



2006 SOCIAL RESPONSIBILITY REPORT

Take A Look Around



Manpower®

Take a look around

A Message From Jeffrey A. Joerres

Everywhere you go you're likely to see people whose lives have been touched by Manpower. Perhaps it's a retiree given the opportunity to try a new career, or providing access to the workplace for a person with a disability. It may be helping a university graduate get her first job, or providing a victim of a natural disaster with the training he needs to emerge with skills that give him hope for a more promising future.

These are among the millions of people who routinely turn to the Manpower family of companies for the training, guidance and – most important – the opportunity they need to advance in their chosen occupation or to support themselves and their families. We have always recognized the role we play as a trusted source of employment for people from all walks of life. It is our core mission – one we embrace with passion and commitment.

Upon this release of our first stand-alone report on Social Responsibility for work accomplished in 2006, we are one of the most recognizable brands in the world. Throughout our company, our people understand the work we do on behalf of job seekers around the globe. Our people know the difference we can make, simply by doing what we do best – providing the training and support that connect people to employment opportunities that they may not have otherwise had.

This commitment to Social Responsibility is an essential aspect of the Manpower group of companies. We are an effective and imaginative agent for change. By remaining at the forefront of sweeping developments in the contemporary world of work, we believe we're uniquely qualified to help individuals by providing the expertise and resources they need to achieve their personal goals.

Workforce Development – the Cornerstone of Manpower's Social Responsibility Agenda

Manpower Inc. is a service enterprise, and we measure our contribution to the communities we serve in the number of lives we affect individually. In 2006, for instance, Manpower interviewed over 10 million individuals before placing over 4.4 million in permanent, temporary and contract positions. Among this number are tens of thousands of individuals who, because of personal circumstances, often find the opportunity to achieve the independence that comes with meaningful, rewarding work just beyond their reach.



Jeff Joerres accompanies Sujatha Natarajan, program manager for the Manpower Vocational Training Center in Nagapatinam, India.

4.4 Million

The number of people Manpower placed in 2006 into permanent, temporary and contract positions.

This is why our focus on workforce development remains the cornerstone of our social responsibility agenda. It's also why we work tirelessly to anticipate the changes in the workplace that serve to bring employers and employees together, and why we remain a vital, leading source for solutions that benefit our clients and the people who work for them.

An Effective Agent for Change – Locally and Globally

Two important factors contribute to Manpower's ability to be a powerful change agent both locally and globally. First, from our founding in 1948, we distinguished ourselves by responding to the workforce needs of the local community. This is a tradition we continue today. Clients and candidates alike rely on us as a trusted and knowledgeable resource in each of the communities we serve. Our local presence helps us identify specific skill shortages, while our training emphasis helps us provide candidates with genuinely marketable skills, thus providing our clients with a reliable source for employees who can step in and immediately contribute to their businesses.

Second, we've grown tremendously in 59 years. Today, we have established relationships with companies and organizations worldwide, serving over 400,000 clients around the world. Our global reach has helped effect positive change on an unsurpassed scale. We provide companies, governments, community groups and individuals with the insight and expertise they need to benefit from the increasingly global and constantly evolving world of contemporary work.

A Corporate and Individual Commitment

In some instances, we combine our corporate strength with the admirable efforts of other organizations dedicated to improving individual lives. In 2006, we joined the United Nations Global Compact, and are working actively to advance their goals. We are also spearheading the effort to engage corporate support for the *End Human Trafficking Now!* campaign and are encouraging companies around the world to join the fight against the trafficking of helpless victims in every corner of the globe.

Social responsibility: it is sustainable at Manpower because it is deeply embedded in our corporate culture. It is the source of tremendous passion and energy within our company. It is also a source of intense employee pride that resonates in every corner of our global organization. Personally, I am extremely proud of our more than 30,000 employees, as well as the thousands of hours they give unselfishly each year to charitable causes in the communities where they live and work. In a company like Manpower, where we define our mission one person at a time, our level of individual employee commitment to social responsibility cannot be understated as an effective resource for positive social change.



Jeffrey A. Joerres
Chairman and CEO

Making a long-term, meaningful difference in people's lives

Four specific issues shape Manpower's Social Responsibility agenda. We identify these as the Four Pillars, and each represents a key foundational element of our Social Responsibility efforts.



1. Workforce Development

Around the world, Manpower functions as a “bridge” to employment for people who may be otherwise unemployed. Our programs, many developed in cooperation with businesses, community organizations and governments, provide the disenfranchised and the disadvantaged with the training, skills and opportunity they need to find meaningful employment.



2. Disaster Recovery

Each year, natural disasters turn hundreds of thousands of lives upside down. Beyond the loss of life and property, these disasters also cause the loss of jobs and careers, destroying the sources of livelihood for thousands. Manpower's disaster recovery initiatives include providing short-term jobs for individuals when their place of employment is damaged or destroyed. We also help survivors develop new career paths through skills assessment and training – especially when disasters eliminate the possibility of returning to their former line of work.



3. Reaching Out to Refugees

Tens of millions of people, throughout the world, are identified as refugees. The circumstances at the root of the refugees' displacement – and problems associated with repatriation – often force them far from home and community, eliminating any opportunity to earn a living and support those who depend on them. Manpower is a partner with the United Nations High Commissioner for Refugees (UNHCR) and its *ninemillion.org* campaign to provide education to the nine million refugee children who are exiled in refugee camps from Thailand to Central America. Most of these children are denied adequate schooling that provides the skills they will need when they are eventually repatriated.



