

Working to Change the World

2021-2022 ESG Report



Explore Our ESG Report



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Messages from our Chairman & CEO
and Chief Sustainability Officer



ESG Strategy

*Our Working to Change
the World Plan*



Planet

Delivering on our validated,
science-based targets to reduce
emissions by 2030



People & Prosperity

Committed to being Creators
of Talent at Scale and
Meaningful Work for All



Principles of Governance

Running a responsible
business and setting high
ethical standards



Key Performance Indicators

Progress against our
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Disclosures

Aligning to GRI, SASB and
Stakeholder Capitalism Metrics



Message From Our Chairman & CEO

To be truly sustainable, our ESG strategy must be embedded in our business strategy. That is how we can focus most on delivering **Environment** action, modelling our **Social** impact and leading with good **Governance**, and it is how we can accelerate our plans to Diversify, Digitize and Innovate.

In recent years, we have seen the momentum of wider climate actions and increasing focus on climate solutions. I am proud of the dedication of the ManpowerGroup team to be first in our industry to have our 2030 climate goals validated by the Science Based Target initiative, identifying the levers to reach net zero by 2045 or sooner. What is increasingly urgent, however, is the need to make the same kind of global collective progress to address the S — and decades faster than we did on climate action.

We know that global economics, current geopolitics and other accelerating trends are exacerbating the divide between knowledge workers, skilled and other workers — those that have the skills and those that have not. And we are seeing a perceptible impact on the world of work, changing as stealthily and dramatically as it did at the time of the Industrial Revolution. While I am convinced that various forms of worker flexibility will be a lasting legacy of the pandemic, unless we as leaders, policy makers and change-makers act now — we will see a further bifurcation of opportunity and wealth creation by gender, race, education, skill set and now remote versus onsite workers.

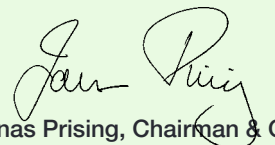
We believe what gets measured gets done — but reporting should not come at the expense of progress. So we welcome the continued harmonization of standards — especially the IBC Stakeholder Capitalist

Metrics and work of the ISSB. We also acknowledge that an organization's full social impact cannot always be measured in shared ESG criteria, the extraordinary work of our team in response to the Ukraine war is one example.

This is why our **Working to Change the World Plan** lays out goals that reflect our True North — rooted in our values and leaning into our people and purpose — that meaningful work has the power to change the world. It is why we will continue to build partnerships that collectively create positive impact for People and Planet. And it is why we believe our ESG strategy is a winning business strategy benefiting our clients, our associates, our shareholders and the world at large.



**Thank you for joining us in
*Working to Change the World.***


Jonas Prising, Chairman & CEO



Message From Our Chief Sustainability Officer

Just as we are committed to reaching Net Zero on the E, we believe in shared ambitions to achieve Net Positive on the S.

Since we launched our *Working to Change the World* report in 2021, we've made good progress towards our 2030 Planet goals of reducing Scope 1 and 2 emissions by 60% and Scope 3 by 30%. We have decreased our operational emissions by 39%, and are especially focused on renewables, decarbonizing the travel of 2 million people we find work for every year, while partnering with our supply chain to scale our impact.

At the same time, People and their Prosperity are core to our business and foundational to our Purpose, that meaningful and sustainable employment has the power to change the world. That's why we believe in Net Positive employment – so that people are better off while they are with us or even if they leave us, than they were when they first met us.

For us that means helping people reskill and develop their talents so they know more about themselves and their potential than

they did before. It means broadening diversity, equity, inclusion and belonging in the workplace, increasing people's individual employability and providing them with greater control of their prosperity and earnings potential. And it means supporting people's balance of work, life and wellbeing, to have confidence they have the skills for today along with the awareness to access the opportunities of tomorrow.

We believe a more science-based approach to the S is required to make progress faster than that on climate. We must be diligent in setting lofty goals, laying out targets, tracking progress and being mindful of how we impact individuals' lives, yet not derailed by reporting standards and rankings.

ESG is neither a bolt-on, an outcome, a nice to have or a fad. It's a journey, in good times and during challenges, and the only way of doing business to create broader shared value for all. This is how we can be Creators of Talent at Scale, making Meaningful Work, Work for All, and making life better for the many, not just the few.



Thank you for reading our progress report and joining us in *Working to Change the World*.

Ruth Harper
SVP, Chief Communications & Sustainability Officer



Our ESG Strategy

*Our Working to
Change the World Plan*



About This Report

Welcome to the second annual *Working to Change the World* report from ManpowerGroup. This report summarizes our Environmental, Social and Governance (ESG) performance in 2021, and outlines how we have continued to positively impact the lives of our employees, clients and associates, while caring for the planet.

This report includes quantitative performance data from January 1, 2021, to December 31, 2021, unless stated otherwise, while our narrative also includes events through the first half of 2022. The preparation of this report has been informed by the Global Reporting Initiative (GRI) Standards, the Sustainability Accounting Standards Board (SASB) and the World Economic Forum (WEF) Stakeholder Capitalism Metrics.

This report also serves as our Communication on Progress (CoP) for our commitment to the UN Global Compact, and aligns with UN Sustainable Development Goals (SDGs).

The scope of data in this report includes 100% of our global operations across more than 75 countries and territories, unless otherwise noted.

