

## 2018/2019 Sustainability Update



Advancing our Sustainability Plan and  
the UN Sustainable Development 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**.

Ready for Work	Skilling Up	Integrating and Including
<p>Developing Employability for Tomorrow's Talent</p>	<p>Building New Skills for a Fast-Changing World of Work</p>	<p>Nurturing Diversity in the Workplace</p>
ENSURING YOUNG PEOPLE ARE WORK READY WHEN THEY LEAVE EDUCATION	HELPING PEOPLE NURTURE LEARNABILITY THROUGHOUT THEIR CAREER JOURNEY	ENABLING ALL PEOPLE TO PARTICIPATE IN THE WORKPLACE AND ACHIEVE THEIR POTENTIAL

# CLOSING THE SKILLS GAP



In 2018, we invested **\$113 million** in programs and partnerships around the world that helped more than **300,000 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

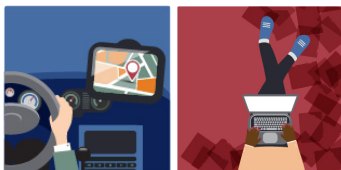
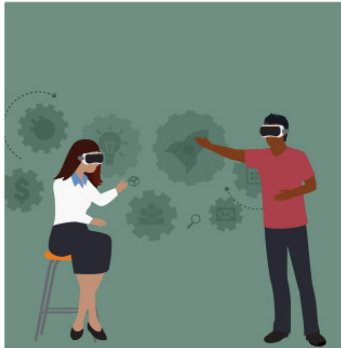


By 2030, Generation Z and Millennials will make up two-thirds of the workforce, and 65% of Generation Z will do jobs that do not exist yet.\* We are committed to creating opportunities that help tomorrow's talent develop the skills they need before they enter the labor market.

## HOW WE HELPED YOUNG PEOPLE BUILD EMPLOYABILITY SKILLS

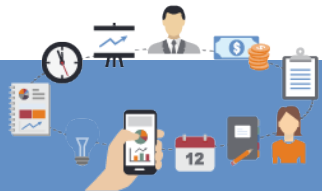
- Demonstrated augmented reality upskilling for unemployed youth at the World Economic Forum Annual Meeting in Davos and VivaTech in Paris
- Partnered with Junior Achievement in 31 countries, providing real-world experience to thousands of young people around the world:
  - Sponsored JA Europe Leader-for-a-Day job shadow experience
  - Mentored and coached [JA Europe Company of the Year](#) Program participants
  - Awarded 3rd annual Ready for Work Award and coached winning team members through our Right Management business
  - Recognized for the second consecutive year 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
- Developed free online service – [Cvtemplate.be](#) – to help young people in Belgium prepare professional CVs, resulting in over 3,000 site visitors per month and over 6,000 CVs created since September 2018
- 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 [jINC](#) 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\*



LEARN MORE

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



## 2 SKILLING UP

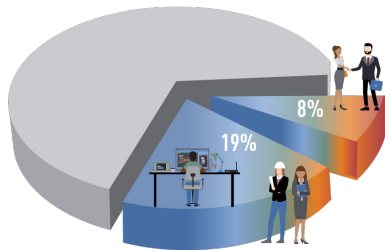


Helping people build new skills and nurture learnability throughout their career journey

SUPPORTING THE  
SUSTAINABLE DEVELOPMENT GOALS



45% of employers say they can't find the skills they need



and 27% of employers say applicants lack either the **hard skills** or **human strengths** they need to fulfill their roles

