

## 2017/2018 Corporate Sustainability Update



ManpowerGroup report on progress against our goals



ManpowerGroup®



## OUR SUSTAINABILITY PLAN

We believe meaningful and sustainable employment has the power to change the world

### SUPPORTING THE SUSTAINABLE DEVELOPMENT GOALS



We realize our impact is greatest against the specific goals that are closest to what we do, in and around the world of work. That's why we've chosen four goals to focus on.

In 2015 the United Nations set the 2030 Agenda for Sustainable Development. Included are 17 goals to improve the lives of people everywhere and protect the world we live in. At ManpowerGroup we actively support the UN Agenda and have been since we signed up to the Global Compact in 2006.

### OUR SUSTAINABILITY PLAN IS BUILT AROUND LEARNABILITY AND EMPLOYABILITY

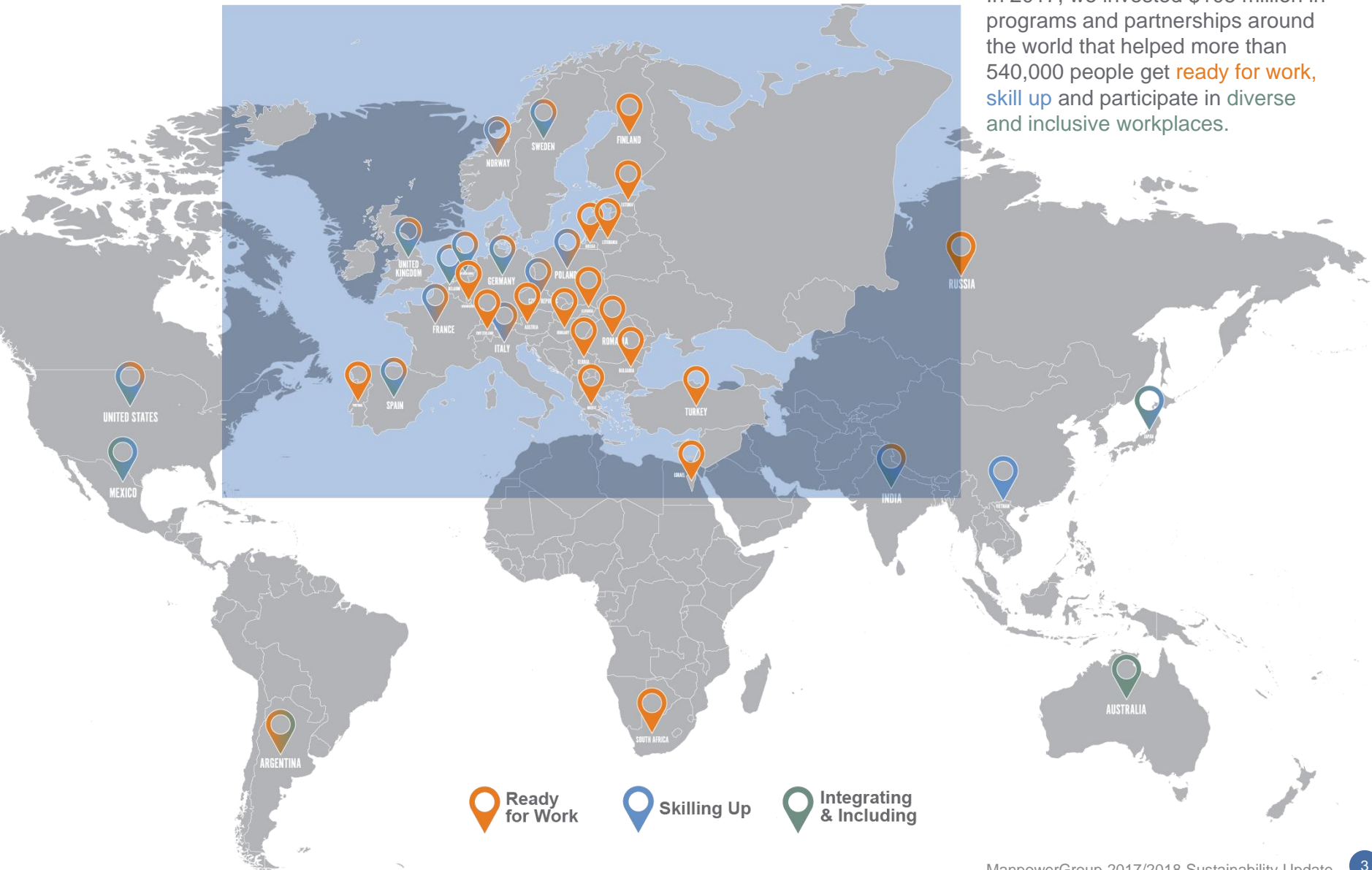
We are advancing the UN Sustainable Development Goals through our own Sustainability Plan, which is built around three pillars of learnability and employability — **getting young people ready for work**, **helping people skill up** and **building inclusive workplaces**.