Our ESG Strategy: *Working to Change the World Plan*

We believe meaningful, sustainable employment has the power to change the world.

Today we are proud to be sharing our one-year progress on our ESG Strategy:



The three pillars of our strategy plan – Planet, People & Prosperity, and Principles of Governance — are designed to address the most urgent issues we face and focus on where we can make the most impact, from climate change to the skills shortage. Our *Working to Change the World Plan* serves as a unifying force because we believe the future is built on partnerships and on all we can achieve collectively to create positive social change.

Global Alignment & Collaboration

Our *Working to Change the World Plan* reflects the United Nations (UN) Global Compact sustainability principles and the UN Sustainable Development Goals.

We have been actively engaged with the UN since signing the Global Compact in 2006. In 2015, the UN established the 17 Sustainable Development Goals (SDGs), its blueprint for a more sustainable future. We support all the goals and are particularly focused on those where we can have the biggest impact:

 4 QUALITY EDUCATION	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	 10 REDUCED INEQUALITIES	Reduce inequality within and among countries
 5 GENDER EQUALITY	Achieve gender equality and empower all women and girls	 13 CLIMATE ACTION	Take urgent action to combat climate change and its impacts
 8 DECENT WORK AND ECONOMIC GROWTH	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	 17 PARTNERSHIPS FOR THE GOALS	Strengthen the means of implementation and revitalize the Global Partnership for sustainable development

“We remain strongly committed to the principles of the United Nations Global Compact and aligned with the Sustainable Development Goals where we believe we can make the most impact.”

- Jonas Prising, Chairman & CEO

We believe in the power of partnerships and the value of collaboration. We continue to maintain and develop relationships with our clients, industry bodies, government institutions and education systems, all of which allows us to scale solutions and amplify our impact.

Strategic Global Partnerships:

 Signatory to the United Nations Global Compact since 2006	 Strategic Partner of the World Economic Forum <ul style="list-style-type: none">• Alliance for CEO Climate Leaders• CEO Action Group for the European Green Deal• Partnering for Racial Justice in Business• Partnering Against Corruption Initiative	 Founding member of the World Employment Confederation
 Partner of JA Worldwide for more than two decades JA Europe • JA USA • JA Americas	 Member of World Business Council for Sustainable Development	
 Member of the TENT Partnership for Refugees <ul style="list-style-type: none">• Coalition for Afghan Refugees• Sunflower Project to accelerate Ukrainian refugee women into employment in Europe		



Planet

Delivering on our validated, science-based targets to reduce emissions by 2030 and reach net zero by 2045 or sooner



Our Goal

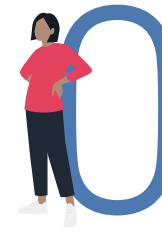
The time for climate action is now. To reach our ambitious targets, we will continue to track, measure and disclose our emissions footprint annually, and work across all our markets to reduce emissions throughout our value chain.

We are proud to be the first in our industry to have set emissions reduction goals that are validated by the Science-Based Target initiative (SBTi). As part of our transition to net zero by 2045 or sooner, our 2030 targets include:

Reducing direct emissions (scope 1 and 2) by 60%

Reducing value chain emissions (scope 3) by 30%

2021 Highlights



Committed to reaching
NET ZERO BY 2045
or sooner



First and only company in
our industry to have set
**VALIDATED, SCIENCE-
BASED TARGETS**

Engaged in the WEF Alliance
of CEO Climate Leaders, working to
mitigate over **1GT OF EMISSIONS**
ANNUALLY BY 2030



**REDUCED
OPERATIONAL
EMISSIONS BY 39%**

from our 2019 baseline, bringing us
over halfway to our 2030 goal



Reported to Carbon
Disclosure Project (CDP) for
11th year in 2021, with **SCORES
HIGHER THAN INDUSTRY &
REGIONAL AVERAGES**

Activated Planet Teams in markets
representing 80%+ of revenue
**ALIGN STRATEGY GLOBALLY
& DELIVER LOCALLY**

on our Climate
Action Plan



Our Strategy

Our ambitious targets to cut greenhouse gas emissions is the latest milestone in our Climate Action Plan. We are committed to measuring and reducing full value-chain impact — a key part of our goal to reach net zero by 2045 or sooner.

Our 2030 emissions targets are independently validated by SBTi and align with the goals of the Paris Climate Agreement, confirming our planned reductions to limit warming to 1.5°C above pre-industrial levels – the latest and most aggressive recommendations of the [Intergovernmental Panel on Climate Change \(IPCC\)](#). Of the more than 4,200 companies in the G20 that have set climate targets, we are proud to be among the [20% verified by SBTi](#).

To achieve our Climate Action Plan by 2030, we have identified five levers and are already implementing these across our markets.

SEE IT IN ACTION:

[Increasing Renewable Energy](#)

[Electrifying Our Fleet](#)

[Decarbonizing our Commute](#)

[Minimizing Business Travel](#)

[Engaging Suppliers](#)

OUR CLIMATE ACTION PLAN LEVERS





INCREASING RENEWABLE ENERGY

Greening Our Workplaces

Our plan is to shift at least 75% of all offices to renewably sourced electricity by 2030. Renewable electricity is currently used in around 40% of our key markets, including Belgium, France, Germany, Netherlands, Norway and Sweden. As a result, renewable energy usage in our 15 largest markets increased by 31% in 2020 to 2021, an increase of 9,491 MWh.

