core of business executives having substantial senior management and financial experience
- individuals who will represent the best interests of the shareholders as a whole rather than special interest constituencies
- the independence of at least a majority of the directors
- individuals who represent a diversity of gender, race and age

In connection with its consideration of possible candidates for board membership, the committee also has identified areas of experience that members of the board should as a goal collectively possess. These areas include:

- previous board experience
- active or former CEO/COO/Chairperson
- human resources experience
- accounting or financial oversight experience
- international business experience
- sales experience
- marketing and branding experience
- operations experience
- corporate governance experience
- government relations experience
- technology experience

See "Board Composition and Qualifications of Board Members, 2011 Proxy Statement, p. 9-10.

4.8 Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.

- **Explain the degree to which these: Are applied across the organization in different regions and department/units; and relate to internationally agreed standards.**

The following information applies to ManpowerGroup, its subsidiaries and business units. Where appropriate, these have been translated into local languages.

Our Vision: to lead in the creation and delivery of innovative workforce solutions and services that enable our clients to win in the changing world of work. http://www.manpowergroup.com/about/vision.cfm

Our Credo:

We power the world of work.

When our deep understanding of human potential is connected to the ambition of business, a dynamic power is created.

Power that drives organizations forward.
Power that accelerates personal success.
Power that builds more sustainable communities.

We generate this kind of power by connecting the visions of clients, the motivations of people, and what's now and what's next in the world of work.

We combine local expertise with a global reach to give organizations around the world access to and the ability to capitalize on unseen opportunities.

As trusted advisors we nurture partnerships with everyone we work with, because their success leads to our success.

Because of this, we create high-impact solutions to enhance the competitiveness of the organizations and the individuals we serve, so that they achieve more than they imagined.

And by creating these powerful connections, we help power the world of work.

ManpowerGroup™

Our Values:

People: We care about people and the role of work in their lives. We respect people as individuals, trusting them, supporting them, enabling them to achieve their aims in work and in life. We help people develop their careers through planning, work, coaching and training. We recognize everyone's contribution to our success—our staff, our clients and our candidates. We encourage and reward achievement.

Knowledge: We share our knowledge, our expertise and our resources, so that everyone understands what is important now and what's happening next in the world of work—and knows how best to respond. We actively listen and act upon this information to improve our relationships, solutions and services. Based on our understanding of the world of work, we actively pursue the development and adoption of the best practices worldwide.

Innovation: We lead in the world of work. We dare to innovate, to pioneer and to evolve. We never accept the status quo. We constantly challenge the norm to find new and better ways of doing things. We thrive on our entrepreneurial spirit and speed of response; taking risks, knowing that we will not always succeed, but never exposing our clients to risk.

Our Brand Attributes
- **Inclusive**: We're for everyone, at all levels.
- **Trustworthy**: We're relied upon to do the right thing.
- **Engaging**: People are interested in what we say and do.
- **Forward Looking**: We know what's coming next.
- **Fresh Thinking**: We take a different perspective on things.
- **Expert**: We're the recognized source for insight, opinion and best practices.

Our Code of Business Conduct and Ethics: All employees (approximately 30,000 people) receive code of conduct training annually. Code of Business Conduct and Ethics.

The Code is intended to go beyond compliance to support our Brands and culture and help provide the best ManpowerGroup Experience for clients, employees, candidates and all stakeholders. It covers appropriate risks, uses clear language and Brand-relevant graphics and includes material examples and scenarios. Designed to be appealing to readers, the Code is available to all stakeholders at www.manpowergroup.com.

Our Corporate Social Responsibility Priorities:

4.9 Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.

Each year the Board of Directors' Nominating and Governance Committee monitors the Code of Business Conduct and Ethics including elements of the Code related to Social Responsibility. The Board of Directors' Audit Committee reviews all conflict of interest violations, if any, annually.

We use risk maps as a tool for financial and business risk analysis. We monitor a portfolio of 40 risks and identify the approximate amount of residual and mitigated risk and identify detailed mitigating factors including specific actions and initiatives linked directly to our Strategic Execution Framework.

We produce comprehensive scenarios for operational and financial risk factors. These may include strategic business, market/business environment, operational and compliance risks. As part of our rolling Three Year Strategic Planning Process, we perform extensive analysis of the forces impacting our stakeholders and thus our business. These include: Future World of Work Forces and Trends, Competitive, Client and other local/global Risk Forces.

4.10 Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.

Each year, the members of the Board of Directors complete an analysis of total effectiveness on behalf of the company and its stakeholders. Each committee, in executive session, conducts an analysis of its work and processes. These reports are then brought to the full Board at which time an analysis of the Board in total is conducted in executive session.

The results of the committee and full board analyses are used to create a dialog between senior management and the board during which time the Lead Director provides the Board review. The entire process is intended to improve the work of the Board and the interaction between the Board, Committees and senior management, for the benefit of stakeholders.

COMMITMENTS TO EXTERNAL INITIATIVES

4.11 Explanation of whether and how the precautionary approach or principle is addressed by the organization.

Article 15 of the Rio Principles introduced the precautionary approach. A response to 4.11 addresses the organization's approach to risk management in operational planning or the development and introduction of new products.

Please refer to "Board Oversight of Risk," page 11 of the 2011 Proxy Statement.

Each year, the Executive Management Team (EMT) begins a rolling Three Year Strategic Planning (TYSP) Process which includes both long-term and short term planning. It begins in Q2 with an analysis of external and other forces drawn from a wide spectrum of knowledgeable resources with broad stakeholder perspectives. These are drawn from interactions with, and research into, high value economic, demographic, political, technological and other resources. The team then assesses these elements for implications related to risk and opportunities across the entire business in a Strategic Execution Framework (SEF) which incorporates the company's values and key strategies targeted at performance and stakeholder value.

Through a process of iteration and validation over the next several months in Q3 and Q4, the EMT refines the implications and prepares/modifies as needed the appropriate responses to capture opportunities and mitigate risk across all dimensions of the company's business.

The final version each year is approved by the EMT and the Board of Directors at the December meeting. The final plan, and significant supporting information and data about trends, implications, risks and opportunities, becomes the working document for the Global Leadership Team's (GLT) dialogue and action planning which culminates in GLT meetings early in each year and then periodically throughout the year. From this point forward, GLT members (generally country and line of business leaders and key staff-role leaders) commit to action elements within their groups as the information is shared through dialogue, cascading and planning process built around the SEF.

4.12 **Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses**.
Include date of adoption, countries/operations where applied, and the range of stakeholders involved in the development and governance of these initiatives (e.g., multi-stakeholder, etc.). Differentiate between non-binding, voluntary initiatives and those with which the organization has an obligation to comply.

- In 2007, ManpowerGroup adopted the **UN Global Compact's** ten principles in the areas of human rights, labor, the environment and anti-corruption.
- **Athens Ethical Principles**: ManpowerGroup was the first company to sign the Athens Ethical Principles, which declare a "zero tolerance" policy for working with any entity, which benefits in any way, from human trafficking. This includes our clients, vendors and business partners. Our effort to engage more companies in support of the Principles has resulted in more than 12,000 organizations signing up directly, or through the commitment of their industry federations. We have also secured the support of a number of global union organizations, and recently implemented an aggressive program to secure a "zero tolerance" commitment from every supplier in our global network.
- **End Human Trafficking Now! Campaign**: ManpowerGroup is a partner in the first worldwide initiative that places the business community in the forefront of anti-trafficking efforts. (http://www.endhumantraffickingnow.com/index.htm).
- In the summer of 2010, ManpowerGroup was featured as a case study in the **United Nations Global Initiative to Fight Human Trafficking** (UN.GIFT) report, Human Trafficking and Business: Good Practices to Prevent and Combat Human Trafficking. With the financial support of the Embassy of Belgium in Colombia, ManpowerGroup Colombia and the International Organization of Migration (IOM) joined together for an anti-trafficking project in Medellín, Colombia's second largest city. This project was part of ManpowerGroup Colombia's larger program, Jóvenes Visionarios (Visionary Young People), which has served more than 250 youths since 2007.
- **Not for Sale Campaign**: At the beginning of 2010, ManpowerGroup and the Not for Sale Campaign joined forces to advance the fight against human trafficking. ManpowerGroup is the primary sponsor of the **Stop Paying for Slavery Tour**. This tour of 50 cities throughout the US and Australia has a particular focus on introducing the next generation of business leaders to supply chain monitoring programs and the power of social entrepreneurship. The partnership aims to raise awareness among businesses, governments and communities with regard to the challenges of exposing and combating human trafficking. (www.notforsalecampaign.org/events/stop-paying-for-slavery/).
- **United Nations High Commissioner for Refugees (UNHCR)**
- ManpowerGroup and the UNHCR have helped **Myanmar refugees to resettle** in the United States (See http://www.unhcr.org/4c4844a56.html).
- ManpowerGroup President of Corporate and Government Affairs David Arkless represented ManpowerGroup on **UNHCR field missions** to refugee settlements over a number of years aiming to identify how ManpowerGroup can help refugees regain the dignity of work.