4. Combating Human Trafficking

Human trafficking is the insidious manifestation of modern-day slavery. At any given time, an estimated 12.3 million people are victimized by circumstances leading to forced labor or sexual servitude. Many of the victims are women and children. Manpower was the first company to sign the *Athens Ethical Principles*, which declare a "zero tolerance" for working with any entity which benefits in any way from human trafficking. We are also actively recruiting other major corporations around the world to sign and abide by the Principles.

1

Workforce Development



Around the world, Manpower functions as a “bridge” to employment for people who may be otherwise unemployed. Our Social Responsibility programs, many developed in cooperation with businesses, community organizations and governments, provide the disenfranchised and the disadvantaged with the training, skills and opportunity they need to find meaningful employment.

For Manpower, corporate social responsibility extends well beyond just making a donation to a charitable cause. Instead, our company focuses on a longer-term goal: providing sustainable, work-related opportunities for the people who need them most. In 2006, at least 47 workforce development programs were being conducted across the Manpower network.

Manpower's efforts positively impact the lives of thousands of people every day. Whether it's helping an unemployed single mother return to the workforce, or giving a job to an immigrant when no one else will, our reward comes from knowing that we make a real difference – today and in the future.

Manpower's systems, programs and policies are designed to make the connection to work a viable option for those who really need it. Our industry-leading skills-assessment processes and hiring policies help us ensure that people do not encounter discrimination. Rather, we focus on people's abilities – not their disabilities.

We also work hand in hand with community organizations, businesses and local governments to identify existing and anticipated skill gaps. Then, we help these groups identify the people for whom these opportunities can make a real and lasting impact.

Recent examples of our Workforce Development initiatives include:

- Manpower and the Swedish Electricians Union recently established a cooperative agreement to address the country's critical shortage of trained electricians, which is currently estimated at 10,000. In one year's time, that shortage will grow to 20,000. A lack of trained electricians represents a serious challenge to both personal safety and Sweden's overall business growth.

In addition to creating more trainee jobs, the initiative is designed to increase interest among under-represented groups in careers as electricians and provide a sustainable opportunity for Sweden's long-term unemployed, including women, youth and Sweden's growing immigrant population. By the end of 2006, a total of 900 long-term unemployed joined the six-month training program.

35,000

The number of people who gained essential skills and sustainable employment through Manpower's Workforce Development programs in 2006.

1

Workforce Development

- Manpower's **TechReach** initiative is recognized as one of the most effective workforce development programs in North America. Established in 2001, this proprietary program prepares a diverse group of individuals who face barriers to employment for high-growth, in-demand, well-paid jobs. Much of the program's success is based on Manpower's expertise in workforce development, as well as our extensive network of locations. This is one reason the U.S. Department of Labor relies on Manpower to help place individuals. According to Secretary of Labor Elaine L. Chao, "By partnering with Manpower, we leverage our ability to reach unemployed and under-employed workers." In 2006, we placed over 5,800 individuals in the U.S. and Canada into jobs through TechReach and other workforce development programs designed for the disadvantaged community.
- Manpower France recently launched a program designed to help the long-term unemployed improve their chances of finding a job. We call it **Manpower Placement** – a skills- and confidence-building program designed to provide participating candidates with individualized coaching and support. Participants are trained in essential job-seeking skills, including how to target and research a potential employer, interview preparation and personal appearance tips. In 2006, working in cooperation with local government agencies, social service organizations and other associations, Manpower Placement helped 67% of the program's 5,000 participants secure stable employment.
- To provide opportunities for elderly workers and people with disabilities, Manpower Mexico developed an innovative program called **Caminemos Juntos (Let's Walk Together)**. The program was developed in partnership with Mexico's Secretary of Labor, non-government organizations, educational institutions and interested companies. Through the program, Manpower Mexico selects and recruits candidates to work in selected companies at no charge to the company; Manpower pays the person's salary as they gain valuable experience in the workplace. Caminemos Juntos was one of the reasons Manpower Mexico was recognized by the Labor Ministry and the Mexican Center for Philanthropy for its socially responsible business practices and programs in support of people with disabilities and their efforts to find meaningful employment. Since 2001, the program has placed 1,124 people into the workforce. In 2006, the program placed 456 individuals among 83 different companies and organizations.

Manpower subsidiary, Right Management, provides its clients with career transition services to support people whose positions have been eliminated due to downsizing. In 2006, Right Management helped over 70,000 people find their way back to employment.

Case History:

Focusing on a Young Man's Abilities



In many places throughout the world, it's easy for workers with disabilities to "fall through the cracks of society." It happened to Juan Pablo, a 23-year-old Argentinean born with a mental disability.

He was fortunate enough to attend a secondary school that prepared him for work in the real world once he finished the curriculum, but upon graduation, he found it difficult to convince employers to give him a chance and get that first job.

Once we interviewed Juan Pablo, we were certain he would be an excellent addition to the service team at Repsol – one of Argentina's top chains of fuel and convenience stores. Repsol YPF agreed, and hired Juan Pablo as a Manpower Associate on a temporary work assignment.

The position at Repsol YPF is the kind of experience that will help Juan Pablo and other disadvantaged individuals gain confidence in their abilities, broaden their potential opportunities and achieve a degree of independence. Today, Juan Pablo (pictured above, at right) works as a cashier in the retail area of a Repsol YPF service station. He is also responsible for assignments in the facility's kitchen and service areas.

Repsol YPF was so impressed with his performance on the job that they recently offered him a permanent position.

2

Disaster Recovery



Each year, natural disasters turn hundreds of thousands of lives upside down. Beyond the loss of life and property, these disasters also cause the loss of jobs and careers, destroying the sources of livelihood for thousands.