We are continuing our transition to more sustainable sources of energy, including in our global headquarters in Milwaukee, US. And we are reducing our energy use at our European by locations consolidating branch offices and data centers, moving to more efficient, greener buildings, implementing energy-efficient initiatives, and encouraging more eco-responsible workplace behaviors from our employees.

Increased renewable energy in our 15 largest markets increased by 9,491 MWh



ELECTRIFYING OUR FLEET

Investing in Electric Vehicles in the Netherlands

In the Netherlands we are committed to reaching the target of 100% electric vehicles (EVs) by 2025. Recognizing the opportunity to reduce emissions through cleaner cars, we are on track: 40% of the fleet will be converted to EVs by the end of 2022.

The first EVs were delivered in June 2022 and the total will grow to 285 by early fall. When the fleet is fully transitioned to electric in 2025, we anticipate to reduce emissions by more than 1,500 tons annually while lowering the cost of fuel by 40-50%, trailblazing our electrification strategy. This shift in policy is our largest investment in EVs to date – and other country teams are now accelerating their EV adoption policy.



**40% of fleet vehicles
will be electric in
2022, on track to
achieve 100% by 2025**

DECARBONIZING THE COMMUTE

Boosting Employee Mobility in Germany & France

We are innovating to help people access work while reducing their environmental footprint. With 30,000 employees around the world and 600,000 associates on assignment daily, how people get to and from work can have a meaningful impact on our emissions. That's why we're leveraging flexible, hybrid work models, allowing people to choose when they work from home. And when they do travel to work, we're imagining new, more sustainable ways to get there.

In France, where public transportation can be a barrier to work in many rural areas, we partnered with BlaBlaCar to create a safe, reliable, cost-effective ride-sharing solution for our Manpower associates. Today, BlaBlaCar has over 2.5 million users who share their daily rides.

In Germany, we are collaborating with belmoto, a mobility manager, to develop a sustainable, single-source solution for leasing and renting cars, bikes and other vehicles. The flexible approach allows our team in Germany to adapt quickly as needs change, while reducing both CO₂ and costs.



MINIMIZING BUSINESS TRAVEL

Eco-Responsible Travel Principles

We're encouraging more sustainable travel behaviors from our people to lower emissions. As the world reopened in 2021, travel restrictions lifted and face-to-face meetings resumed. We saw an opportunity to rethink our travel habits to continue harnessing the learnings and savings from the pandemic, launching a set of Eco-Responsible Principles to inform business travel decisions. These included considerations for employee wellbeing, frequency and timing of travel, best mode of transportation, and more. These behaviors foster more purposeful travel while also delivering on our Climate Action Plan. And they're already paying off: in 2021, emissions from business travel were 7,894 tCO₂e, 70% lower than the pre-pandemic year of 2019 (25,981).



***Business travel emissions
were 70% lower in 2021 than
they were in 2019***



ENGAGING SUPPLIERS

Reducing Impact of Goods & Services Purchased

We’re working with suppliers to reduce our Scope 3 footprint. Today the goods and services we purchase make up 15% of our Scope 3 emissions and are another opportunity to reduce our GHG footprint.

All new suppliers are required to sign our *Supplier Code of Conduct* as part of the contracting process. The Code includes the principle of environmental responsibility based on the UN Global Compact, which promotes climate-related considerations of product and service development. We’re also engaging with suppliers that share our environmental values:

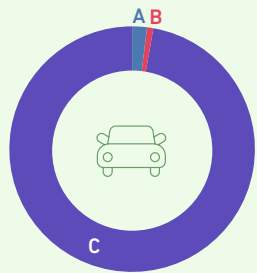
- [Steelcase](#) has been our primary supplier of office furniture globally for nearly 15 years. The carbon-neutral manufacturer is known for its commitment to environmental stewardship: it purchases 100% renewable energy, is carbon neutral across its direct operations, and has had its emissions goals verified by the SBTi.
- [Interface](#) manufactures the carpeting, which is made with at least 65% recycled or bio-based materials, installed in our global headquarters in Milwaukee, Wisconsin and in all of our Manpower branches across North America. Interface is the first global flooring manufacturer to exclusively sell products that have been certified as Carbon Neutral across their full life cycle. Interface was also the first flooring manufacturer to sign The Climate Pledge and to have their emissions reduction goals approved by the SBTi.

We continue to work with design partners to align new Experis North America branch layouts, furniture, fixtures, office supplies and equipment with our sustainability priorities.

In Manpower North America, all office furniture across our branch network is carbon-neutral and all carpet is made up of 50% recycled materials 

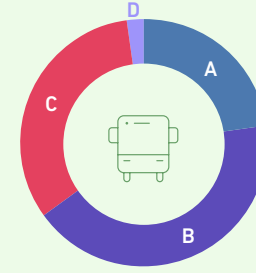
PROGRESS TO REDUCE OUR EMISSIONS

2021 GHG Emissions - by Scope



A - Scope 1 - 3%
B - Scope 2 - 1%
C - Scope 3 - 96%

2021 GHG Emissions - by Source



A - Office - 23%
B - Commute/Work from Home - 42%
C - Fleet - 33%
D - Air & Rail - 2%

TRENDING ABSOLUTE GHG EMISSIONS (TCO2E)

	2019*	2020	2021	% change from 2019 baseline
Scope 1	21,499	13,314	18,608	-13%
Scope 2 (location-based)	23,955	14,244	9,076	-62%
Scope 3	747,627	689,223	727,946	-3%
TOTAL	793,081	716,781	755,630	-5%

**2019 represents the baseline year for ManpowerGroup’s emission reduction goals, as validated by the Science-Based Targets Initiative (SBTi)*



People & Prosperity

Committed to Being
Creators of Talent at Scale
and Meaningful Work for All



Our Goal

We are #PeopleFirst. Every year, we impact millions of lives, connecting people with meaningful work and supporting them with guidance, advice, assessments, coaching and pathways to long-term sustainable employment. We are committed to being Creators of Talent at Scale and Meaningful Work for All.