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 215,775 associates across 12 countries in 2018
- Designated 2019 the *Year of Learning* and released new content on our online skills portal *powerYOU®* to nurture the learnability of our employees. In 2018 alone, 58,000 active learners utilized 35,000 virtual and blended learning courses.
- Launched [RightCareer](#) platform to provide online assessments and personalized career development supported by real-time coaches in 26 countries and 17 languages
- Assessed more than 135,000 people on their learning styles and readiness to lead in the digital age with [LearnabilityQuotient™](#), [DigiQuotient™](#), [SkillsInSight™](#) and [DigitalEvolutionPathway™](#)
- Provided mentoring and training on the most in-demand tech skills to over 1,000 people in Israel since 2010 through [We Code](#), an accelerated, 8-month intensive scholarship bootcamp. 95% of graduates, 30% of whom are women, found and stayed in jobs with high-tech companies
- Trained over 120 U.S. military veterans since 2017 in advanced digital manufacturing skills and connected 94% to career-advancing jobs after graduating from our [Academy of Advanced Manufacturing](#) in partnership with Rockwell Automation
- Upskilled over 24,608 U.S. associates since the start of 2018 through [MyPath™](#), a program that prioritizes our talent and gives them access to in-demand careers by providing upskilling opportunities, personalized guidance and support. The program scaled in 2018-2019 to include Manpower Canada, Norway, Italy and Mexico as well as Experis India and Mexico.
- Provided 1.8 million hours of training in France through the [CDII Program](#), and scaling virtual reality training beyond construction to logistics and energy sectors
- Trained and certified 1,500 people each year since its creation in 2007 to fill talent shortages in global transportation hubs at our Manpower [Logistics and Tech Academies](#) in Belgium & Netherlands, with an employment rate exceeding 75%
- Leveraged the best practices from the successful [Experis Tech Academy](#) in Italy, where over 500 professionals are annually upskilled and reskilled over 25,000+ hours, and expanded training to include IT, Engineering and Advanced Manufacturing across locations in Spain, Germany, UK, Poland, Czech Republic, Sweden and Norway
- Educated young adults, military veterans and spouses in latest software development and cloud computing technologies through the UK [AWS re:Start](#) partnership
- Renewed partnership with Vietnam's [Ministry of Labor](#) to upskill workforce to meet the challenges of automation and digitization

LEARN MORE

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





# 3 INTEGRATING & INCLUDING

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

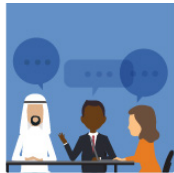
SUPPORTING THE SUSTAINABLE DEVELOPMENT GOALS



At the current rate, it will take

# 202

years to close the gender gap\*



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 91,337 people in our external employability programs, more than one third from under-represented populations
- Became a founding member of the [Valuable 500](#), a global community of business leaders and their brands driving disability inclusion through systemic change by unlocking the business, social and economic value of the 1.3 billion people living with disabilities
  - Placed more than 12,000 people with disabilities into formal employment since 2001 through our [Caminemos Juntos](#) program in Mexico and Central America
  - Trained over 2,000 people with disabilities to prepare them for employment since 2004 through [Oportunidades para Todos](#) program in Argentina
  - Recruited, assessed and connected over 5,600 associates with disabilities to 5,400 employers in 2018 with our [HandiCapable Program](#) in France
  - 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
- Joined [TENT Partnership for Refugees](#), a private sector initiative to improve the lives and livelihoods of more than 25 million men, women & children forcibly displaced from their home countries
  - Connected more than 3,000 [refugees](#) to meaningful work in Germany, Netherlands and Sweden since 2016
  - Piloted [Talento Sin Fronteras](#) program in Panama, in partnership with UNHCR and HIAS, to train refugees and connect them with jobs. Now expanding program to neighboring countries.
- Hosted annual [Women's Job Seminar](#), helping more than 1,000 U.S. women overcome barriers to employment since 2009
- Trained women in sales and customer service skills through the [Proyecto 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 Matchning](#) 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 17th annual North America Supplier Diversity Forum
- Launched our own Women's Leadership Initiative in 2018, bringing together 50 of our top senior leaders from around the world for coaching, mentoring and networking

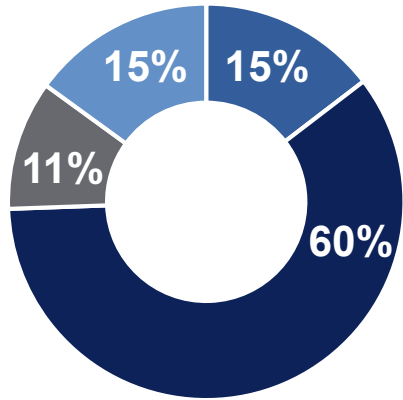
LEARN MORE

\* [World Economic Forum Global Gender Gap Report 2018](#)