Manpower helps these people get their lives back on track by providing short-term jobs for individuals when their place of employment is damaged or destroyed. And when disasters prevent survivors from returning to their former line of work, we help them develop new career paths through skills assessment and training.

The tsunami that devastated the coastal regions of much of Southeast Asia in late 2004 and the hurricanes that struck the Southern U.S. in 2005 are two examples of how Manpower can help when disaster strikes. Manpower goes to work creating paths to sustainable employment for the survivors of these tragedies.

Amid the chaos and devastation following these disasters, Manpower went to work creating paths to sustainable employment, and our commitment continues today.

We developed solutions that enabled survivors to feed their families and begin building toward a better tomorrow. In India, many of the survivors were the widows or eldest children who were suddenly left as their family's sole wage earner. Our disaster recovery initiatives included providing short-term jobs for individuals whose place of employment was damaged or entirely destroyed. We provided the opportunities that helped them to continue to support their families and replace essential property like clothing and personal supplies. In the direst situations, we also helped survivors develop new career paths through skills assessment and training after disasters entirely eliminated their former lines of work.

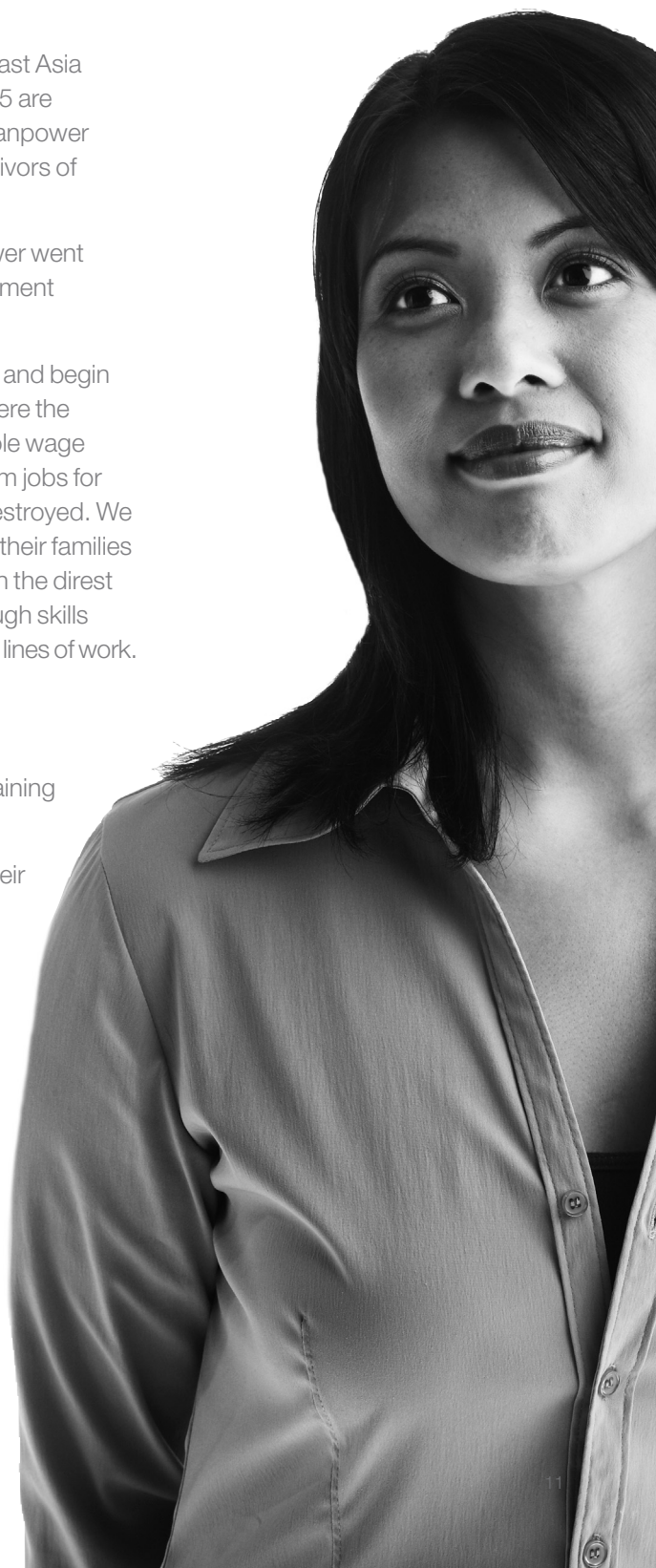
Recent examples of Manpower's Disaster Recovery efforts include:

Vocational Training Centers

In response to the Asian tsunami, Manpower built two vocational training centers in Tamil Nadu, India.

These centers helped those most affected by the disaster rebuild their lives with job training. During 2006, more than 1,400 people were enrolled in the training centers, and 1,007 completed their training. The training courses offered to survivors included extensive instruction in tailoring, electrical repair, masonry, data processing, mobile telephone servicing and commercial driving. These are all essential trades for a community trying to get back on its feet, and lifelong skills that will help the graduates support themselves and their families long after every trace of the tsunami's devastation is gone. The training also allowed many of the graduates to realize up to a seven-fold increase in their annual wages. In addition to providing skills training, the program will develop at least 20 small businesses for women – many of whom were left widowed and desperate for a living wage after the tsunami.

Manpower will sustain this initiative for at least 15 years to ensure the long-term effectiveness of the program.



2

Disaster Recovery

Manpower's initial commitment of \$1 million was one of the largest private-sector responses to the tsunami disaster. However, our company's philosophy for investing in communities has always been focused on the long-term view. Rather than just donating money, we determined that the best way we can help when disaster strikes is to create a path to sustainable employment that will enable survivors to develop marketable skills, feed their families and begin building toward a more promising future.