# CLOSING THE SKILLS GAP



In 2017, we invested \$105 million in programs and partnerships around the world that helped more than 540,000 people get **ready for work**, **skill up** and participate in diverse and inclusive workplaces.



Ready  
for Work



Skilling Up



Integrating  
& Including



# 1 READY FOR WORK

Ensuring young people  
are work-ready when they  
leave education

SUPPORTING THE  
SUSTAINABLE  
DEVELOPMENT GOALS



By 2030, Generation Z and Millennials will make up two-thirds of the workforce, and 65% of Generation Z will do jobs that do not exist yet.\* We are committed to creating opportunities that help tomorrow's talent develop the skills they need before they enter the labor market.

## HOW WE HELPED YOUNG PEOPLE BUILD EMPLOYABILITY SKILLS

- Partnered with Junior Achievement in 31 countries, providing real-world experience to thousands of young people around the world:
  - Sponsored JA Europe Leader-for-a-Day job shadow experience
  - Mentored and coached [JA Europe Company of the Year](#) Program participants
  - Awarded 2nd annual Ready for Work Award and coached winning team members through our Right Management business
  - Recognized with JA USA President's Volunteer Service Award for outstanding employee volunteer activity
  - Coached and mentored more than 45,000 JA students over the last decade
- Promoted access to education, employment and entrepreneurship for young people via the [ManpowerGroup Foundation](#) in France
- Provided 9,600 hours of real-world work experience to 8 high school students each year through founding partnership with the [Cristo Rey Milwaukee Corporate Work Study Program](#)
- Trained hundreds of incoming Cristo Rey Milwaukee freshman in soft skills and business etiquette each year since 2016
- Partnered with [iINC](#) and clients in the Netherlands to help thousands of young people learn about jobs through flash internships since 2014
- Contributed to the Skill India Mission as training partner for [Ministry of Rural Development program](#) helping young people move out of rural poverty into skilled jobs
- Invested 25% of [Manpower South Africa's](#) profits to the Imvula Empowerment Education Fund to support students from disadvantaged backgrounds into employment
- Trained nearly 10,000 young people in Argentina through the [Juntos por los Jovenes program](#) since 2004

**65%** of Generation Z  
will do jobs that don't exist yet\*



\* "How To Attract Talent For Jobs That Don't Exist Yet," Forbes, October 2015



## 2 SKILLING UP



Helping people build new skills  
and nurture learnability  
throughout their career journey

### SUPPORTING THE SUSTAINABLE DEVELOPMENT GOALS



We know that 45% of employers globally are having difficulty hiring right-skilled talent\*, and this trend shows no sign of abating. We are committed to providing opportunities for people to acquire new skills and adapt to this fast-changing world of work.