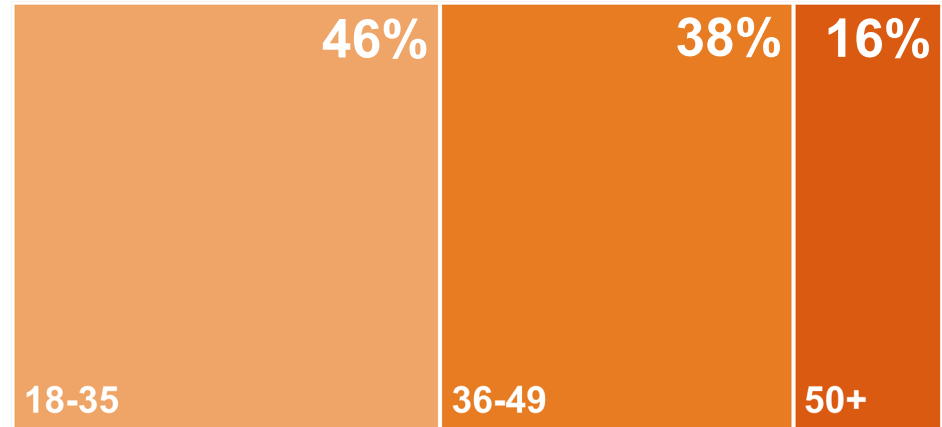
# DIVERSITY IS OUR GREATEST ASSET

GLOBAL WORKFORCE BY REGION

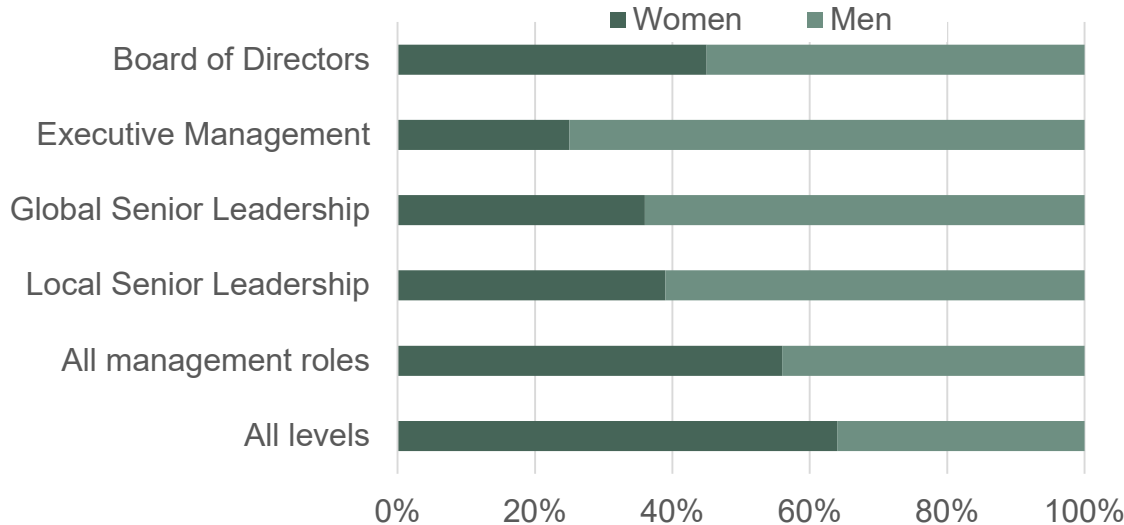


- Asia Pacific & Middle East
- Europe & Africa
- Latin America
- North America

GENERATIONAL DIVERSITY BY AGE



GENDER DIVERSITY BY ROLE



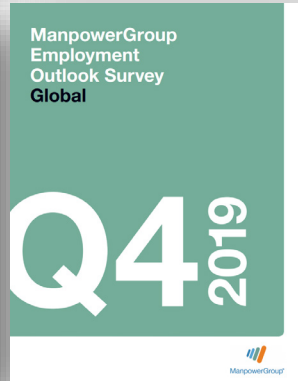
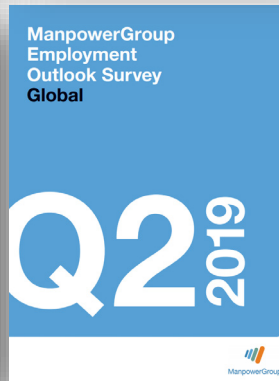
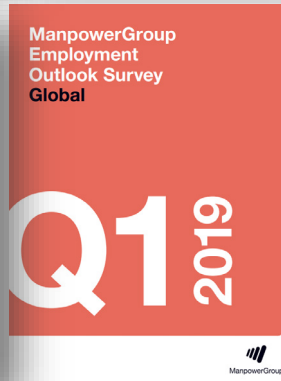
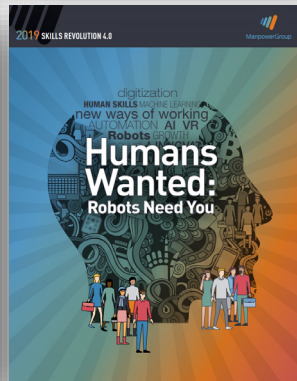
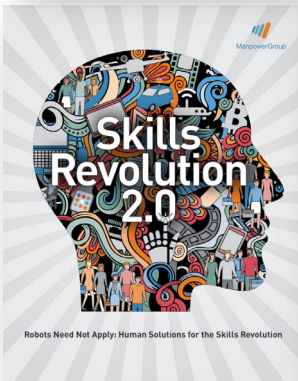
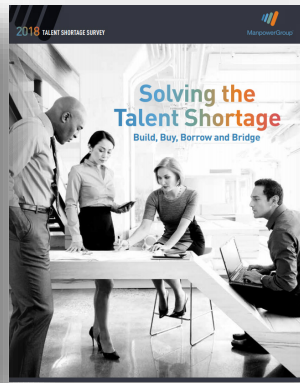
**40%** of each respective leadership level will be held by women by 2024





# OUR INSIGHTS INTO THE WORLD OF WORK

We are committed to providing research insights, thought leadership and solutions that help organizations to anticipate world of work opportunities and challenges.



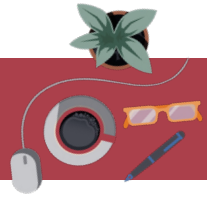




# RECOGNITION FOR OUR COMMITMENT

As an industry leader we set high standards for ourselves and others. We are consistently recognized for delivering our solutions with the highest degree of ethical and responsible practice.

	<p>Ethisphere's World's Most Ethical Companies for the 10<sup>th</sup> year</p>		<p>Gold or Silver EcoVadis CSR ratings in 20 countries</p>
	<p>Fortune's Most Admired Companies for the 17<sup>th</sup> year</p>		<p>2020 Women on Boards Honor Roll</p>
	<p>Dow Jones Sustainability Index, 11<sup>th</sup> year</p>		<p>Women's Choice Awards' Best Companies to Work for Women and Best Companies for Millennials</p>