Since the formal inauguration of the first center in October 2005, thousands have enrolled in training courses, nearly half of whom have already succeeded in finding employment. The second center has been operational since December 2005.

Working Your Way Back Home

As an established national business partner with the U.S. Department of Labor, Manpower and local public workforce systems have a history of working together toward the common goal of putting people to work. In response to the devastation following Hurricane Katrina in 2005, Manpower utilized this strategic partnership to provide state-of-the-art employment services that matched dislocated workers from Mississippi with opportunities in high-growth, high-demand careers.

With our company's network of Mississippi branch offices, Manpower was ideally positioned to identify, screen and place those affected by the hurricane into interim jobs in their host cities, and ultimately provide long-term employment solutions as they "worked their way back home."

The goal of the partnership was to work with 1,000 individuals; provide interviewing, training, assessment and references, where appropriate; and place 500 victims with Manpower clients within a year. We exceeded this goal, and by the end of 2006, Manpower had placed more than 2,700 hurricane-impacted individuals into temporary or long-term employment.

In 2006, more than 1,000 people completed training at the Manpower Vocational Training Centers in Tamil Nadu, India. As a result of the training, many graduates realized up to a seven-fold increase in their annual wages.

Case History:

Restoring Hope After Disaster Strikes



On December 26, 2004 the coastline of India's Nagapattinam district was thoroughly devastated by a tsunami. More than 6,000 of the district's residents were killed. Almost 800 remain missing today. Yet, those fortunate enough to survive the tsunami's initial destruction still continued to suffer in the disaster's aftermath. Approximately 87% of the district's residents relied on fishing for their main source of income, and the tsunami destroyed entire fishing villages in addition to the boats the fishermen used. Millions of survivors were desperate for any means of livelihood that would provide them with the opportunity to care for themselves and their families, and rebuild their lives.

Immediately after the first phase of emergency relief, Manpower stepped in. Together with HOPE Worldwide, Manpower funded and built two vocational training centers in the city of Nagapattinam and the village of Tharangambadi. Both training centers were designed to provide individuals throughout the community with sustainable employment or local entrepreneurship opportunities.

Building a Better Life

At the age of 40, Jayasiley (above) was no stranger to hunger, crushing poverty or the desperation of trying to raise two children on the meager wages she occasionally earned in the local rice paddies. In late 2004, when the tsunami struck her village, the local paddies were destroyed, leaving her without any means of feeding her family. Jayasiley was without work for almost a year. Then, friends told her about the masonry instruction program at the Manpower Vocational Training Center. She admits that she initially enrolled only to take advantage of the free lunches that the Center provided during training. However, the training proved to be truly life changing. Within days after her training was completed she was offered a job making decorative masonry. According to Jayasiley, "I was overjoyed. This regular income has brought tremendous happiness to my family. I am now able to buy things for my children that I have not bought for many years. Without this new skill, my family would probably have remained poor forever."

3

Reaching Out to Refugees



Throughout the world, tens of millions of people are identified as refugees. The circumstances at the root of the refugees' displacement – and problems associated with repatriation – often force them far from home and community, eliminating any opportunity to earn a living and support those who depend on them.

They are the world's forgotten children, exiled from their native lands as a result of war, famine or ethnic intolerance. *Ninemillion.org* is an innovative global relief effort that brings attention to these young refugees, providing them with a desperately needed chance to change their future through the power of education and sport.

Manpower is a partner with the United Nations High Commissioner for Refugees (UNHCR) and its *ninemillion.org* campaign to provide education to the nine million refugee children who are exiled in refugee camps from Thailand to Central America. Most of these children are denied adequate schooling that provides the skills they will need when they are eventually repatriated.

Manpower Chairman & CEO Jeff Joerres has also invited our more than 30,000 permanent employees to get involved and spread the word in their local communities. Manpower operations around the world are raising awareness and desperately needed funding through local fundraising events. You can help, too, by visiting www.ninemillion.org.

ninemillion.org



*David Arkless, Manpower's senior vice president of corporate affairs, inspects conditions at the Ban Don Yang Burmese Refugee Camp near the Myanmar border in Thailand. He recently visited the camp as part of a mission organized by the UNHCR Council of Business Leaders in support of the *ninemillion.org* campaign.*

Case History:

Overcoming Cultural Barriers to Employment



Soon after arriving from Algeria, Derroiche Kada Belghitri found work as an insulation installer in Nantes, France. Demand for his skill was strong and, in 2001, he opened his own insulation business. But after running his company for three years, business dropped off and Derroiche's company was forced into bankruptcy. Despite his experience, his job-site management skills and education (in Algeria, he had earned an advanced technical certificate in oil machinery mechanics), Derroiche was unable to land another job. With a wife and child depending on him, Derroiche was desperate for an opportunity – any opportunity.

Finally, a social worker told him about the Job Academy – a cooperative program between Manpower 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. Through the Academy, Derroiche completed a rigorous preparatory course in maintenance. Manpower trainers also provided one-on-one instruction in effective interview techniques. Since then, a steady series of assignments have kept Derroiche happily employed, and able to support his wife and child.

He credits the Job Academy with helping to turn his life around. "I wouldn't have been able to sell my skills and experience alone. With the help of Manpower, I've managed to convince employers to give me a chance."

In 2006, the Job Academy helped connect 192 formerly unemployed young people, like Derroiche, with jobs. The program's success encouraged Manpower France to expand the Academy concept to other cities throughout the country.

4

Combating Human Trafficking



Human trafficking is the insidious manifestation of modern-day slavery. At any given time an estimated 12.3 million people are victimized by circumstances leading to forced labor or sexual servitude. Many of the victims are women and children, and for far too long they have worked in the shadows with little hope that the perils they endure will be discovered, or that the perpetrators of these crimes against them will be brought to justice.