2021 Highlights



Connected **2 MILLION** people to meaningful, sustainable work

TRANSFORMED
182,000 LIVES to date

through Manpower MyPath



RESKILLED and PROVIDED
LANGUAGE TRAINING to more than
20,000 REFUGEES in the last 5 years



BEST PLACE TO WORK
FOR LGBTQ+ for the
6th consecutive year

>30%

GENDER
DIVERSITY

in our Board of
Directors for
more than
10 years



Bold new ambition to
reach **50% WOMEN**
IN LEADERSHIP
by 2025, extending
previous goal of 40%

BEST PLACE TO WORK
FOR DISABILITY
INCLUSION



for 6th consecutive year

Our Strategy

Talent shortages have reached the highest level in 16 years, with [75% of global organizations reporting they cannot find the skilled workers they need](#). Now more than ever, companies and individuals need our help. That's why we're committed to being Creators of Talent at Scale and Meaningful Work for All.

OUR PEOPLE & PROSPERITY PLAN LEVERS

Creators of Talent at Scale

Boosting employability and income prosperity through career guidance, assessment, coaching, upskilling and reskilling

See it in Action:

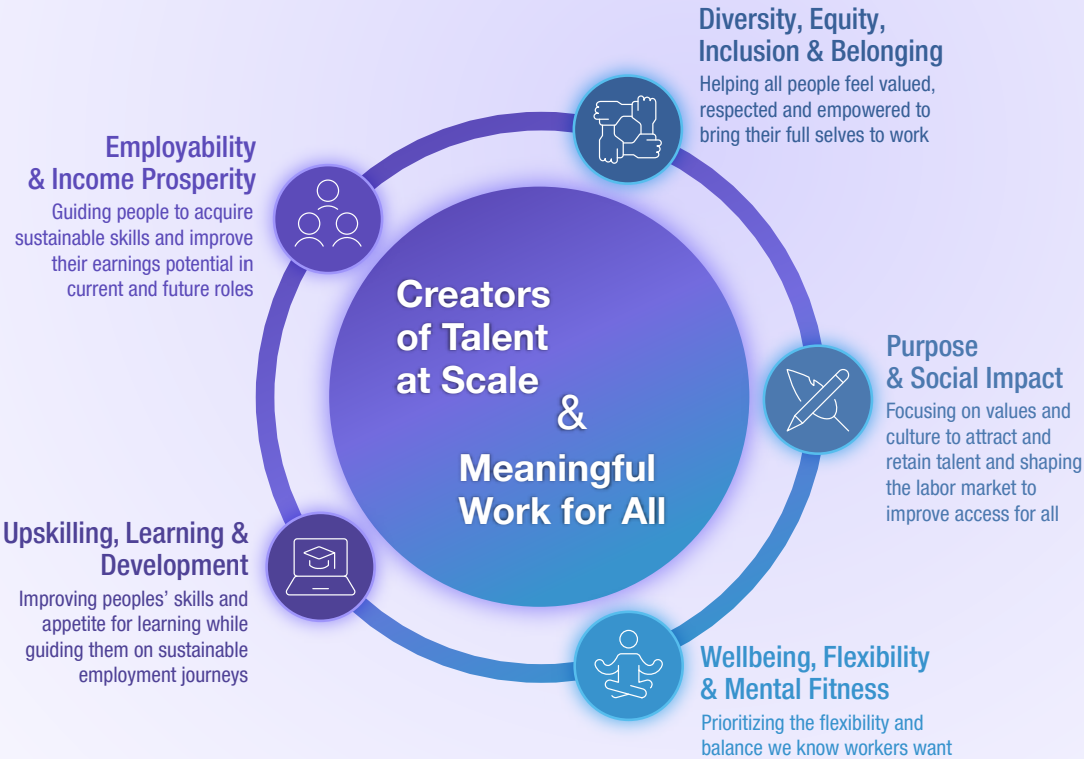
[Manpower MyPath](#)

[IBM SkillsBuild](#)

[Experis Academy](#)

[JA Worldwide](#)

[Upskilling Our People](#)



Meaningful Work For All

Championing diversity, equity, inclusion and belonging (DEIB) in the workplace, prioritizing people's health and wellbeing, and committing to flexible work models to enable more people to participate in the workforce

See it in Action:

[Accelerating Gender Parity](#)

[Helping Women Thrive](#)

[Building LGBTQ+ Inclusion](#)

[Supporting Refugees](#)

[Wellbeing & Mental Health](#)

[Flexibility & Culture](#)

IMPROVING PEOPLE'S EMPLOYABILITY & INCOME PROSPERITY

Manpower MyPath



Preparing people for work that is more digital and fast-paced than ever requires upskilling at speed and scale. And because every worker is an individual, we offer highly personal, tailored guidance to help them achieve their career goals.