	<p>FTSE4Good Index, 11<sup>th</sup> year</p>		<p>Human Rights Campaign Best Places to Work for LGBTQ Equality for 4<sup>th</sup> year</p>
	<p>Goldman Sachs JUST ETF Index &amp; Impact Shares NAACP Minority Empowerment ETF</p>		<p>Disability Equality Index Best Places to Work for 4<sup>th</sup> year</p>
	<p>PaxEllevate Global Women's Leadership Fund since 2015</p>		<p>Forbes Best Employers for Women 2019</p>
	<p>CR Magazine's 100 Best Corporate Citizens list since 2014</p>		<p>Forbes Best Employers for Diversity 2019</p>
	<p>Barron's 100 Most Sustainable Companies list for the 2<sup>nd</sup> year</p>		<p>Forbes Best Employers for New Grads 2019</p>



# OUR LOCAL REPORTS

## France



## Italy



## Argentina



## Sweden



## Belgium



## Latin America



## Mexico



# SUSTAINABILITY PERFORMANCE SNAPSHOT

Demographics & Diversity	2016	2017	2018
Employees worldwide (rounded)	28,000	29,000	<b>30,000</b>
Women on Board of Directors	38%	42%	<b>45%</b>
Women in Executive Management	20%	20%	<b>25%</b>
Women in Senior Leadership <sup>1</sup>	31%	33%	<b>36%</b>
Women in all management roles	58%	57%	<b>56%</b>
Women at all levels of the organization	65%	69%	<b>64%</b>
Women as a percentage of new hires <sup>2</sup>	--	--	<b>65%</b>
Women as a percentage of promotions into management and leadership roles <sup>2</sup>	61%	67%	<b>69%</b>
Employees represented by unions or collective bargaining <sup>2</sup>	49%	46%	<b>53%</b>