1,000

Number of corporate signatories Manpower is committed to signing in support of the Athens Ethical Principles.

Did you know that trafficking human beings is now the third largest illegal industry on the planet and is a pervasive problem worldwide? Only arms and drug smuggling account for more illegal revenue generation. Women and children are routinely subjected to situations of sexual servitude and forced labor. Increasingly, children are also forced into service as “soldiers” in support of insurrections or other dangerous paramilitary endeavors. For this reason, Manpower is actively supporting the **End Human Trafficking Now!** campaign, which is championed by the Suzanne Mubarak Women’s International Peace Movement (SMWIPM).

Manpower Inc. 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.

Manpower is also leading the effort to convince 1,000 of the world’s leading corporations to join us in signing the Principles and pledge that they, too, will have zero tolerance for this inhumane abuse. The effort was launched in late 2006, and by the end of the year we had succeeded in signing 44 organizations to support the goals of *End Human Trafficking Now!*

This is only the beginning, as Manpower continues to encourage companies to join the fight. We invite you and your company to join us and stand up against human trafficking by committing to the *Athens Ethical Principles* by completing our form at www.manpower.com/social/ehtform.cfm.

Case History:

Reaching Out to a Forgotten Corner of the World



In a tiny village in a remote corner of India, a group of concerned, dedicated individuals is making a difference in the lives of nearly 100 people. The village is Purkal Gaon, and it is literally “at the end of the road” near the foothills of the Himalayas. Purkal Gaon’s remote location means villagers receive only a fraction of government funding for education compared to India’s larger towns and cities. As a result, the village children have always received an inadequate education, leaving them unable to compete for jobs in India’s booming economy.

But recently, that has begun to change, thanks to the support and involvement of Manpower’s subsidiary Elan, the European leader in IT and technical recruitment. Elan donated £20,000 (\$41,056) to the Purkal Youth Development Society (PYDS), and in 2006, members of the Elan25 Club – a group of the company’s top sales and support team – eagerly volunteered to visit the community instead of holding their annual sales incentive event at a resort. They rolled up their sleeves, and went to work helping local residents finish a new PYDS educational facility for the village’s children. The school now includes dedicated classroom facilities, two small dormitories that house eight students and a modest residence for two volunteer teachers. The donation also funded the school’s connection to water and electricity. This represents quite a change from the village’s first classroom – a converted metal-roofed livestock shed.

The village children are now achieving fluency in English, which will give them a substantial advantage in their efforts to obtain placement in higher-quality educational institutions and, eventually, sustainable employment.

An exemplary standard of corporate governance

Corporate Governance

As a publicly traded company, Manpower is committed to providing shareholders with an optimal return on their investment. We believe the long-term, superior returns we deliver are the result of the management decisions we make. However, we also believe they result from our long tradition of operating at the highest levels of integrity. This is demonstrated in everything we do – from the transparency of our shareholder communications to the unsurpassed benefits we offer our temporary employees and contractors.

Manpower has an uncompromising and comprehensive corporate governance program designed to ensure transparency in our operations and to comply with all rules set forth by the U.S. Securities and Exchange Commission. Our Code of Business Conduct and Ethics helps ensure that our employees know the rules and routinely practice business in an honest and ethical manner. In June of 2006, Manpower instituted mandatory ethics training for all employees. In 2006, our company achieved a 99.9% completion rate.

During 2006 Manpower was recognized as having some of the best accounting and governance practices of any public company.

Manpower was named to the Audit Integrity Top 100 list, ranking among the top 10 companies with revenues exceeding \$5 billion.

The Corporate Governance Quotient index is issued by Institutional Shareholder Services, a respected authority on proxy voting and corporate governance. At the close of 2006, the index listed Manpower as outperforming more than 82.9% of the companies in the S&P 400 and 94.1% of the companies in the Commercial Services & Supplies group.

Our Code of Business Ethics helps ensure that our employees know the rules and routinely practice business in an honest and ethical manner.

Similarly, Governance Metrics International (GMI), an independent corporate governance rating agency, rated Manpower an 8.0 on a scale of 1 to 10 for our work in 2006, with 10 being the highest ranking. The average score of all U.S. companies rated by GMI is 6.3.

Our strong governance and management practices are just some of the reasons why *Institutional Investor* magazine honored Manpower in 2006 as the Most Shareholder-Friendly Company in the Capital Goods industry for the second year in a row. *Institutional Investor* magazine named Jeff Joerres to its annual list of the Best CEOs in America for the fourth time, ranking #1 in the Business & Professional Services category. Mike Van Handel was also named to the magazine's list of the Best CFOs for the fourth year in a row. And around the world, Manpower's experienced leadership team regularly receives recognition from the media and business associations for their exemplary management practices.

Find out more about Manpower's corporate governance policies at:
investor.manpower.com.

99.9%

In June of 2006, Manpower instituted mandatory ethics training for all employees. In 2006, our company achieved a 99.9% completion rate.

Case History: Seeing Beyond the Limitations



Tristram Bone's eyesight had always been poor. But he managed to finish school near his home in the United Kingdom with six different education certificates prior to beginning his business career as a personnel and IT specialist. Then, at the age of 24, his eyesight took a turn for the worse and Tristram was declared legally blind. Despite his blindness, he was determined to continue working and he proceeded to apply to companies near his home. However, prospective employers saw only his disability – not his talent or determination.

"I don't see myself as disabled, but I was getting nowhere," said Tristram. "I never got beyond the application forms, although I was qualified for the jobs I went for."