- ManpowerGroup has partnered with **Upwardly Global and the List Project** (http://www.upwardlyglobal.org/) and (http://thelistproject.org/withdrawal/) to find meaningful work for **Iraqi refugees** who resettled to the United States.

- **Junior Achievement**: In February 2009, Junior Achievement and ManpowerGroup announced the launch of a joint initiative to provide young people from around the world with essential work-readiness skills through a hands-on educational program. JA Success Skills™, has impacted 45,000 students in 20 countries over three years (http://www.ja.org/).

- **Pole Emploi**: an employment program includes 8 regions in France and is aimed at finding employment for up to 71,000 long-term unemployed individuals.

- **Dialogue in the Dark**: This innovative, hands-on exhibit provides individuals with an opportunity to experience the world as the visually impaired do. In 2008, ManpowerGroup joined forces with **Dialogue Social Enterprise**, a German organization, to bring the exhibit to the United States and Mexico. (http://www.dialogue-in-the-dark.com/).

- **Working Links**: In 2000, the government of the United Kingdom introduced a welfare-to-work program designed to significantly reduce dependency on government-sponsored social benefits. ManpowerGroup and Capgemini, a global technology consulting firm, joined Job Centre Plus, the government's national employment service, to develop programs that would help people move away from welfare dependence and back into the workforce. Since its launch, Working Links has helped more than 95,000 long-term unemployed and disadvantaged people to find work. (http://www.workinglinks.co.uk/).

- In November 2006, the **government of Buenos Aires** endorsed a plan to make their city the first in Latin America to provide formal support to refugees. Local officials approached ManpowerGroup Argentina to develop strategies that would help integrate refugees into the city's workforce. During 2007, ten ManpowerGroup volunteers worked with 60 refugees from Colombia, Cuba, Senegal, Nigeria, Eritrea, Guinea and Pakistan.

- **Silatech**: Early in 2009, ManpowerGroup joined efforts with Silatech, a Qatar-based social organization whose mission is to create much-needed jobs and other economic opportunities for young people throughout the Middle East and North Africa. ManpowerGroup will leverage its global expertise to help Silatech deliver demand-driven and market-oriented training and job placement for young people across the region. (http://www.silatech.com/).

- **Education for Employment Foundation**: In the Middle East and North Africa, ManpowerGroup joined forces in 2009 with EFE to improve opportunities for first-time job seekers. ManpowerGroup will provide tools for selecting and evaluating candidates for training, and help secure additional opportunities such as internships and hiring commitments with its clients for the program's graduates. (http://www.efefoundation.org/homepage.html).

- **DWP 50+ Face to Face Guidance Pilot**: In the UK, ManpowerGroup teams with the Department of Wages & Pension (DWP) to provide workers over 50 with the counsel they need to understand and take advantage of the work options available to them. (http://research.dwp.gov.uk/asd/asd5/report_abstracts/rr_abstracts/rra_720.asp).

- **Job Academy**: A cooperative program between ManpowerGroup France, the French Ministry of Social Cohesion and Equality, and the Foundation for Action to Combat Exclusion (FACE). The Job Academy was established to help educated individuals from disadvantaged areas overcome barriers to employment, and match them with companies that need their skills. (http://www.fondationface.org/faceframe/face-intervention-emploiformation0.php).
- The **Paso del Norte Group**: a membership organization of business and civic leaders promoting the economic, social, and cultural vitality of the region by cooperative efforts, social interaction, and the free exchange of ideas and views. The joint venture between ManpowerGroup and the Paso del Norte Group, announced August 2010, will be guided by *Paso del Norte's* Blueprint for Global Competitiveness, a regional economic development and human capital strategy that has been integrated with a higher-education study supported by the Organization for Economic Cooperation and Development (OECD). (http://members.pasodelnortegroup.org).
- **Republic of Serbia Ministry of Youth and Sport**: partnership announced April 2010, together with USAID's Preparedness, Planning, and Economic Security (PPES) project team in Serbia, to provide collaborative programs to promote economic opportunity and social inclusion for young people.
- **Polaris Project** is the leading organization in the United States combating all forms of human trafficking and serving both U.S. citizens and foreign national victims, including men, women, and children. ManpowerGroup's strategic global alliance with Polaris Project was announced in September 2009. (www.PolarisProject.org).
- **Able to Work**: ManpowerGroup and BT have been working closely with Remploy on the Able to Work project since 2003. The focus of Able to Work is to ensure that people with disabilities are given the opportunity to be able to apply for roles in BT Customer Contact Centers. As part of the Able to Work program ManpowerGroup also works with a number of other companies to ensure increased job opportunities for people with disabilities, www.remploy.co.uk.
- **Vietnam's Ministry of Labor, Invalids and Social Affairs** (MOLISA): In November 2008, ManpowerGroup and MOLISA formalized a three-year partnership to cooperatively develop employment services and labor information systems, forecast labor market needs, and identify labor requirements of enterprises in Vietnam. (www.molisa.gov.vn/).
- **HOPE Worldwide**: In response to the December 2004 Asian tsunami, ManpowerGroup partnered with HOPE Worldwide to build two vocational training centers in Tamil Nadu, India. The centers have provided job training to nearly 8,000 people to enable survivors to begin anew and support their families. www.manpowergroup.com/social/india-training.cfm.
- **U.S. Department of Labor**: ManpowerGroup partnered with the U.S. Department of Labor to help Katrina victims, who were displaced due to the storm's damage, to find short and long-term jobs, and transition back to their home communities as the rebuilding efforts have been completed.
- **London School of Economics Centre for Economic Performance**: In September 2006, ManpowerGroup launched a new global research laboratory, the Manpower Human Resources Lab at the Centre for Economic Performance (CEP) at the London School of Economics and Political Science (LSE). The aim of the Manpower Human Resources Lab is to establish a leading centre of excellence and important thought leadership platform for the study and analysis of the impact of

HR and labor market decisions and trends on productivity at all levels. The Lab links innovative data analysis to the practical world of business management to inform and support Talent Management professionals worldwide. (http://cep.lse.ac.uk/_new/events/seminar_past.asp?ID=52).

- **China's Bureau of Labour and Social Security**: In May 2005, ManpowerGroup partnered with labor authorities to develop human resources strategies and infrastructure to support China's rapidly evolving labor requirements. The first international partnership office opened in Shanghai and has implemented various initiatives to assist governmental agencies, State-Owned Enterprises and foreign companies present in Shanghai in transforming the effectiveness and efficiency of employment systems and services.

- **U.S. Department of State**: In March 2005, ManpowerGroup announced the formation of a new global partnership with the U.S. Department of State, which will seek to accelerate the Department's Global Employment Strategy Initiative. As a result of the partnership, ManpowerGroup will develop and implement a special program for spouses of Department of State employees, providing an introduction to employment markets and cultural familiarization, in 67 countries around the world. (http://www.state.gov/m/dghr/flo/c21627.htm).

- In 2003, ManpowerGroup became one of the 13 founding partners of the U.S. Army Spouse Employment Partnership.

4.13 Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization:
- **Has positions in governance bodies;**
- **Participates in projects or committees;**
- **Provides substantive funding beyond routine membership dues; or**
- **Views membership as strategic.**

This list is a sample of memberships maintained by the organization and our Executive Management Team (EMT).