Employee Development & Engagement	2016	2017	2018
Average hours in formal training per employee <sup>2</sup>	24	22	<b>22</b>
Total investment in employee development <sup>2</sup> (\$ millions)	--	15	<b>17</b>
Employees received development assignments	74%	74%	<b>75%</b>
Positions filled through internal promotions <sup>2</sup>	43%	55%	<b>52%</b>
Employee Engagement Index <sup>3</sup>	61%	60%	<b>59%</b>
Employee retention at all levels <sup>2, 4</sup>	78%	76%	<b>73%</b>
Voluntary turnover at all levels <sup>2, 4</sup>	16%	16%	<b>19%</b>
Voluntary turnover - all management roles <sup>2</sup>	--	11%	<b>11%</b>
Employees with more than five years tenure	42%	42%	<b>42%</b>

Employability & Community Investment <sup>2</sup>	2016	2017	2018
Investment in employability programs <sup>5</sup> (\$ millions)	84	105	<b>113</b>
Number of participants in all employability programs (rounded)	358,000	540,000	<b>307,000</b>
Number of participants from under-represented or disadvantaged populations (rounded)	40,850	54,000	<b>37,800</b>
Charitable donations and sponsorships <sup>6</sup> (\$ millions)	6	5	<b>5</b>
Employee volunteer hours	58,095	33,025	<b>30,783</b>
Number of employee volunteers	2,029	2,019	<b>2,045</b>

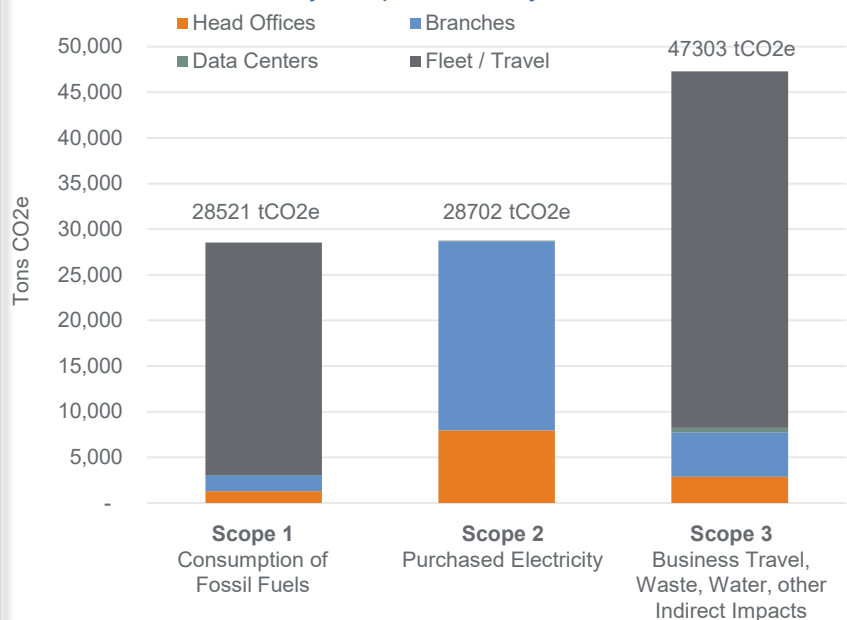
Most Trusted Brand	2016	2017	2018
Employees trained on ethics policies <sup>7</sup>	99%	99%	<b>99%</b>
Trusted and Ethical Culture Index <sup>8</sup>	79%	79%	<b>79%</b>
Client Net Promoter Score (weighted average) <sup>2</sup>	26	25	<b>28</b>
Markets assessed for sustainability risk via EcoVadis <sup>9</sup>	45%	66%	<b>77%</b>
Number of countries assessed by EcoVadis	6	13	<b>20</b>
Number of Gold or Silver EcoVadis ratings	6	11	<b>18</b>
Suppliers signed our Supplier Code of Conduct <sup>2</sup>	10,765	15,409	<b>16,790</b>

Health & Safety Management	2016	2017	2018
Markets with OHSAS 18001, ISO 45001 or other health & safety management system certification <sup>10</sup>	35%	43%	<b>50%</b>
Employee absentee rate <sup>11</sup>	2.1	1.9	<b>2.9</b>
Number of recordable injury events among employees per million hours worked <sup>2</sup>	4.3	3.7	<b>3.8</b>
Number of lost time injury events among employees per million hours worked <sup>12</sup>	--	--	<b>2.8</b>
Number of recordable injury events among associates on assignment per million hours worked <sup>2</sup>	20.6	24	<b>23.9</b>
Number of lost time injury events among associates on assignment per million hours worked <sup>13</sup>	--	--	<b>22.3</b>