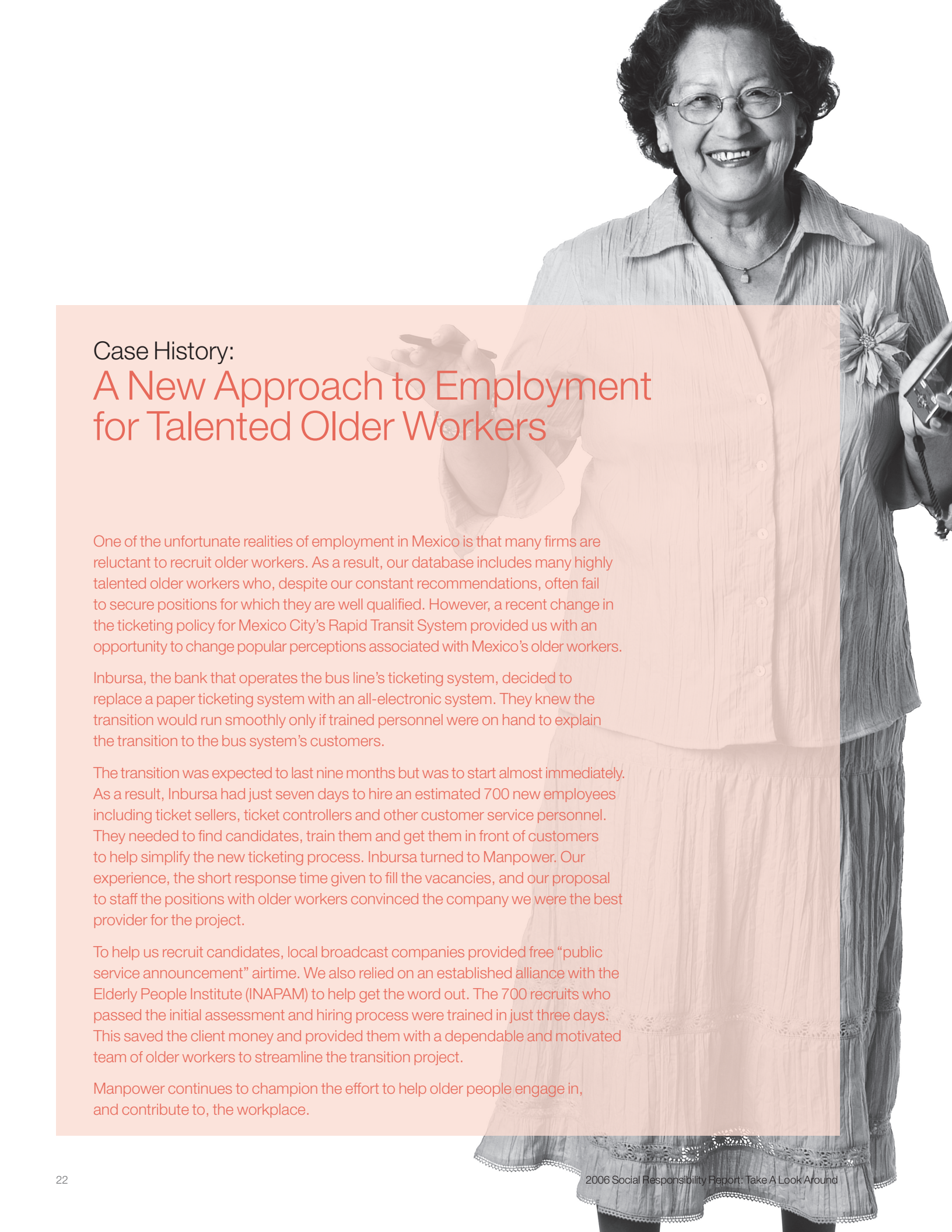
Fortunately, Manpower saw a lot of potential in Tristram. In fact, we believed Tristram was ideally suited for a position with one of our largest clients, the United Kingdom's BT.

Manpower works closely with BT's Able to Work initiative, a program designed to find opportunities for the disabled within the telecommunications giant. Once we interviewed Tristram, we were certain he would excel in one of the company's call center positions.

"A meeting was arranged for me to talk about the vacancies and to listen in on dozens of customer-service calls," said Tristram. "Next thing I knew, I had a job."

Tristram has already taken the next step in developing his career and has applied for BT's Platinum Service Development and Site Support program – a path into management. His story is a prime example of the work our company and BT have undertaken to establish a culture and mindset that supports disability in the workplace.

"At last I can make a plan," noted Tristram. "Having full-time employment has given me my life back, given me peace of mind and financial security."



Case History:

A New Approach to Employment for Talented Older Workers

One of the unfortunate realities of employment in Mexico is that many firms are reluctant to recruit older workers. As a result, our database includes many highly talented older workers who, despite our constant recommendations, often fail to secure positions for which they are well qualified. However, a recent change in the ticketing policy for Mexico City's Rapid Transit System provided us with an opportunity to change popular perceptions associated with Mexico's older workers.

Inbursa, the bank that operates the bus line's ticketing system, decided to replace a paper ticketing system with an all-electronic system. They knew the transition would run smoothly only if trained personnel were on hand to explain the transition to the bus system's customers.

The transition was expected to last nine months but was to start almost immediately. As a result, Inbursa had just seven days to hire an estimated 700 new employees including ticket sellers, ticket controllers and other customer service personnel. They needed to find candidates, train them and get them in front of customers to help simplify the new ticketing process. Inbursa turned to Manpower. Our experience, the short response time given to fill the vacancies, and our proposal to staff the positions with older workers convinced the company we were the best provider for the project.