Manpower MyPath achieves all of the above through a wide range of career advice and coaching:



Personalized Career Coaching Via Expert Talent Agents

Our MyPath Talent Agents are trained as personal career experts, combining coaching with AI assessment to deliver a data-driven concierge service to help people understand the skills they need to advance in growth industries such as IT, manufacturing and business operations.

Training and Certification Guidance for Data-Driven Pathways

Training and certification guidance for data-driven pathways MyPath participants access targeted and rapid trainings to gain in-demand skills. Upskilling is available through our powerYOU learning management system, as well as industry-recognized training partners and academia. We provide access to formal education and professional certifications – from high school diplomas to advanced degrees

Recognizing Soft Skills to Strengthen Engagement

MyPath medals are awarded by clients to our associates to endorse people for the soft skills they display – like collaboration, curiosity, teamwork, problem solving and communication. In 2021, 20,847 medals were awarded – a 56% growth over 2020 – and we know from experience that when people feel recognized, they're more motivated and engaged on the job and in training.



Delivering on our Innovation strategy: Through MyPath we're leveraging aggregate data to continuously improve our ability to measure existing performance while predicting future potential.

Success breeds success: MyPath participants form our growing pool of in-demand, motivated talent, with higher retention, loyalty and reassignment rates: They're 36% more likely to be reassigned than non-MyPath people. In Japan and the UK - two of our largest markets - 90% of MyPath associates were reassigned.

Building the brand: MyPath Associate NPS (Net Promoter Score) is consistently 5 points higher than those who don't participate in MyPath.

Just getting started: We've transformed nearly 182,000 lives through MyPath across 15 markets since beginning the program. We're committed to being Creators of Talent at Scale globally, identifying potential, closing skills gaps, improving employability, and building a more resilient, future-ready workforce.

COLLABORATING TO EMPOWER & INCLUDE IBM SkillsBuild

For individuals who historically face systemic barriers to work – unemployed young people, refugees, veterans, women, minority populations – a path to a sustainable career in tech means job security and income prosperity. In 2021, Experis partnered with IBM SkillsBuild, alongside 30 other companies, community colleges, governments, and nonprofits, to help jobseekers from underserved populations upskill and connect to career opportunities: leveraging our data-driven insight on the tech roles employers are looking to fill, we are connecting SkillsBuild participants with careers in cloud and infrastructure, cyber security, data analysis, digital workspace and enterprise applications.

Connected 7,000 people to tech jobs and supported IBM's goal of training 15,000 people annually 

GROWING THE PIPELINE FOR TECH TALENT Experis Academy



In a world where [76% of IT & Tech employers report difficulty finding the skills they need](#), one thing is clear: demand for IT skills is advancing as rapidly as the technology itself is changing. [By 2025, 90% of organizations will face shortages of the talent](#) they need to support their digital transformations. New methods and innovative ways of finding and building talent are essential.

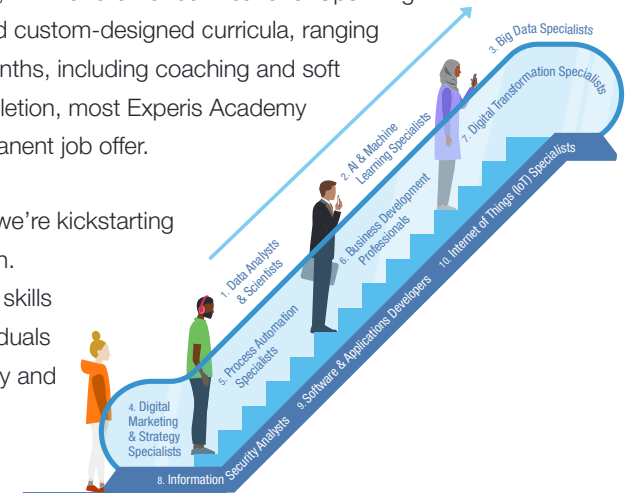
Our **Experis Academy** is an accelerated IT skills training program created to help organizations build their IT workforces from within. It offers new IT graduates and those in adjacent roles accelerated training (12 weeks or less) in the specialist skills we know are most in-demand — across Cloud and Infrastructure, Business Transformation Services and the Digital Workspace.

Our AI-driven Experis Career Accelerator, a GPS for career advancement, helps individuals identify the most sought-after skills, and how to improve their competencies and experience.

Experis Academy graduated 1,500 developers and reskilled more than 3,000 people to date in 2022, bridging skills gaps for more than 160 tech companies across 12 countries.

Experis Academy's core 12-week development programs focus on Java Fullstack, Python, .NET and other certifications. Upskilling includes small classes and custom-designed curricula, ranging from one month to 18 months, including coaching and soft skills training. Upon completion, most Experis Academy graduates receive a permanent job offer.

Experis Academy is how we're kickstarting sustainable careers in tech. Organizations acquire the skills they need now, and individuals increase their employability and earnings potential.