Organizations, Memberships and Roles – Executive Management Team

Organization	Role
ABU (Netherlands Staffing Org)	Member
Accenture CSO Circle	Member
AICPA (American Institute of Certified Public Accountants)	Member
AIM International	Manpower member
Alverno College, School of Business Advisory Board	Board Member
American Bar Association	Member
Arab International Women's Forum (AIWF)	Platinum Partner
Boys & Girls Clubs of Greater Milwaukee	Board Member
Cellular Dynamics International	Director
Cellular Dynamics International, Inc.	Board Member
Children's Hospital President's Council	Member

Organization	Role
CICPMC	Vice President
CIETT (Employment Federation)	Board Member
Committee for Economic Development	Director, Co-Chair of Post-Secondary Education Committee
Corporate Executive Board – General Counsel Roundtable	Member
Council on Competitiveness	Member
Demand Abolition Advisory Council	Key Stakeholder
Ecole Centrale de Paris	Board Member
Edenred (former Accor Services)	Supervisory Board member
Education For Employment (EFE)	Board Member
EHTN!	Special Envoy
EPC (European Policy Centre)	Organizational member
Federal Reserve Bank of Chicago	Director
Financial Executives International	Member
French Business Movement (Medef)	Member of the Ethics Committee
French Economic , Social and Environmental Council (CESE)	Member , "Public sector" section
GIRN/IOE	Organizational member
Governance Metrics International (GMI)	Member
GPS	Vice-president , Employment Issues
Greater Milwaukee Committee	Director, Co-chair Future Workforce Committee
Harris Financial Corporation	Director, Audit Committee & Risk Oversight Committee Member
HR Policy Association	Board Member
Human Capital Institute	National Advisory Board member
Institut de l'Entreprise	Member of Executive Committee
IOM (International Organization for Migration)	Stakeholder
Johnson Controls	Director, Chair of Compensation Committee
Junior Achievement of Wisconsin, Inc.	Board Member
Junior Achievement USA	Chairman of the Board
Junior Achievement Worldwide	Board Member
Kohler Company	Director
Marquette University	Director, and Enrollment and Academic Excellence Committee
Marquette University College of Business	College of Business Administration Dean's Council of Excellence
Milwaukee Youth Symphony Orchestra	Director
Personnel Roundtable	Member and Executive Committee member
Rexel	Board Member
Society of Corporate Secretaries	Member
Spencer Trask Collaborative Innovations LLC	Director
The Hague Process on Refugees & Migration (THP)	Board Member

Organization	Role
The Sierra Institute	Senior Corporate Fellow
UNHCR - HR Advisory Committee	Member
United States Council for International Business	Trustee
Wisconsin Bar Association	Member
Wisconsin General Counsel's Forum	Member
World 50/HR 50	Member
World Economic Forum	Strategic Partner
World Economic Forum	Chairperson, Global Agenda Council on Skills and Talent Mobility
YPO International	Member

Find additional examples of ManpowerGroup interaction with communities, professional organizations, NGOs and others at www.manpowergroup.com/social/social.cfm. From that page, select links to specific sections and/or choose the drop down box with links to our various country-level websites.

The following are some examples from www.us.manpowergroup.com:
- ASQ (American Society for Quality)
- American Staffing Association
- The Business Council
- CEO Supplier Diversity Task Force
- Conference Board
- NAACP
- National Association of Manufacturers
- National Association of Workforce Boards
- National Black MBA Association
- National Minority Supplier Development Council
- National Society of Black Engineers
- National Society of Hispanic MBAs
- National Urban League
- Office of Disability Employment Programs
- Society of Hispanic Professional Engineers
- Ticket-to-Work Program
- U.S. Business Leadership Network
- U.S. Department of Labor
- Virginia Commonwealth University
- Women's Business Enterprise National Council
- Wisconsin Supplier Development Council

STAKEHOLDER ENGAGEMENT

The following Disclosure Items refer to general stakeholder engagement conducted by the organization over the course of the reporting period. These Disclosures are not limited to stakeholder engagement implemented for the purposes of preparing a sustainability report.

4.14 List of stakeholder groups engaged by the organization.
During Q4 2010 ManpowerGroup engaged with the following stakeholder groups:

• Clients	Shareholders/Investors
• Suppliers	Employees
• Associates	Candidates
• NGOs	Government

4.15 Basis for identification and selection of stakeholders with whom to engage.
We added to an initial core team of employees to form a global advisory team with membership based on areas of interest, expertise and geography.

We then asked subject matter experts (e.g. our VP of Global Strategic Sourcing, CFO, etc.) to identify client, investor, supplier, NGO and government stakeholder representatives with whom our external consultant could have a meaningful interview/dialogue.

We were looking for open, constructive dialogue with individual representatives who would help us define their needs and interests relative to our reporting. Our aim was to get into this quickly to maintain momentum that was both efficient and meaningful since this was a learning experience. We relied on the subject matter experts to provide stakeholders whose opinions would likely be representative of their peers.

We engaged a group of employees, across various levels and functions that could represent the opinions of many of our stakeholders. These individuals support our field organization and operations and have continuing contact with the field operations, globally and across all key corporate and operational functions. Therefore, the "employee" stakeholder input was quite representative for employees, associates, clients and suppliers. In general, we focused on English speakers from a variety of countries. In addition, other surveys – including client, employee, associate and candidate satisfaction surveys – helped to inform the opinions expressed by our core advisory team.

Our consultant interviewed external stakeholders from government, NGO, investor and supplier stakeholder sectors. In general, the results of these interviews confirmed information we had gathered over the past few years of direct interaction through surveys, various media and our strategic planning process.

In our 2010 Communication on Progress, we invited stakeholder feedback to encourage input that could lead to discussion. During 2011, the process has continued to improve as subject matter experts have participated in a global initiative to better define the metrics that are key indicators and how best to access that information, focused especially on the 2011 implementation of ManpowerGroup's CSR Resource Center which will increase access and quality of data gathered, analyzed and reported.

4.16 Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.
Because of the nature of our business—direct services to enterprises (business, government, NGO's etc.) we are in constant contact with a large number of stakeholders at local, regional and global levels.

One of the core strengths of our organization is our local expertise with global reach. ManpowerGroup has developed a level of borderless and cross-brand integration to provide innovative workforce solutions for local, regional and multinational/global organizations. This integration is aligned with ManpowerGroup's global expertise, which functions as a solution for clients' local workforce needs.

In a typical year, ManpowerGroup will interact with and/or interview more than 10 million people and connect 4 million people with the possibilities of work while we serve some 400,000 clients across more than 80 countries and all industry sectors, including businesses of all sizes, governments and NGOs.

Our EMT members participate in a wide variety of public, civic, philanthropic and industry organizations (see Section 4.3). Our local leaders and colleagues participate in hundreds of similar organizations. Our partnership network covers a broad range. We are a strategic partner of the World Economic Forum (WEF) while also serving on local school improvement task forces.

We conduct client and associate surveys regularly, though, in general, the results are not yet consolidated globally. Our Net Promoter Scores (NPS), when available, generally exceed those of our industry peers. These surveys (and the day-to-day contact) inform the opinions of those whom we selected to be part of the advisory team for the development of our GRI framework process.

Additionally, all employees are surveyed in Q3/Q4 each year, the ManpowerGroup Annual People Survey (MAPS). We have a consistent history of high levels of participation (89%) and employee engagement (57%) scores.

The advisory group has remained engaged since Q3 2010 and members have participated in a number of facilitated global workshops. They were also asked to complete an online survey in 2010 and 2011. They also remained engaged into Q1 2011 as we reviewed and interpreted the results of the surveys, specifically related to the development of our first global Environment, Health and Safety Management System (EMS) and moving towards the GRI reporting web application and process.

The purpose of the 2010 survey of the team was to develop statistical data to better define the importance and accessibility of information for each material indicator. As a result of these various forms and sources of stakeholder input, we made a number of decisions:

1. We scoped the most appropriate material indicators for effective and efficient access to the data. We have started with manageable data points to develop useful information and engagement within the business operations that will allow us to expand across the network.

2. We are committed to building momentum by demonstrating to our colleagues that the investment to provide information yields valuable data that is aligned with our business strategies.

3. We have worked with GRI terminology to find what we perceived to be the real intent of the indicators that do not map directly to our business and that offer an opportunity for measurement. We are a services-based business and understand that the essence of "Product Safety" relates to the safety impacts our service offerings may have on individuals and organizations.

4. Since the first survey results were reported and analyzed, we are now more able to report on additional material indicators, based on input from internal and external stakeholders.

4.17 Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.