To help us recruit candidates, local broadcast companies provided free "public service announcement" airtime. We also relied on an established alliance with the Elderly People Institute (INAPAM) to help get the word out. The 700 recruits who passed the initial assessment and hiring process were trained in just three days. This saved the client money and provided them with a dependable and motivated team of older workers to streamline the transition project.

Manpower continues to champion the effort to help older people engage in, and contribute to, the workplace.

Socially responsible actions in the workplace and in the community



Diversity

As a global organization, Manpower employees, contingent staff, clients and suppliers make up a naturally diverse community. We value and encourage the broad range of perspectives and capabilities that the diversity of our colleagues brings.

We not only embrace workplace diversity in our company, we also encourage it at every opportunity among the clients we serve and the organizations with which we work.

Manpower recognizes diversity as differences of race, national origin, religion, cultural background, gender, age, disability, sexual orientation and gender identity. We expect and promote mutual respect and understanding between people with different personal situations or backgrounds.

38%

In 2006, women comprised five out of 13 positions on Manpower's Executive Management Team.

The nature of Manpower's business – introducing new permanent and contingent staff into our clients' workforces – gives us a privileged opportunity to contribute toward and celebrate diversity across our global network. From our founding in 1948, when it was not yet socially accepted for women to develop careers outside of the home, Manpower was a pioneer in creating opportunities for women to engage and thrive in the workforce.

We have also played an important role in providing jobs to ethnic minorities – from efforts beginning in the United States in the early 1960s, to current corporate initiatives undertaken in every corner of the globe. Our corporate-wide policy includes ensuring opportunities for women, who are strongly represented throughout our global organization. Women comprise 38% of our executive management team and 27% of our board of directors.

A supplier found to be operating in a manner inconsistent with Manpower's standards and policies may be penalized by cancellation of open orders or termination of our business relationship.

Procurement/Supply Chain

Manpower operates in 73 countries and territories, so naturally, we engage with a broad base of suppliers from across the globe. The scope of our business gives us a valuable opportunity to influence our suppliers' ethical standards in a positive way. This is why we make every effort to ensure that the businesses and individuals throughout our entire supply chain embrace our standards in a manner consistent with our culture and values. We expect our suppliers to operate their businesses in a responsible and ethical manner, while limiting their impact on the environment.

As described previously in this report, our company has also adopted a zero tolerance policy against human trafficking. This policy, in accordance with the *Athens Ethical Principles*, means that we will not knowingly do business with any company that benefits in any way from the trafficking of human beings.

A company found to be operating in a manner inconsistent with Manpower's standards and policies may be penalized by cancellation of open orders or termination of our business relationship.

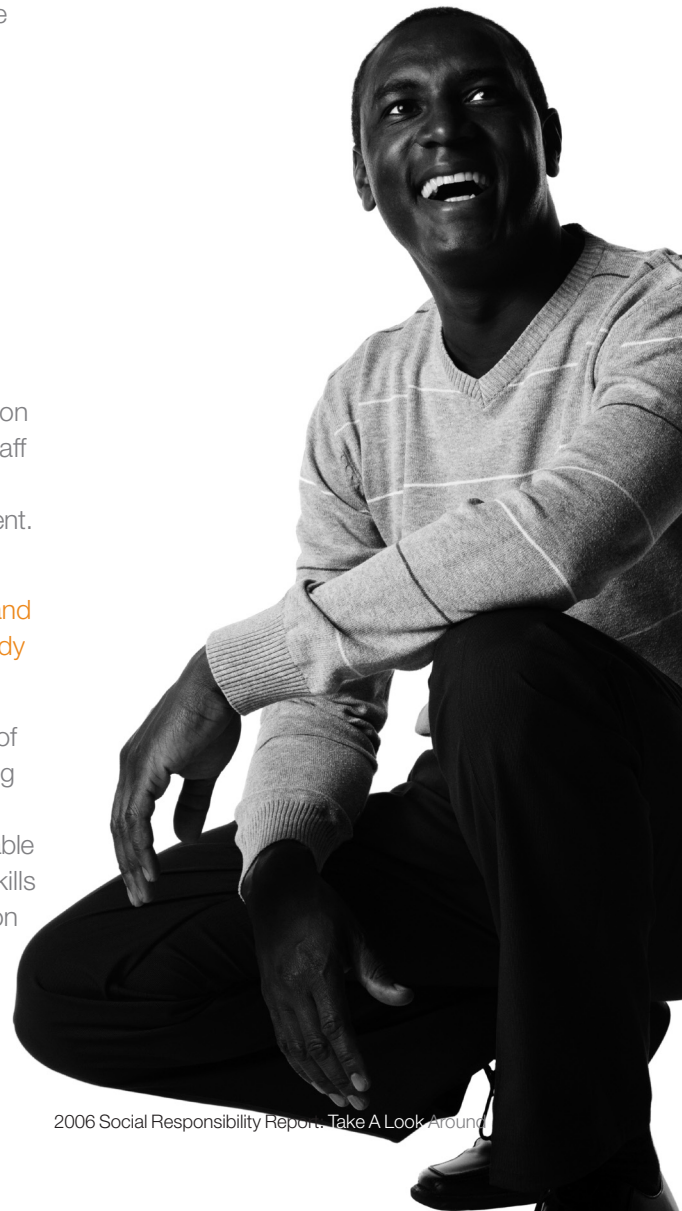
Environment

Manpower conducts its business with respect and consideration for the environment. As a service organization, our environmental impact is small compared to manufacturers. However, in all of our operations, we strive to minimize our impact on the environment through reduction of waste generation and energy consumption. And wherever possible, Manpower encourages staff to use modern technology, such as e-mail, teleconferencing, net meetings, webinars and video-conferencing to reduce our travel impact on the environment.