### HOW WE HAVE UPSKILLED PEOPLE AND HELPED NURTURE THEIR LEARNABILITY

- Upskilled 477,000 associates across 12 countries
- Hosted 29,000 active learners on our digital learning platform powerYOU, nurturing a culture of learnability with repeat user rates of 46% exceeding industry benchmark of 35%
- Launched [RightCareer](#) platform to provide online assessments and personalized career development supported by real-time coaches in 26 countries and 17 languages
- Launched [DigiQuotient™](#) online assessment of readiness of leaders to lead in the digital age
- Mapped the future skills needed for 165 emerging digital manufacturing roles through a deep workforce analysis in partnership with the [Digital Manufacturing and Design Institute](#), Chicago
- Trained more than 100 U.S. military veterans in advanced digital manufacturing skills, and placed 95% into work after graduating from our [Academy of Advanced Manufacturing](#) in partnership with Rockwell Automation
- Upskilled 120,000 US associates through our [MyPath™](#) career resources, and are scaling to Europe in logistics, healthcare and advanced manufacturing
- Trained and certified more than 12,500 people over last 10 years to fill talent shortages in global transportation hubs at our Manpower [Logistics and Tech Academies](#) in Belgium & Netherlands
- Upskilled and reskilled hundreds of workers for new high-tech motorsports roles at [Experis Tech Academy](#) in Italy, and expanding to include Advanced Manufacturing and IT & Engineering industries in Spain, Germany, UK, Poland, Czech Republic, Sweden and Norway
- Upskilled 1,500 “not quite qualified” Indian job seekers – nearly half of them women – for in-demand tech jobs through Experis [Hire-Train-Deploy](#) program since 2016
- Educated young adults and military veterans and spouses in latest software development and cloud computing technologies [AWS re:Start](#) partnership in UK
- Renewed partnership with Vietnam’s [Ministry of Labor](#) to upskill workforce to meet the challenges of automation and digitization



\* [Solving the Talent Shortage: ManpowerGroup 2018 Talent Shortage Survey](#)



Enabling all people to  
participate in the workplace  
and achieve their potential

## 3 INTEGRATING & INCLUDING

SUPPORTING THE  
SUSTAINABLE  
DEVELOPMENT GOALS



Changing demographics are dramatically impacting workforces, and diversity, integration and inclusion are increasingly a social and economic priority. We are committed to nurturing diversity and providing opportunities for all people to participate in the workplace and achieve their potential.

### HOW WE'VE NURTURED DIVERSITY AND INCLUSION

- Coached and trained 54,000+ people from under-represented populations
- Placed more than 12,000 people with disabilities into formal employment since 2001 through [Caminemos Juntos](#) program in Mexico
- Trained more than 2,000 people with disabilities to prepare them for employment since 2004 through [Oportunidades para Todos](#) program in Argentina
- Earned [Disability Confident Leader](#) designation in the UK
- Employed more than 300 people with disabilities annually through our [Job Support Power](#) business line in Japan
- Connected 3,000+ [refugees](#) to meaningful work in Germany, Netherlands and Sweden since 2016
- Hosted [annual Women's Job Seminar](#) to help more than 1,000 U.S. women overcome barriers to employment since 2009
- Trained women in sales and customer service skills through the [Project VIVE](#) partnership with Trust for the Americas to enable increased participation in formal employment in Mexico
- Coached and supported more than 5,000 disadvantaged job-seekers since 2014 to help them quickly enter education or employment through [Manpower Matching](#) in Sweden
- Launched [STEP partnership](#) in Belgium to break down prejudices and convince employers of the value of inclusive labor market
- Coached and mentored hundreds of small business owners at our 16th annual North American Supplier Diversity Roundtable

\* [World Economic Forum Global Gender Gap Report 2017](#)







## RECOGNIZED THOUGHT AND INTEGRITY LEADER



### HOW WE MEASURE

- Research and thought leadership published
- Net Promoter System
- Share of voice
- Awards & accolades
- EcoVadis CSR ratings

As an industry leader we set high standards for ourselves and others. We are committed to providing research insights, thought leadership and solutions that help organizations anticipate world of work challenges and opportunities. And we are committed to delivering our solutions with the highest degree of ethical and responsible practice.