1. Our plan to improve reporting and processes continues to be enhanced by our effort to more fully implement the GRI framework and maintain the most appropriate relationship for our commitments and business strategies. We have learned much in the process. Our global/local operating model creates the right balance of freedom within a framework, encouraging local expertise and adaptation within global guidance and guardrails.

2. Our discovery process with stakeholders, internal and external, has been successful to date. We continue to gain a better understanding for the types of data/information that we can gather and we have learned how to judge the importance/value/materiality of information vs. the accessibility of that information or data.

3. We continue to be committed to the 2011 implementation of a Web-based software application (ManpowerGroup CSR Resource Center) for gathering key data across various systems of measurement. This is especially true, for example, as we begin improved calculations of our Greenhouse Gas (GHG) Emissions.

4. We verified that clients care about what we do, how we do it and especially about our reporting capability. Even more specifically, clients are focused on environmental data and our role in their

supply chains. More sophisticated clients generally want to know about our "systems approach" to process and data. As a result of this input, we developed our first global EMS, published in 2011. We continue to move towards execution of the fixed and flexible framework identified in the EMS.

5. We continue to interact with professional organizations and studies that help to inform our understanding of stakeholder requirements. Individuals (employees, associates, candidates for employment) and analysts (for investment indexes and lists) are very interested in our ability to better communicate data and information about sustainability and social responsibility.

    The people we want to attract recognize our commitment to social responsibility, and express interest in working in a company that makes a difference and allows each of them to do the same. "Making a difference" issues are measured and reported in our ManpowerGroup Annual People Survey (MAPS) of our employees and are best reflected in the engagement scores which remain high.

    Included in our MAPS are questions directly related to ethical business practices. The survey results indicate over 90% familiarity with our Code of Business Conduct and Ethics and show that the vast majority of our employees (currently about 75%) have solid understanding of the reporting processes available to them.

6. Current investors and suppliers interviewed were primarily interested in our responsible practices to the extent that they added value to financial performance and longer term success of the company. As current investors, these stockholders are aware of our Company and our unique culture with values and practices that differentiate us from other potential peer group members.

    We continue to learn about the growing amount of Socially Responsible Investing (SRI) funds and the increased visibility of sustainability and corporate responsibility. For example, Bloomberg now identifies corporate "scores" on its 300,000 terminals globally.

7. In the 2010 Communication on Progress report we identified opportunities for improvement. Examples of progress follow:

    a. Improved transparency – we continue to drive access to information, data, policies, etc. for increased clarity.
    b. Improved consistency across business units (see items which follow)
    c. Improved Code of Conduct – published in Q4 2010, revised and made available in 20 languages in 2011.
    d. Implemented Environment, Health and Safety Management System (EMS) – developed and published in 2011 working towards refinement and execution within the fixed and flexible framework.

e. Improved alignment, data processes and reporting – implementation of our web application, the ManpowerGroup CSR Resource Center for better reporting aligned with the GRI framework, the UN Global Compact Principles and GHG Protocol.

f. Improved alignment with the release of our Annual Financial Report and the longer term potential for a single, consolidated report if that becomes appropriate.

Approach for Using Indicators

Reporting on Trends: This report is our second to align with the GRI framework. We do not yet have sufficient data for three year trends.

Use of Protocols: We have used the G3.1 protocols to the extent possible and have attempted to present the most material, meaningful data at this point of our journey. We have focused on the indicators that align better with our business. We feel it is important to inform stakeholders to the best of our ability by interpreting a number of indicators for like meaning.

Presentation of Data: We present key data and information available at this point and are focused on expanding and improving our ability to provide better qualitative responses. Our business is a service business focused on client success and the people we connect with work. Some of the information is presented in narrative form, others with charts or graphs.

Our reporting scope includes our largest entities which represent approximately 90% of our revenue base. Where possible we have used absolute values. In other cases we have used informed estimates. We have limited the scope for now to best represent what we truly are able to report with confidence

Data aggregation: Our data and information are gathered at the business entity level. A business entity is generally a country and/or a brand business operation, reporting up through one of several global regions to a consolidated global report.

Some information is consolidated at the global service brand level. Since the launch of Experis, we no longer report on Elan or Jefferson Wells. We continue to address the challenges of attempting to aggregate data in a meaningful way due to the variances in definitions, regulations, privacy limits and more across more than 80 countries. Some, like the United States, have a large number of sub-jurisdictions.

Most financial data, and some demographic data, is presented on a company-wide basis and according to the units/subsets applied in our financial reporting.

Our environmental data is generally drawn from our World Headquarters (a Gold LEED new building) and a number of business entity headquarters for which we have meaningful data.

Due to the nature of our global footprint real estate strategy, in many cases, we do not own the properties in which our 3,900 branch offices are located, and therefore, such relevant data is unavailable.

We do have opportunities for positive changes as outlined in our EMS. This is especially true as we open new offices and remodel existing spaces. The build-out specifications in the EMS include best practices for recycled materials, energy and water efficiency.

We have also taken a conservative approach to most human resource data and provided (in general) data on our core staff employees with limited information about our associates (the four million people who provide direct service to our clients as consultants and on temporary or contracted projects.)

Metrics
Data has been presented in generally accepted international units. Financial information is presented in USD ($).

Social Impact
We care about people and the dignity of work in their lives.

We are a leader in workforce development with a special focus on:
- Youth, Women, People with Disabilities
- Seniors and the Long-term Unemployed
- Cross-border Issues related to: Immigrants, Refugees, Human Trafficking
- Victims of Disasters: Recovery through Work
- Acting as a Trusted Career Advisor: Community Volunteer Service and Training.

Our key business units, representing 90% of revenues, reported on their 2010 workforce and community engagement programs. In 2010, ManpowerGroup reported over 700 special workforce initiatives that engaged nearly 75,000 people, of who nearly 23,000 gained employment.

Contributions: ManpowerGroup also contributes to sustainable communities in many ways, including direct financial support, pro-bono services, in-kind gifts and paid volunteer hours. By policy, in our Code of Business Conduct and Ethics, we do not make political contributions.

Economic Impact of Special Initiatives and Funding
ManpowerGroup contributes money, skills, services items and sponsors events when appropriate. The value noted in the chart does not include management and other costs related to our philanthropic efforts. In 2012 we will provide more comprehensive analysis of our contributions through use of the processes defined by the London Benchmarking Group.

Charitable contributions & volunteerism

Total amount of charitable contributions	$4,417,000
Amount of money contributed	$3,503,000
Value of contributed services	$603,000
Value of contributed items	$89,000
Cost of sponsorships, tickets, etc. purchased for charities	$222,000

Participation in volunteer initiatives	
Number of community program/projects in which staff employees participated	624
Number of staff employees who participated in volunteer or community programs (recorded)	1892
Number of paid hours for employee volunteers (recorded)	29,359
ManpowerGroup will begin to use the London Benchmarking Group methodology to more accurately capture contributions currently not recorded.	

This chart indicates the types of workforce development initiatives reported by a number of our largest entities

Operation	People with Disabilities	Older Workers (50+)	Long-term Unemployed	Ethnic Minorities	Women	Refugees/ Immigrants	Disaster Recovery	Youth	Other
Argentina	x	x	x	x	x	x	x	x	x
Australia	x	x	x				x	x	
Belgium	x		x						
Canada					x			x	
Elan	x	x							
France	x	x	x		x			x	
Germany	x				x			x	
Italy	x	x	x	x	x	x	x	x	x
Japan	x		x					x	x
MeCA	x	x	x	x	x	x	x	x	x
Netherlands	x	x	x	x	x			x	
Norway	x		x	x		x		x	
Spain	x	x	x	x	x	x	x	x	x
Sweden	x	x	x	x	x	x	x	x	x
United Kingdom	x	x	x	x	x	x	x	x	x
United States								x	x

Environmental Impact

We started to develop the ManpowerGroup Environment, Health and Safety Management System (EMS) in 2010. It was published in 2011, and is available in a PDF format. http://files.shareholder.com/downloads/ MAN/1259533339x0x505941/b26be925-6ba8-4671-bcfd-301bf0e47202/Environment_Health_and_Safety_ Mgt_System.pdf.

That document includes our policies, plans and guidance on a number of topics that relate to our business operations. The next step is to move beyond the qualitative goals to develop specific quantitative goals and methods for measuring results within a fixed and flexible framework.