Training / Lifelong Learning

Manpower believes continued learning is important for all of our employees and associates, and we strive to ensure that everyone in our organization has ready access to development opportunities at all times.

We provide training and career development opportunities through a variety of resources, but the foundation of our educational program is our online training Web site, which is available free of charge to our permanent and contingent employees around the world. The award-winning program – which is also available to our clients for use with their employees – has successfully enhanced the skills of over nine million people. There are currently over 3,600 courses available on the site, ranging from courses on IT to general business skills.



Our employees and associates find this easy-to-use, online learning tool a convenient way to upgrade their skills and continue to develop their careers. They can access the extensive selection of training classes anywhere and at any time. As their skills and credentials increase, so do their options to qualify for more advanced positions and earn higher salaries.

With more than four million people placed into jobs each year, Manpower's lifelong learning philosophy and educational tools are a vital source of work-ready employees for our clients around the world.

Data Privacy

As a world leader in the employment services industry, Manpower helps both companies and individuals to navigate the changing world of work. People are central to our business and we take our responsibility for ensuring the privacy and protection of personal and sensitive information very seriously. For Manpower, our responsibility extends beyond compliance with privacy and data protection laws; it is about doing the right thing for the millions of people who find jobs through Manpower every year.

The following are our Global Data Privacy Principles that guide our protection of personal and sensitive information. We respect the privacy of individuals through the following means:

- We tell the individuals who work with us precisely what personal information we collect, and why we collect it.
- Where appropriate, we respect personal choices about our collection, use and sharing of information.
- We collect, use and retain only personal information that is relevant and useful to our business interactions.
- We use reasonable efforts to keep personal information accurate and up-to-date.
- We use information security safeguards to protect personal information.
- We limit access to, and disclosure of, personal information.
- We retain personal information as required by law and according to our corporate document schedule.
- Where appropriate, we offer individuals the ability to view and update the information we have about them.
- We provide an opportunity for people to ask questions and register complaints.

\$2,656,485

The combined value of contributions and services donated to charitable causes in 2006. In North America, Manpower employees contributed nearly 30,000 hours of time to community service projects to benefit their neighbors in need.

Community

Manpower is dedicated to being a responsible and contributing member of society in each of the communities in which it operates. All over the world, Manpower employees, partnering with community organizations, businesses and government, engage in workforce development programs that make a difference in people's lives.

Charitable giving and volunteerism are part of the Manpower culture, and our employees are making a difference through local involvement and corporate activities. In fact, *Fortune* magazine's annual Most Admired Companies list has consistently ranked Manpower as the number one staffing firm in the category "Social Responsibility."

Health and Safety

Our commitment to the highest standards of employee health and safety is demonstrated via our registration to ISO 9001:2000 standards, which validates the strength of our Predictable Performance System, and its ability to meet universally recognized quality standards. Manpower has earned this registration in nearly all of our offices throughout North America, Europe and Asia Pacific.

Manpower takes appropriate measures to ensure that all of our temporary associates and contractors are being placed in client environments that are safe. In doing so, we ensure that all of our business operations comply with health and safety legislation and that these issues are a matter of priority before we place an associate on an assignment.

We have put processes in place to ensure adequate control of the health and safety risks arising from the client company's work activities. Adequate resources are made available to ensure that information, instruction, training and, where necessary, supervision, are provided to all colleagues on an ongoing basis.

Case History:

Safe Start – An Award-Winning Approach to Workplace Accident Reduction in Belgium



Did you know that young workers are twice as likely than their older colleagues to fall victim to workplace accidents?

Typically, young workers unfamiliar with hazards in the work environment – especially in industrial settings – are more likely than their seasoned colleagues to engage in unsafe work practices that may lead to accidents. Manpower found this statistic unacceptable, so we decided to do something about it.

Manpower Belgium developed a safety training program in cooperation with our client, Arcelor Steel, and their insurance company, Axa. The program was designed to alert temporary workers to the hazards they could potentially face in the steel-manufacturing environment. Before ever setting foot on the plant floor, Manpower-supplied workers at the Arcelor plant participated in a rigorous training program that described established plant safety procedures, enabling the young workers to begin their assignments better prepared to avoid the hazards they could face.

The results were extraordinary. Immediately following implementation of the training program, young workers at the Arcelor plant registered an 83% reduction in lost-time accidents compared to the previous year. And as a result of the cooperative effort involving Manpower Belgium, Arcelor and Axa, the companies were recognized with the prestigious *2006 Safety Award* from the Belgian government's Council for Risk Management at Work.

Manpower Global 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 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 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.



About Manpower Inc.

Manpower Inc. (NYSE: MAN) is a world leader in the employment services industry; creating and delivering services that enable its clients to win in the changing world of work. The \$18 billion company offers employers a range of services for the entire employment and business cycle including permanent, temporary and contract recruitment; employee assessment and selection; training; outplacement; outsourcing and consulting. Manpower's worldwide network of 4,400 offices in 73 countries and territories enables the company to meet the needs of its 400,000 clients per year, including small and medium size enterprises in all industry sectors, as well as the world's largest multinational corporations. The focus of Manpower's work is on raising productivity through improved quality, efficiency and cost-reduction across their total workforce, enabling clients to concentrate on their core business activities. Manpower Inc. operates under five brands: Manpower, Manpower Professional, Elan, Jefferson Wells and Right Management. More information on Manpower Inc. is available at www.manpower.com.



Products with a 100% Recycled label support re-use of forest resources and, in accordance with FSC standards, only use post-consumer recycled wood or fiber.

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