### WHAT WE HAVE ACCOMPLISHED

- We helped organizations to anticipate world of work opportunities and challenges through our industry-leading thought leadership, including:
  - [Millennial Careers: 2020 Vision](#) – global research on managing millennials at work
  - [Solving the Talent Shortage](#) – the largest human capital survey of its kind, featuring 12 years of research on global talent shortages
  - [Culture of Innovation](#) – practical recommendations for organizations that want to encourage innovation to drive long-term value
  - [From C-Suite to Digital Suite: How to Lead Through Digital Transformation](#) – new insights on digital leadership from Right Management
  - [Human Age 2.0: The Skills Revolution](#); [Skills Revolution 2.0: Robots Need Not Apply](#) – global research identifying future skills and the impact of automation on the workforce
  - [ManpowerGroup Employment Outlook Survey](#) – the largest and longest running forward-looking human capital survey, a quarterly index of global hiring confidence
- Launched **Global NPS Center of Excellence**
- **Increased Net Promoter Scores** in 13 markets
- **Increased** media and social **share of voice** over competitors +4% year-over-year
- Recognized as one of **Ethisphere's World's Most Ethical Companies** for the 9th year and **Fortune's Most Admired Companies** for the 22nd year; the only company in our industry to be consistently recognized on both lists
- Included in multiple **sustainable and responsible investment indices**:
  - **Dow Jones Sustainability Index**, 10th year
  - **FTSE4Good Index**, 10th year
  - **Goldman Sachs JUST ETF Index**
  - **PaxEllevest Global Women's Leadership Fund**
  - **Impact Shares NAACP Minority Empowerment ETF**
- Named to inaugural **Barron's 100 Most Sustainable Companies** list
- Recognized on **CR Magazine's 100 Best Corporate Citizens** list since 2014
- Awarded **Gold EcoVadis CSR rating** at the global level since 2012, Gold or Silver rating in 16 countries
- **8th CDP report** published in 2018



## HIGH PERFORMANCE AND COLLABORATIVE CULTURE



### HOW WE MEASURE

- Annual People Survey engagement and culture indices
- Skills development
- Leadership succession
- Retention & internal promotions
- Diversity & inclusion

In the Skills Revolution, skills needs are changing rapidly and companies are competing for in-demand talent. We are committed to investing in skills development and fostering a high-performing and collaborative culture, so we can design and deliver solutions, develop strong pipelines of diverse talent and progress career journeys.

### WHAT WE HAVE ACCOMPLISHED

- Launched **Global Assessment Center of Excellence** to expand data-driven insight and accelerate innovation, enabling us to better predict performance, upskill employees and develop leaders
- Maintained **high levels of employee engagement** for third year in a row
- **Upskilled 15,000+ employees** through active learning on **powerYOU**, our digital learning platform
- **Developed 75% of employees** as they moved into new or expanded roles
- Filled **55% of leadership and management roles** through **internal promotions**
- Continued to **increase diversity of our leadership and Board**:
  - **Women** make up 57% of management, 33% of senior leadership, 29% of key and executive leadership roles, and 42% of our Board
  - **67% of people promoted** into management and leadership roles **are women**
  - **People of color** make up 22% of U.S. organization and 15% of managers
- Recognized on **2020 Women on Boards Honor Roll**
- Recognized as **Disability Equality Index Best Places to Work** and **Human Rights Campaign Best Places to Work for LGBTQ Equality**
- Named as one of **Women's Choice Awards' Best Companies to Work for Women** and **Best Companies for Millennials**
- Named as one of **Forbes Best Employers for New Grads**
- Ranked as one of **America's best companies to work for**, based on Glassdoor ratings



# SUSTAINABILITY PERFORMANCE SNAPSHOT

For more information please visit [manpowergroup.com/sustainability](http://manpowergroup.com/sustainability)