As a service company, our environmental footprint is limited. However, as a large global employer, we realize that anything we do to improve the environment will help to improve the communities in which we live and work. We are committed to being good stewards for the environment, and we recognize that we have opportunities with new industries, skill sets and work models as they emerge.

Our basic concept is simple, direct and effective and is captured in the expression: Reduce, Reuse and Recycle. We aim to reduce relative consumption, waste and our carbon footprint. We promote recycling and choose to purchase items such as paper and carpeting that are made of recycled materials. We aim to improve employee safety by applying global metrics and sharing best practices.

Even before our global teams developed the EMS, a number of our business entities planned and developed processes and are sharing their best ideas for use within ManpowerGroup globally.

For more information, visit: http://www.manpowergroup.com/social/impact.cfm
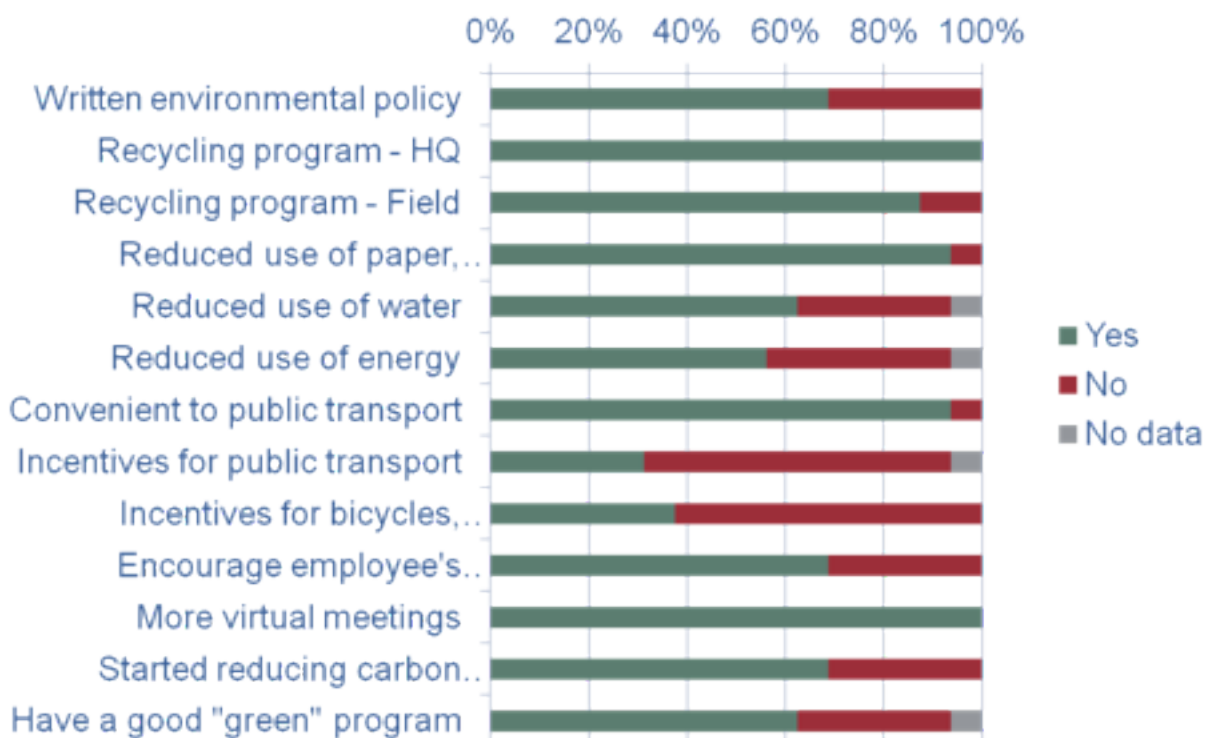
Our EMS allows us to better relate to a large group of stakeholders who share these interests: employees, clients, candidates, suppliers and investors. In addition, by raising our level of awareness, we can more fully address emerging industries, skills and competencies that will be part of a "green" agenda.

For more information and a PDF copy, please, visit:
http://files.shareholder.com/downloads/MAN/1259533339x0x505941/b26be925-6ba8-4671-bcfd-301bf0e47202/Environment_Health_and_Safety_Mgt_System.pdf.

Green Branch Experience

ManpowerGroup is in the midst of improving the experience individuals have with any branch team and location. We have developed standards for purchased items. This includes carpeting that contains recycled materials, and specifications for the build-out of new offices to include energy conserving lighting, low V.O.C. paints and more. For added information, see http://www.manpowergroup.com/social/impact.cfm.

The business entities surveyed reported the results of plans and processes for 2010:
- Recycled 465,000 kg. of paper and plastic (1.023 million pounds),
- Reduced paper use by over 36,000,000 reams
- Eliminated use of nearly one-quarter of a million plastic service items
- Recycled over 2,300 printer cartridges

ManpowerGroup strives to be a good steward of the environment, and has never paid fines for violations of environmental regulations.

Human Rights and Ethical Supply Chain Issues

In 2010, we continued a multi-year rollout of our Responsible Supplier Program. That program is detailed at www.manpower.com/social/csrpolicies.cfm.

The self-reporting and assurance requirement for our suppliers is described as follows:

"It is the policy of ManpowerGroup and its subsidiaries (the "Company") to require that its supply chain business partners be committed to business principles, values and a culture that are aligned with the Company's commitments to social responsibility, and that these business partners provide the Company with positive assurance about their commitment to certain key business practices."

We continue to expand screening of or suppliers for a variety of ethical, environmental and human rights issues. Survey respondents reported these results for 2010:
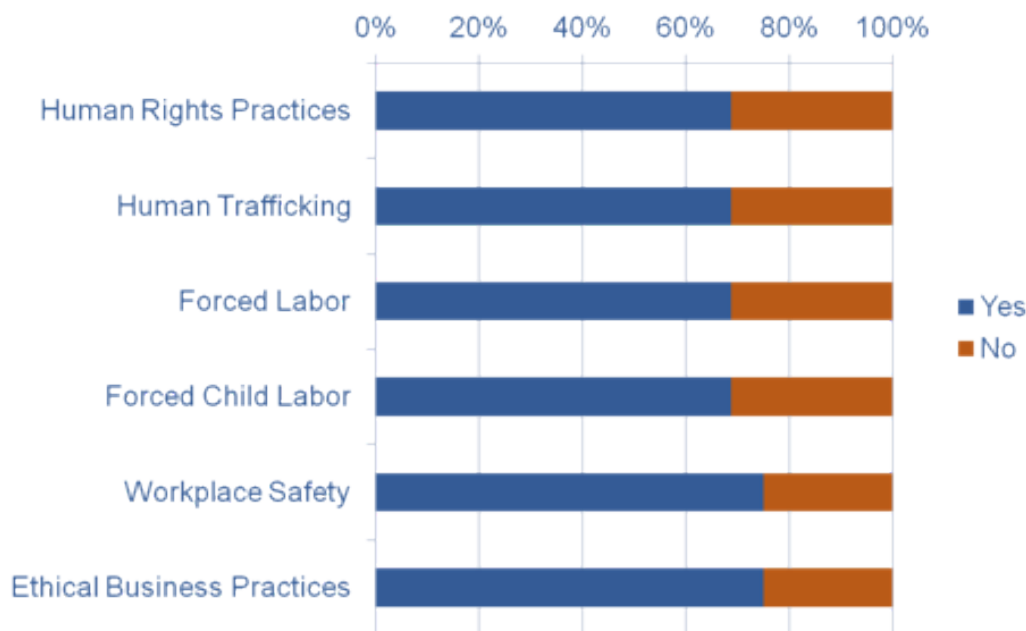
Labor Practices and Product Responsibility

ManpowerGroup provides innovative workforce services and solutions that are delivered through our talented staff and associates. We do not provide a product. By definition, our service work is depends on human innovation and talent. Therefore, we have addressed Labor Practices and Product Responsibilities together. The ManpowerGroup family of brands is widely admired and respected, as demonstrated by recognition, analysts' ratings, awards and accolades at the global and local level.

Our Brands and our culture are defined by our daily interactions with stakeholders (especially clients), colleagues, associates, candidates and our communities. We conform to ethical business practices in all areas including our labor practices and service responsibility: concern for personal safety, data privacy, opportunities for formal and informal individual development, and career guidance for our employees and associates.