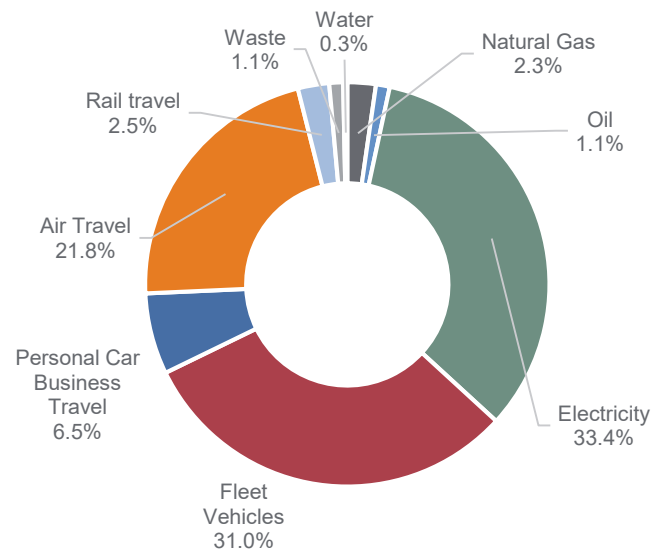
## Notes

1. Executive Management, Regional Presidents and top global functional leaders
2. In key markets representing approximately 80% of worldwide employee population and revenues
3. Percentage of employees answered favorably to all four engagement indicators on the ManpowerGroup Annual People Survey
4. A significant percentage of our roles are entry level. We expect a high level of turnover as these jobs are typically a pathway to other careers.
5. Ready-for-work, upskilling, and diversity & inclusion programs, including upskilling programs for associates. Does not include investment in internal staff skills development.
6. Cash and in-kind donations to non-profit community organizations, not including investments in employability programs we develop and support in collaboration with community partners
7. 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.
8. Percentage of employees answered favorably to all seven Trusted & Ethical Culture indicators on the ManpowerGroup Annual People Survey
9. Percentage of worldwide revenues in countries assessed for ethical business practices, fair employment practices, human rights, responsible procurement and environmental management
10. Percentage of worldwide revenues in countries with certified management systems
11. In key markets representing approximately 60% of worldwide employees. Absenteeism data is not tracked in some markets, including the US, where our Paid Time Off policy enables employees to take scheduled or unscheduled time off as needed for any reason.
12. In key markets representing 45% of worldwide employees. Not previously tracked.
13. In key markets representing approximately 60% of worldwide revenues. Not previously tracked.

### Emissions by Scope & Activity



### Emissions by Source



Environmental Performance	2018
Total energy consumption (MWh)	199849
Electricity from renewable sources	14%
Scope 1 GHG emissions (tCO2e)	28521
Scope 1 GHG emissions (tCO2e)	28702
Scope 1 GHG emissions (tCO2e)	47303
Scope 1 + 2 emissions per \$million revenue	2.60
Scope 1 + 2 emissions per FTE	1.91
Water consumption (MIO m3)	0.323
Total waste generated (t)	3672
Waste not recycled (t)	1541
Waste recycled (t)	2131
Percentage of waste recycled	58%

Environmental Certification	2018
Key markets with ISO 14001 certification	50%
Key market headquarters in "green" certified buildings	60%

#### Note on Performance Data

In 2018, after a review of our environmental reporting approach, we determined that a more robust data collection and reporting methodology was required to enable accurate capture and calculation of our footprint.

We engaged environmental consultancy EcoAct to develop and pilot a new approach in 14 key markets representing 80% of our worldwide operations. The methodology is context-based, considering different activities and consumption behaviors of headquarters, branch offices and data centers to make informed estimates where consumption data is unavailable. The approach also considers other Scope 3 impacts not previously reported. Our complete report is available on [cdp.net](http://cdp.net).

We were not able to reverse-apply the new methodology to prior years and comparison with previously reported data is not meaningful. Therefore we are establishing 2018 as our new baseline year.