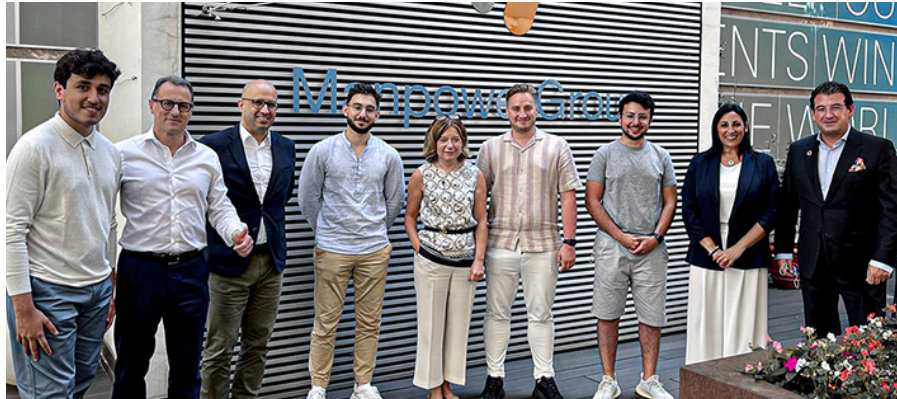


Working with Scania AB in Sweden - a global manufacturer of sustainable transportation systems — we adapted our Python Fullstack Developer course to accommodate candidates with no prior IT experience. We analyzed skills gaps to create a front-end training program and identified employees with transferable skills from their production, HR, finance and marketing teams for a 12-week reskilling experience — opening up a new pool of IT talent while retaining highly motivated employees.

COACHING + ASSESSMENT = READY FOR WORK JA Worldwide



We believe a sustainable career starts by helping young people develop the skills they need to succeed in the fast-changing future of work. Our partnership with JA Worldwide spans decades and stretches across more than 30 countries in support of their goal of inspiring 10 million students every year to dream big, identify their passions and reach their full potential.



Ekowz team with our Southern European Leadership Team outside our Milan HQ.

Our Support Stems From the Top

Our Chairman & CEO, Jonas Prising, shares our passion for preparing young people for work and in 2021 he was elected global Board Chair of JA Worldwide. Nearly 30% of our Senior Leadership Team and many of our other regional leaders are engaged with JA, and we have hundreds of employees volunteering their time and expertise each year to coach JA students in areas such as sustainability, digital literacy and more. In 2021, JA USA awarded us with the President's Volunteer Service Award for the fifth consecutive year, in recognition for our service across the US and the deep impact our organizations are making together.



JA Europe CEO Salvatore Nigro, our Chief Sustainability Officer Ruther Harper, Accenture Europe Chief of Staff Lauren Morvan and Ekowz Co-Founder Sebastien Francotte at Viva Tech 2022 discussing how employers can unleash the potential of nextgen talent.

From Mentorship to Partnership

One of the many JA alumni success stories to emerge from the last year is our partnership with Ekowz, the Belgium student-run company that uses data to transform waste management and consumption habits. As the recipient and winner of the 2020 ManpowerGroup Ready for Work Award, Ekowz received mentorship and virtual coaching sessions, along with individual and group assessments.

In 2022, we began a pilot to implement their data-driven solution to reduce waste in our Southern European headquarters in Milan. We believe our partnership with Ekowz fuels both innovation and sustainability – that's why we were proud to host Ekowz in our *Working to Change the World* Lab at Viva Tech 2022.

INVESTING IN OUR PEOPLE



Our success in creating value for individuals and organizations around the world depends on our ability to unleash the potential of our own people – that’s why we invested \$12M in 2021 for employee development across our key markets.

From Recruiters to Talent Agents

Through custom training, we upskilled more than 3,700 recruiters into Talent Agents. Experts in assessment, data and coaching, they’re now empowered to offer candidates personalized career guidance through our MyPath program.



Influencing & Including

As part of our commitment to diversity, equity, inclusion and belonging, we have launched our DEIB Influencer Recruiter Training and Certification program, which aims to drive inclusive sourcing practices, like unconscious bias training, to deliver diverse talent results for our clients. The eight-module program is designed to engage under-represented groups, including people of color and veterans, and will be available to all our recruiters in North America by 2023. The certification program will be embedded in onboarding training for all new ManpowerGroup recruiters moving forward.

Building Next-Gen Sales Skills

We upskilled more than 2,000 sales people in 2021 with a series of curated online micro-learnings through our new Global Sales Academy.



Education, Exposure, Experience for Leaders of Today and Tomorrow

We continue to broaden and deepen our investment in our own people through our Leadership Development Programs, which are designed to meet people where they are in their leadership journeys, incorporating the 3 E’s of our development philosophy:

1. The Future Leader Program (FLP)

Supports people in transition from individual contributor roles to first-time managers.

2. The Accelerated Leadership Program (XLP)

Advances leaders into more senior roles in a short period of time.

3. The Strategic Leadership Program (SLP)

Supports leaders with the ambition and mobility to attain the most senior roles.

On completion of our leadership programs, our people make positive leadership career moves – 60% after one year and 68% within two years



Education

Formal training, on-demand learning, and other professional or academic development



Exposure

Coaching, group/individual mentoring, board membership and public speaking



Experience

Stretch and rotational assignments, on-the-job experience and peer coaching

ACCELERATING GENDER PARITY

Setting Bold Targets to Hire, Train and Advance More Women into Leadership

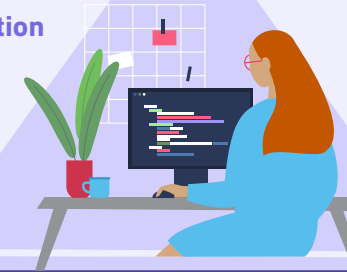
Today, 60% of the workforce is female, with more women graduating and starting careers than ever before. It's clear women are the future of work – and that's why achieving gender equity across our leadership is our primary diversity goal: We are committed to achieving 50% gender diversity at global leadership level by 2025.