Workforce Demographics & Diversity	2017	2016	2015
Number of employees	28,881	28,380	28,137
Women at all levels of the organization	69%	65%	65%
Women in all management roles	57%	58%	55%
Women in senior leadership	33%	31%	31%
Women in key and executive leadership	29%	25%	21%
Women on Board of Directors	42%	38%	33%
Minorities at all levels (US)	22%	20%	19%
Minorities in all management roles (US)	15%	14%	17%
Represented by collective bargaining agreements <sup>1</sup>	46%	49%	43%

Employee Development & Engagement	2017	2016	2015
Average hours in formal training per employee <sup>1</sup>	22	24	22
Employees receiving development assignments	74%	74%	72%
Positions <sup>2</sup> filled through internal promotions	55%	43%	51%
Percent of internal promotions <sup>2</sup> that were women	67%	61%	58%
Employee Engagement Index <sup>3</sup>	60%	61%	60%
Employee retention	76%	78%	76%

Employability & Community Investment <sup>1</sup>	2017	2016	2015
Investment in employability programs	\$105M	\$84M	\$70M
Charitable donations and sponsorships <sup>4</sup>	\$5M	\$6.1M	\$6.9M

## Footnotes

1. In key markets representing approximately 80% of global revenues
2. Management and leadership positions
3. Percentage of employees answered favorably to all four engagement-related indicators on the ManpowerGroup Annual People Survey. Percentage of employees not engaged increased slightly from 4.9% in 2016 to 5.1% in 2017. No significant difference in engagement between men and women.
4. Cash and in-kind donations to non-profit community organizations, not including investments made to support employability programs we develop and support in collaboration with community partners.
5. Net Promoter Score (NPS) is an index ranging from -100 to 100 that measures the willingness of customers to recommend a company's products or services. Data represents weighted average of client NPS in local markets.
6. All employees are required to complete annual training with a comprehension score of 100% on our Code of Business Conduct and Ethics and Anti-Corruption Policy. Given employee turnover, we expect a 95% completion rate.

Most Trusted Brand	2017	2016	2015
Net Promoter Score <sup>1,4</sup>	25	26	24
Suppliers signed Supplier Code of Conduct <sup>1,8</sup>	15,409	10,765	9,564
Employees trained on ethics policies <sup>6</sup>	99%	99%	99%
Trusted and Ethical Culture Index <sup>7</sup>	79%	79%	78%
Markets assessed for sustainability risk <sup>8</sup>	66%	45%	24%

Health, Safety & Wellness <sup>1</sup>	2017	2016	2015
Health & safety management system certification <sup>9</sup>	43%	35%	35%
Absentee rate — employee <sup>10</sup>	1.9	35%	35%
Reportable injury frequency rate <sup>11</sup> — employees	3.7	4.3	3.8
Reportable injury frequency rate <sup>11</sup> — associates	24	20.6	32.5

Environment <sup>12</sup>	2017	2016	2015
Management system or office building certification <sup>1,9</sup>	57%	56%	55%
Total energy consumption (MWh)	100,650	149,843	125,257
Electricity from renewable sources	14%	15%	17%
Scope 1 GHG emissions (tCO <sub>2</sub> e)	14,819	22,515	19,565
Scope 2 GHG emissions (tCO <sub>2</sub> e)	14,056	14,365	11,741
Water consumption (MIO m3)	0.156	0.155	0.171
Waste not recycled (t)	3,120	3,127	3,792
Waste recycled (t)	3,129	4,897	4,911

7. Percentage of employees answered favorably to all seven trusted & ethical culture indicators on the ManpowerGroup Annual People Survey. Percentage of employees responding unfavorably to these indicators decreased from 7.1% in 2015 to 6.9% in 2016.
8. Via 3rd-party audits and assessments against international standards, including ethical business practices, fair employment practices, human rights, responsible procurement and environmental management.
9. 3rd-party validation / certification is undertaken at the country level. Types of certification include ISO 9001, ISO 14001, OHSAS 18001, LEED, HQE, SA 8000, EcoVadis, etc.
10. Percentage of total scheduled workdays lost to unscheduled absences
11. Number of reportable injury events per million hours worked.
12. Estimated global footprint based on available raw data from key market operations.