# REPORTING APPROACH

## Stakeholder Engagement

We regularly engage with our key stakeholders to understand their concerns and ensure our internal and external sustainability reporting addresses their areas of greatest interest.

## Prioritizing Reporting Topics

To identify the topics that we include in our reporting, we conduct a periodic inventory of all stakeholder concerns and review them alongside trends in the regulatory environment, competitors' reporting and the wider sustainability reporting landscape. We then prioritize based on the level of stakeholder interest and the potential impact of our business activities.

KEY STAKEHOLDERS	ENGAGEMENT EXAMPLES	AREAS OF INTEREST / IMPACT						
		ETHICS	SKILLS DEVELOPMENT	DIVERSITY	HUMAN RIGHTS	HEALTH & SAFETY	SUPPLY CHAIN	ENVIRONMENT
<b>Company Leadership</b>	<ul style="list-style-type: none"> <li>Strategic Execution Framework</li> <li>Enterprise risk assessment</li> <li>Companywide communications</li> <li>Quarterly updates</li> </ul>	✓	✓	✓	✓	✓	✓	✓
<b>Clients</b>	<ul style="list-style-type: none"> <li>Meetings &amp; account reviews</li> <li>Net Promoter System &amp; satisfaction surveys</li> <li>Assessments &amp; questionnaires</li> <li>Market research</li> <li>RFPs &amp; RFIs</li> </ul>	✓	✓	✓	✓	✓		✓
<b>Candidates &amp; Associates</b>	<ul style="list-style-type: none"> <li>Interviews</li> <li>Net Promoter System &amp; satisfaction surveys</li> <li>Glassdoor</li> <li>Social media</li> <li>Market research</li> </ul>	✓	✓	✓	✓	✓		✓
<b>Employees</b>	<ul style="list-style-type: none"> <li>ManpowerGroup Annual People Survey</li> <li>Live &amp; virtual town hall meetings</li> <li>Companywide collaboration platforms</li> <li>Internal communications</li> </ul>	✓	✓	✓	✓	✓		✓
<b>Investors &amp; Shareholders</b>	<ul style="list-style-type: none"> <li>Quarterly earnings calls</li> <li>Meetings and inquiries</li> <li>Analyst questionnaires (e.g., CDP, DJSI, ISS)</li> </ul>	✓	✓	✓	✓	✓	✓	✓
<b>Community</b>	<ul style="list-style-type: none"> <li>Partnership meetings</li> <li>Board membership</li> <li>Volunteer activities</li> </ul>	✓	✓	✓	✓			



# CONTENT INDEX

We take into consideration a number of frameworks and standards when preparing our reports and disclosures, including the United Nations Global Compact Principles and Sustainable Development Goals, GRI and the Sustainable Accounting Standards Board.

Disclosure	GRI	SASB	UNGC	SDG	Location and Notes
<b>ORGANIZATIONAL PROFILE</b>					
Primary brands and services	102-2				2018 Annual Report
Location of our headquarters	102-3				Milwaukee, Wisconsin USA
Countries of operation	102-4				2018 Annual Report
Nature of ownership and legal form	102-5				2018 Annual Report
Markets served, including geographic breakdown, sectors, and types of customers	102-6				2018 Annual Report
Workforce demographics	102-8	SV-PS-000.A	6		Diversity is Our Greatest Asset; Performance Snapshot
Percentage of employees covered by collective bargaining agreements	102-41		1, 3		Performance Snapshot
Description of our supply chain	102-9				We engage a broad base of suppliers around the globe to provide the goods and services we need to operate our business. These include, but are not limited to, technology providers, real-estate and facilities management providers, and providers of office supplies. Supply Chain Responsibility
Endorsement of externally developed charters, principles, initiatives	102-12		1-10		Our Sustainability Plan,
Association memberships	102-13		1-6, 10		
<b>STRATEGY</b>					
Statement from the most senior decision-maker of the organization	102-14				
Key impacts, risks and opportunities	102-15				
<b>ETHICS AND INTEGRITY</b>					
Description of values, principles, standards and norms of behavior	102-16	SV-PS-510a.1	10		
Communication and training on anti-corruption policies and procedures	205-2	SV-PS-510a.1	10		
Mechanisms for advice and concerns about ethics	102-17	SV-PS-510a.1	10		
<b>GOVERNANCE</b>					
Governance structure of the organization and committees responsible for decision-making	102-18				