While gender diversity is our primary DEIB goal across all markets, our 17 largest markets have also established secondary diversity targets. These are aligned with country-specific socio-economic challenges, cultural references and data privacy laws. Examples include: First Nations representation in Australia, people with disabilities in Japan, young people in Mexico, LGBTQ+ in the Netherlands, age diversity in Spain, and racial and ethnic diversity in the US.

We know what's measured gets done – that's why we make it a priority to track and report on our diversity goals.



Female Representation Across All Levels



Our Board of Directors | 33%

Executive Leadership Team | 27%
reporting directly to the CEO

Global Leadership Team | 33%
the top 98 leaders in the company

All Management Positions | 54%

All Employees | 60%



HELPING WOMEN THRIVE



Reshaping Gender Roles & Closing Skills Gaps

In the UK, logistics and supply chain is experiencing one of the most significant talent shortages. At the same time, women are under-represented especially in driving – only 1% of drivers are female. To support our clients while helping women to upskill to fill in-demand, well-paid roles, we developed our Manpower MyPath Women Drivers Academy. Together with UK's leading driver training provider, HGVT, our Academy offers a three-month training pipeline with free accreditation and licensing, as well as skills assessment, interview coaching, CV support and more. The result: 3,000 job-ready candidates per year – a sustainable career for women in the UK and an answer to the driver shortage.

Changing the Narrative for Women in Tech

The tech industry continues to boom, but is still lagging in representation of women. So we launched #WomenCoders in France, a web development training program dedicated to helping women acquire digital skills. Delivered in partnership with coding school Le Wagon Marseille, and all three of our brands – Manpower, Experis and Talent Solutions – we're recruiting, training and coaching #WomenCoders, guiding them toward sustainable career paths in tech.

Supporting Women Returning to Work

In Argentina, we're partnering with public sector and social organizations to provide job guidance and mentoring to help women get back to work, including victims of domestic abuse or gender-based violence.

In Italy, we launched TrasformAZIONE, vivere e lavorare con e dopo il tumore / TrasformAzione, living and working with and after cancer in collaboration with Europa Donna Italia and our ManpowerGroup Italy Human Age Institute. With a specialized team of psychologists, we are helping women who are current or former cancer patients identify and enhance their skills and provide them with other resources they need to re-enter the world of work.

"Data tells us the pandemic has had a disproportionate impact on women in the workplace. Now is our opportunity to commit to ambitious goals, measure progress and reshape a future of work that works better for all." – Ruth Harper SVP, Chief Communications & Sustainability Officer



Our #GenerationEquality Mural in London created in partnership with the UN and Street Art for Mankind



BUILDING LGBTQ+ INCLUSION

Helping People Bring Their Full Selves to Work

We believe that all people deserve to feel safe, respected and able to thrive in the workplace – regardless of gender identity or sexual orientation and we are committed to LGBTQ+ inclusion within our own workforce.

We are proud to have received a perfect score on the Human Rights Campaign 2021 Corporate Equality Index for the sixth consecutive year, and named Best Place to Work for LGBTQ+ Inclusion.

Named Best Place to Work for LGBTQ+ Inclusion

We're also committed to helping our clients build equity and foster inclusive cultures. In 2021 we:

- Released [Words at Work](#), a guide to pronouns to lead the conversation with our clients and employers everywhere about using inclusive language and behaviors at work
- Conducted [research across Spain and Southern Europe](#) to build awareness around the importance of LGBTQ+ individuals bringing their full selves to work. Among the findings include: 40% of people consider themselves more productive once they have come out at work.
- Partnered with [PridePass](#), a job site in Singapore that makes it easy for members of the LGBTQ+ community to find employment. By aggregating postings from employers friendly to LGBTQ+ workers, we've placed more than 1,000 jobs in safe and inclusive workplaces



INTEGRATING REFUGEES INTO THE WORKFORCE

Leveraging Upskilling Expertise to Support Refugees from Ukraine

Helping all people access work is rooted in our founding more than 70 years ago. In the last decade, we have been intentional around including refugees integrate into the workforce – because we know that finding a job is a critical first step to resettling in a new home and building community. Leveraging our experience integrating refugees into labor markets across the world – from Syria to Germany, Afghanistan to the US – most recently we developed a three-pronged response plan to the Ukraine refugee crisis:

- Providing immediate humanitarian aid and financial relief
- Integrating refugees into the workforce
- Partnering with clients, governments and NGOs, including the Tent Partnership for Refugees, Welcome.US and more

“We are witnessing one of the largest refugee crises in modern times. I believe we must continue to step up and do our part as business leaders to help our neighbors resettle into new homes, rebuild their lives and find meaningful work.” - Jonas Prising, Chairman & CEO



Our Chairman & CEO Jonas Prising, Regional President of Northern Europe Riccardo Barberis, and Country Manager of Poland Tomasz Walenczak visiting with part of our on-the-ground support team in Poland.