This same type of ethical behavior is evident in our marketing and sales programs and practices. We conform to local laws and best business practices. We compete based on our strengths and the advantages we can provide for clients, helping them win in the changing world of work.

100% of colleagues are trained each year in our Code of Business Conduct and Ethics.

Diversity

ManpowerGroup considers diversity and inclusiveness to be both ethical and practical issues. The deliberate pursuit of diversity and inclusiveness help drive competitive advantage and is directly connected to our ability to provide high quality innovative workforce solutions for our clients. The following issues are core to our success:

1. A diverse workforce staff is a strategic driver because it provides access to the broadest range of innovative thinking and experience to address the growing complexity of the ever-changing World of Work.
2. An inclusive culture allows everyone to feel empowered to present ideas, to learn and to grow for individual benefit and for the benefit of the organization and its stakeholders.
3. All employers are faced with a global talent mismatch (when available work and workers with appropriate talents do not align). Therefore, we must attract all available qualified workers, including those who are in routinely "under-represented groups," the description of which varies by culture, location, skill set, etc.

ManpowerGroup has a history of innovation and a unique perspective about people and work. One of our core values relates to people and the dignity of work in their lives. This leads us to a thoughtful, practical means to help unleash human potential. We approach candidates by asking "What can you do?" thereby initiating a dialogue that focuses more on a person's possibilities than on potential limitations.

We have a 60-year history of providing development and leadership positions to women and men alike with women representing 56% of all managers/leaders.

Women leaders are represented across ManpowerGroup including the Board of Directors and top level business managers in key business units and staff positions.

Francoise Gri, EVP and President, ManpowerGroup Southern Europe, has been listed for the eighth time as one of Fortune Magazine's "Most Powerful Women in International Business."

Women hold key staff positions including Mara Swan, EVP Global Strategy and Talent and Tammy Johns, SVP Global Innovation and Workforce Solutions. Together these Executive Management Team (EMT) members are a model for other women leaders through their participation in leadership initiatives including in the World Economic Forum (WEF) Women Leaders Program.

Other women lead a number of key business entities throughout our organization with examples that include Norway, Israel, Germany, Vietnam, the Middle East and Mexico.

Gender demographics by management role:
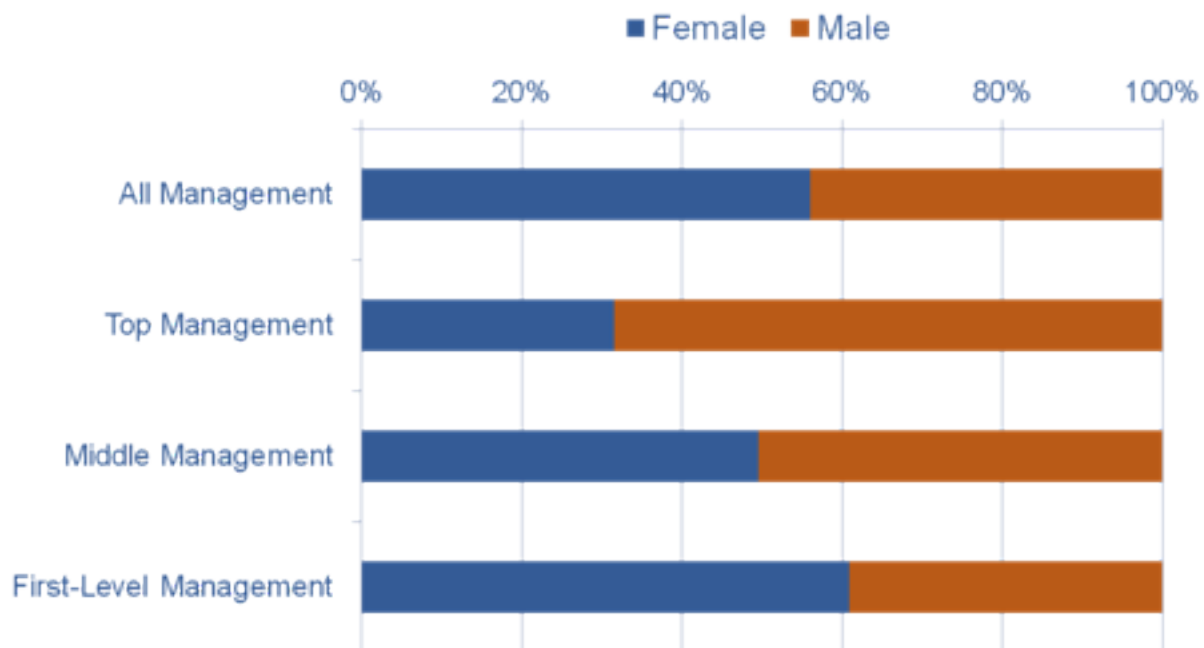

Other Diversity Indicators
Inclusiveness is an essential best practice. We define diversity as far more than gender and race. We include age, types of experience, learning and leading style, ethnic origin, disability and much more for success in the complex World of Work. We view our international diversity as a key strength.

For 2010, the reporting units provided data that was available. We (and all employers) are prohibited from recording/reporting certain types of data by law in many of our key markets.

Career Stage data below is based only on legally available information and estimates from our largest entities:

- Early Career - 46%
- Mid-Career – 49%
- Late Career – 5%

Age/career stage data by country entity:
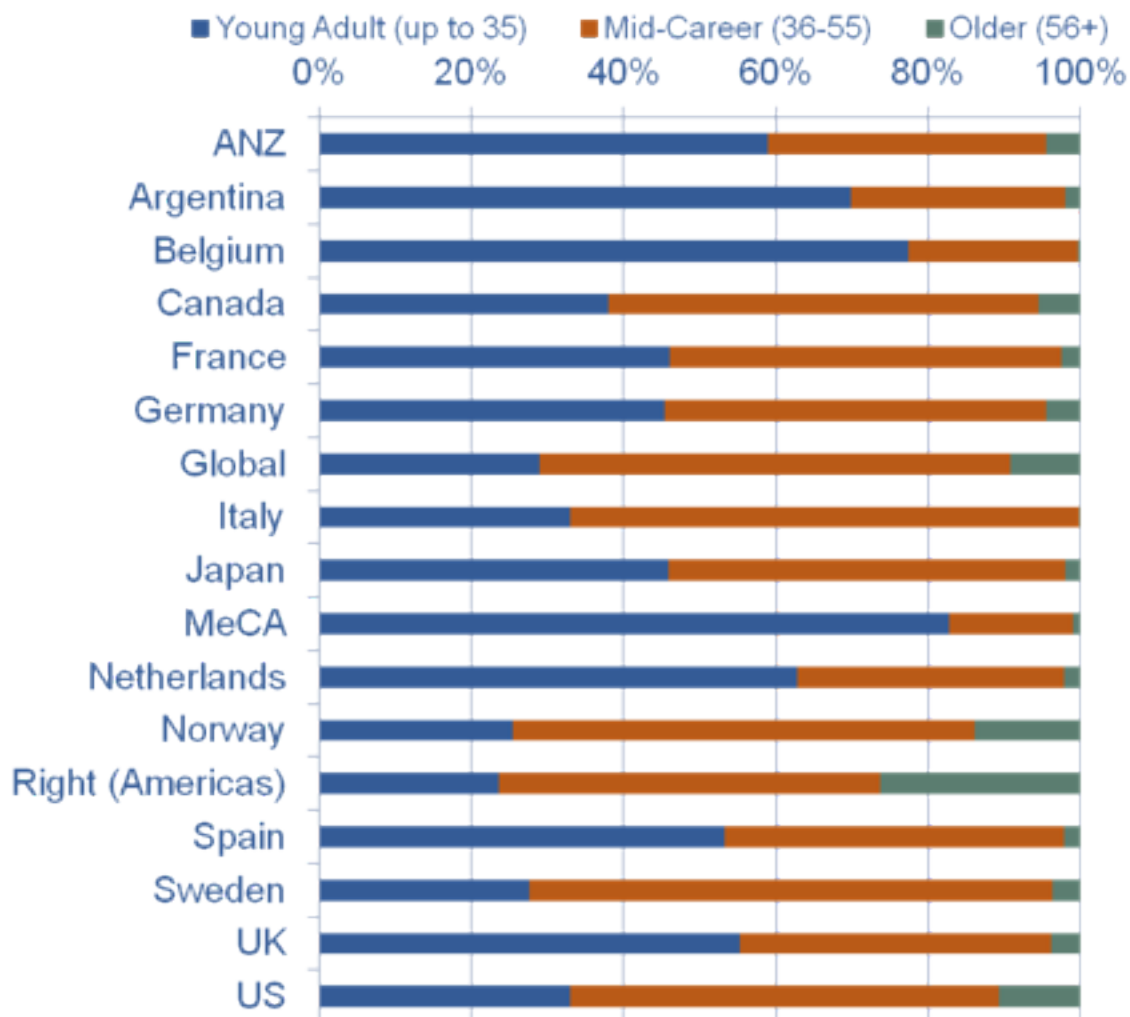
Support for Mothers/Families

ManpowerGroup values the skilled women throughout our organization. Women represent 71% of all staff members in the reporting entities. We recognize that families have unique needs. Our worldwide practices support flexible working arrangements to promote opportunity and balance. We operate many combinations of service models and external cultures. Our support for families and mothers begins with local regulations, and our culture of support for gender parity and opportunity. Our 2010 Communication on Progress detailed a number of special programs that continue to help women and families find that balance.

The World Headquarters models a set of benefits and behaviors that address the special needs of employees and families. Employees in all organizations are faced with personal issues that include childcare and eldercare, financial concerns, personal health (including exercise and nutrition) and more.

ManpowerGroup encourages work-life balance by providing a number of at-work services ranging from access to services such as dry cleaning and automobile repair, as well as a number of wellness programs, educational initiatives, exercise classes, product fairs and weight/nutrition programs, which are held in the headquarters' building.

ManpowerGroup helps individuals and families address financial concerns by providing access to health insurance—including dependents and same-sex partners. Other employee programs include tax-savings plans for healthcare and childcare, retirement and stock purchase plans.

The "model" for flexible scheduling includes Paid Time Off (PTO) and added unpaid leave according to the U.S. Family Medical Leave Act (FMLA). Employees often return from maternity leave on a part-time schedule that may also include working remotely, with manager approval, according to business needs.

The Headquarters building was designed with a number of features to accommodate the needs of nursing mothers with mothers' rooms. Convenient, reserved, close-in parking places in a covered garage are "Reserved for Expectant Moms."

Employee Benefits:
Our benefits programs are part of our overall compensation plans designed to attract and retain the talented employees to serve our client needs. Because we operate in more than 80 countries and territories –often with a variety of jurisdictions, regulations and customs, our benefits programs are aligned at the local level (by country, generally). We can offer some broad guiding concepts such as the following: we believe that wellness and healthcare are important for employees and families, that time away from work is good for employee well-being and for their ability to contribute to our strategic success more effectively. We support the role of women and families, women in the workplace and reasonable flexibility to allow us to employ the most talented workforce.

In some countries/cultures, the benefits will be defined by regulation and supported by payroll taxes. In other countries, the benefits will be provided solely by the company and/or through cost sharing with employees. This link, to benefits for our US Manpower operations is just one example: http://us.manpower.com/us/en/about-manpower/corporate-careers/benefits/default.jsp

Training and Development
Each year, 100% of our staff members must complete the Code of Business Conduct and Ethics training. Each person must successfully pass a test that certifies the Code was thoroughly read and understood. The Code covers the full spectrum of risks, links our values, strategies and ethical behavior and includes reality-based scenarios. Our CEO encourages employees to think beyond the Code to do what is right, in all things.

In the most recent ManpowerGroup Annual People Survey (MAPS), 90% of employees participated. In the results, 91% of respondents reported knowledge of the Code.

About 25% of replies indicated a lack of understanding about how to report infractions of the code. Our goal is to reduce that number to less than 10% with a series of communications on ethics, reporting and non-retaliation.

Several sub-sets of employees must complete added training units and be re-certified annually on topics related to business ethics, insider trading and anti-corruption, as defined by a number of national and international groups. Each of these training programs is mandatory, thus we have a 100% completion rate for each set of employees. Many employees also complete training for country-specific compliance.

Beyond compliance training, ManpowerGroup employees know that our organizational culture promotes employees on the "what" of their role and "how" each fulfills responsibilities in an ethical, trustworthy and respectful manner aligned with our Values.

Our annual audit, risk management and compliance processes are intended to report stakeholder data accurately in accordance with local and international laws, including those related to anti-corruption.

ManpowerGroup's employee development philosophy focuses on "**Three Es of Experience, Exposure and Education.**" We believe that each person shares the responsibility for individual and professional development with our Company leaders, who are also guided by a philosophy of coaching employees for personal and business performance.

We attract many people for a wide array of positions in our operations and staff functions. In addition to cultural and compliance training these roles require functional training and opportunities for personal development. For example, our branch operations provide practical training related to human resources, client service, business challenges, talent management and more.

Employees have access to ManpowerGroup's Training and Development Center (TDC) with more than 6,000 courses available. The courses range from application software to technical training and college-level courses in project and human resource management.

Every employee receives a performance appraisal annually, at least. These are opportunities for dialogue, for personal and professional goal-setting and for reviewing "what and how" each employee fulfills his/her responsibilities. We maintain a shared expectation for coaching and dialogue throughout the year.

ManpowerGroup colleagues are trained to provide the best ManpowerGroup Experience possible. For example, in 2009 and 2010, we met the goal of training 100% of all branch employees in the Candidate Experience—targeted at making every interaction with candidates a memorable and positive experience. Our

leaders have participated in "Unleashing Human Potential" training and development initiatives to better align personal values and interests for business performance, personal satisfaction and success.

We believe that effective dialogue, coaching and development is the right thing to do for our colleagues. It is also practical and strategic, a driver in employee engagement and client satisfaction.

**Other Labor Practice Information**

ManpowerGroup has signed the UN Global Compact as detailed in other sections of this report. One Principle affirms employees' right for choice of association in the workplace, including collective bargaining. It is difficult to define our workforce because of the nature of local laws, definitions and regulations. Our best estimate is that nearly 45% of all employees are covered by collective bargaining agreements, allowing for those who are "employees" by legal definition, including associate members of our direct service workforce. We do adhere to localized notice periods and methods as outlined by regulation and in those agreements.

As a result of a new data focus within the EMS and our improved ability to report globally, our Employee Health and Safety Council will better be able to report and share best practices. We are defining the best methods to maintain consolidated information about injuries for employees and (eventually) associates.

We are not able to report on "lost days" at this time. A large portion of the work done by ManpowerGroup employees is relatively low risk office work. Even beyond our core staff, many or our associate workforce includes accountants, management consultants, engineers, ITC professionals and administrative office workers.

We have every incentive to avoid unsafe work and working conditions as an extension of our ethical concern for workers and our reputation that allows us to continue to attract the best clients and candidates.

In 2010, we set a goal to improve our safety related information. We have gathered data regarding the root causes of most common work-related injuries and illness for our staff employees.
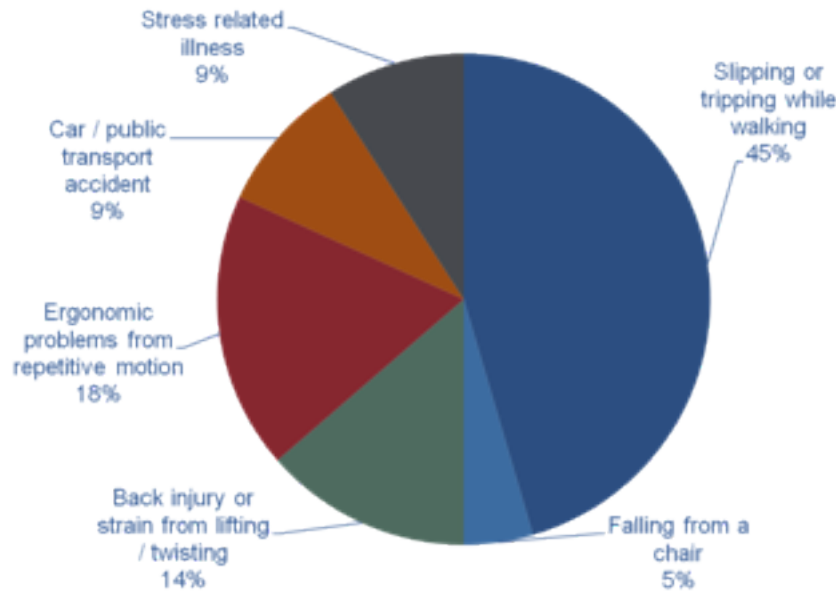
In 2010, we set a goal to gather better data about root causes of work-related injuries and illness for our associates.
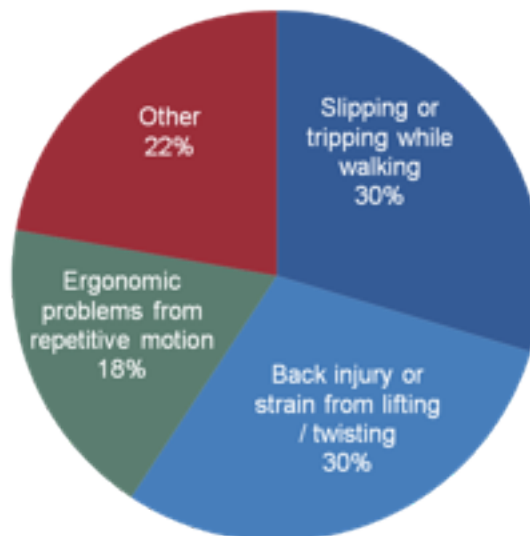
The table below identifies the location of the Standard Disclosures in the report. Page numbers or web links are noted for where the following can be found:

Standard Disclosures	Section	Location
Strategy and Analysis	1.1- 1.2	CSR Summary and pg. 3
Organizational Profile	2.1- 2.10	Pg. 4-8
Report Parameters	3.1 – 3.13	Pg. 8-13
Governance, Commitments, and Engagement	4.1 – 4.17	Pg. 13-30
Disclosure of Management Approach		Pg. 31
GRI Performance Indicators included in this report.	Index	Pg. 43

Index and References
This year we will reference website and Annual Report:
Y= Yes, reported in accordance with the scope and boundaries specified.
FC = for Future Consideration and potential reporting
CC = Code of Business Conduct and Ethics
P = 2011 Proxy
NM = Not Material or cost/benefit ratio is insufficient to report at this time
2011 Corporate Social Responsibility Update

GRI: Categories/Aspects/Indicators		Reported	Page
1. *Environmental*			
	MATERIALS		
EN1	Materials used by weight or volume [Reduced/Recycled].	Y	EMS Report and CSR Environmental Update.
EN2	Percentage of materials used that are recycled input materials.	Y	
	ENERGY		
EN3	Direct energy consumption by primary energy source.	Y	
EN4	Indirect energy consumption by primary source.	Y	
EN5	Energy saved due to conservation and efficiency improvements.	Y	
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	Y	Environmental Updates.
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	Y	
	WATER		
EN8	Total water withdrawal by source.	NM	
EN9	Water sources significantly affected by withdrawal of water.	NM	
EN10	Percentage and total volume of water recycled and reused.	NM	

GRI: Categories/Aspects/Indicators		Reported	Page
	BIODIVERSITY		
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	NM	
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	NM	
EN13	Habitats protected or restored.	NM	
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	NM	
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	NM	
	EMISSIONS, EFFLUENTS, AND WASTE		
EN16	Total direct and indirect greenhouse gas emissions by weight.	FC	
EN17	Other relevant indirect greenhouse gas emissions by weight.	FC	
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Y	pg.33-35
EN19	Emissions of ozone-depleting substances by weight.	FC	
EN20	NO, SO, and other significant air emissions by type and weight.	NM	
EN21	Total water discharge by quality and destination.	NM	
EN22	Total weight of waste by type and disposal method.	FC	
EN23	Total number and volume of significant spills.	FC	
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	NM	
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	NM	
	PRODUCTS AND SERVICES		
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	Y	pg. 34-35
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	NM	
	COMPLIANCE		
EN28	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with environmental laws and regulations.	Y	pg. 35

GRI: Categories/Aspects/Indicators		Reported	Page
	TRANSPORT		
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce. See ManpowerGroup CSR Summary for ManpowerGroup Norway example of use of smart vehicles.	Y	CSR Summary
	OVERALL		
EN30	Total environmental protection expenditures and investments by type.	FC	
2.	*Human Rights*		
	INVESTMENT AND PROCUREMENT PRACTICES		
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.	FC	
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	Y	pg. 35
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	Y	pg. 39-40
	NON-DISCRIMINATION		
HR4	Total number of incidents of discrimination and actions taken [employees].	FC	
	FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING		
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.	Y	pg. 15 pg. 35
	CHILD LABOR		
HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.	Y	pg. 35
	FORCED AND COMPULSORY LABOR		
HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor.	Y	pg. 35

GRI: Categories/Aspects/Indicators		Reported	Page
	SECURITY PRACTICES		
HR8	Percentage of personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	Y	pg. 39-40
	INDIGENOUS RIGHTS		
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	NM	
3.	*Labor Practices and Decent Work*		
	EMPLOYMENT		
LA1	Total workforce by employment type, employment contract, and region.	Y	pg. 36-38
LA2	Total number and rate of employee demographics by age group, gender, and region.	Y	pg. 36-38
LA3	Benefits provided to full-time employees [that are not provided to temporary or part-time employees, by major operations].	Y	pg. 38-39
	LABOR/MANAGEMENT RELATIONS		
LA4	Percentage of employees covered by collective bargaining agreements.	Y	pg. 14-15
LA5	Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements.	Y	pg.14-15
	OCCUPATIONAL HEALTH AND SAFETY		
LA6	Percentage of total workforce represented in formal joint management–worker health and safety committees that help monitor and advise on occupational health and safety programs.	Y	pg. 14-15
LA7	Rates of injury, occupational diseases, [lost days, and absenteeism], and number of work related fatalities by region.	Y	pg. 41-42
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	FC	
LA9	Health and safety topics covered in formal agreements with trade unions.	Y	pg. 14-15
	TRAINING AND EDUCATION		
LA10	Average hours of training per year per employee by employee category.	Y	pg. 39-40
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Y	pg. 40
LA12	Percentage of employees receiving regular performance and career development reviews.	Y	pg. 40

GRI: Categories/Aspects/Indicators		Reported	Page
	DIVERSITY AND EQUAL OPPORTUNITY		
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	Y	p. 36-38
LA14	Ratio of basic salary of men to women by employee category.	FC	
4.	*Society*	Y	
	COMMUNITY		
SO1	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities.	Y	CSR Summary and pg. 33
	CORRUPTION		
SO2	Percentage and total number of business units analyzed for risks related to corruption.	Y	pg. 35
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	Y	pg. 39-40
SO4	Actions taken in response to incidents of corruption.	FC	
	PUBLIC POLICY		
SO5	Public policy positions and participation in public policy development and lobbying.	Y	pg. 21-26
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	Y	pg. 32
	ANTI-COMPETITIVE BEHAVIOR		
SO7	Total number of legal actions for anticompetitive behavior, anti-trust, and monopoly practices and their outcomes.	Y	pg. 71 of Annual Report (Note 1 - French competition case)
	COMPLIANCE		
SO8	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with laws and regulations.	Y	None disclosed

GRI: Categories/Aspects/Indicators		Reported	Page
5.	**_Product Responsibility_**		
	CUSTOMER HEALTH AND SAFETY		
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	FC	
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	FC	
	PRODUCT AND SERVICE LABELING		
PR3	Type of product and service information required by procedures and percentage of significant products and services subject to such information requirements.	NM	
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	NM	
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	FC	
	MARKETING AND COMMUNICATIONS		
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing and communications, including advertising, promotion, and sponsorship.	Y	Code of Conduct
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	NM	
	CUSTOMER PRIVACY		
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	FC	
	COMPLIANCE		
PR9	Monetary value of significant fines for noncompliance with laws and regulations concerning the provision and use of products and services.	Y	None Disclosed

GRI: Categories/Aspects/Indicators		Reported	Page
6.	*Economic*		
	ECONOMIC PERFORMANCE		
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	Y	Annual Report
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	FC	
EC3	Coverage of the organization's defined benefit plan obligations.	Y	pg. 56-59 of Annual Report (Note 8)
EC4	Significant financial assistance received from government.	NM	
	MARKET PRESENCE		
EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.	FC	
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	Y	Annual Report
EC7	Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation.	FC	
	INDIRECT ECONOMIC IMPACTS		
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	Y	pg. 32-33
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	Y	CSR Summary