Opening Doors

In 2021, we partnered with Welcome.US to create the [Welcome Employment Exchange](#), a jobs platform to support Afghan refugees resettling and seeking employment in the US. In March 2022, we extended this work to include refugees from Ukraine arriving in the US. Our Employment Exchange is connecting refugee job seekers to 65,000 open positions from more than 330 employers with targeted roles and resettlement support.

Reapplying Our Upskilling Expertise

In Poland, we developed our Manpower MyPath program to also include language training to prepare refugees from Ukraine for new roles and quickly find assignments for those ready to work.

Rethinking Roles

We partnered with clients across Europe to review hiring requirements and redefine roles for women in automotive manufacturing plants that previously had not employed women.

Moving Skills Where Needed Most

We worked with labor ministries to change legislation and speed up the process of acquiring work permits. Within weeks, we helped change the law in the Czech Republic so that non-EU citizens can work in the country.



PROMOTING DISABILITY INCLUSION

Expanding Opportunities Through Our Business Resource Groups



We are committed to connecting people of all abilities to meaningful employment. In 2021, we were proud to receive a 100% score on the Disability:IN's Disability Equality Index and to be recognized as a Best Place to Work for Disability Inclusion for the sixth consecutive year.

Last year we made our Business Resource Groups (BRGs) even more inclusive, launching ABILITY, a group dedicated to advocating for employees with disabilities and allies.

We are also creating resources and educating our clients on how to embrace a broader definition of DEIB, tapping into the unique skillsets of neurodivergent people and those with [dyslexia through our partnership with Made By Dyslexia](#).

Named Best Place to Work for Disability Inclusion



PROTECTING WELLBEING

Mental Health First Aiders



Putting #PeopleFirst means prioritizing mental health and wellbeing for our employees and associates. In 2019, we partnered with Mental Health First Aid (MHFA), to implement an accredited training course. Over 50 participants – from within our organization and extending to client companies – have been trained to proactively recognize and support colleagues struggling with mental health issues.

These Mental Health First Aiders provide a first touchpoint of support, compassion and care, while de-stigmatizing the conversation around mental health at work. They identify the symptoms of burnout and other mental health concerns, connecting employees with the professional help they need, and boosting overall wellbeing for the team.

“This training has empowered employees to support each other. As the pandemic has amplified the mental health crisis, we are in a stronger position to maintain momentum and continue supporting our people.”

- Leanne Winter, Human Resources Manager, UK

ManpowerGroup UK is also active in the government's Disability Confident program, designed to create a movement of change, encouraging employers to think differently about disability and take action to improve how they recruit, retain and develop people with disabilities. As a certified Disability Confident leader of the highest level, we regularly educate other companies, including our clients, about Mental Health First Aiders.

THE NEW FLEXIBILITY PARADIGM Work My Way



We believe flexible work is here to stay. At our global HQ and offices around the world, employees are adopting a more flexible way of working. With the support of their managers and teams, they can choose where, when and how to best do their jobs, instilling trust and enabling choice for our people.

“We believe that flexibility will be the lasting legacy of the pandemic. Employees are rightly calling for more choice in when, where and how to best do their jobs. Companies need to listen, learn and adapt to what employees want.”

- Jonas Prising, Chairman & CEO, at the World Economic Forum Annual Meeting 2022

We know from our *What Workers Want: From Surviving to Thriving at Work* research that more than a third of employees want to choose where they work (workplace or home) based on their daily needs. Work My Way also enables us to tap into what our people want, and be more intentional about when and how we bring people into the office. For us, we leverage the 4Cs for moments of Connection, Collaboration, Celebration and Care. We believe that new ways of working are good for talent attraction, retention and employee engagement – our 2021 ManpowerGroup Annual People Survey (MAPS) shows consistently high levels.



**65% employee engagement reported in
ManpowerGroup Annual People Survey in 2021**





Principles of Governance

Running a responsible business
& setting high ethical standards



Our Goal

Trust, transparency and accountability are foundational to delivering on our purpose and our promise to create value for all stakeholders. We are committed to running a responsible and transparent business, setting high ethical standards for our industry and supply chain, and embracing corporate governance best practices.

2021 Highlights

Named by Ethisphere as one of the **WORLD'S MOST ETHICAL COMPANIES FOR THE 13TH YEAR** - the only company in our industry to be awarded this accolade for more than a decade

Consolidated Board oversight of ESG in the newly named **GOVERNANCE AND SUSTAINABILITY COMMITTEE**



Named to the **DOW JONES SUSTAINABILITY INDEX FOR THE 12TH YEAR**

and improved our score year over year

Achieved **PLATINUM, GOLD AND SILVER ECOVADIS RANKINGS** in 24 countries and at the global level to date ★ ★ ★ ★

Completed our **11TH CARBON DISCLOSURE PROJECT (CDP) RESPONSE**



Published our **HUMAN RIGHTS POLICY** and aligned reporting to new Stakeholder Capitalism Metrics framework



Recognized as **CS050 AWARD WINNER** for our cyber security approaches

#1

Received **HIGHEST POSSIBLE SCORE BY SUSTAINALYTICS**, putting us in the second percentile of all companies

Our Strategy

Our extensive global reach – working across more than 75 countries and territories with hundreds of thousands of employers – gives us the opportunity to promote and advocate for the highest ethical standards for business conduct and responsible employment across regions and industries around the world.

SEE IT IN ACTION:

[Corporate Governance](#)

[Risk Management](#)

[Ethics & Integrity](#)

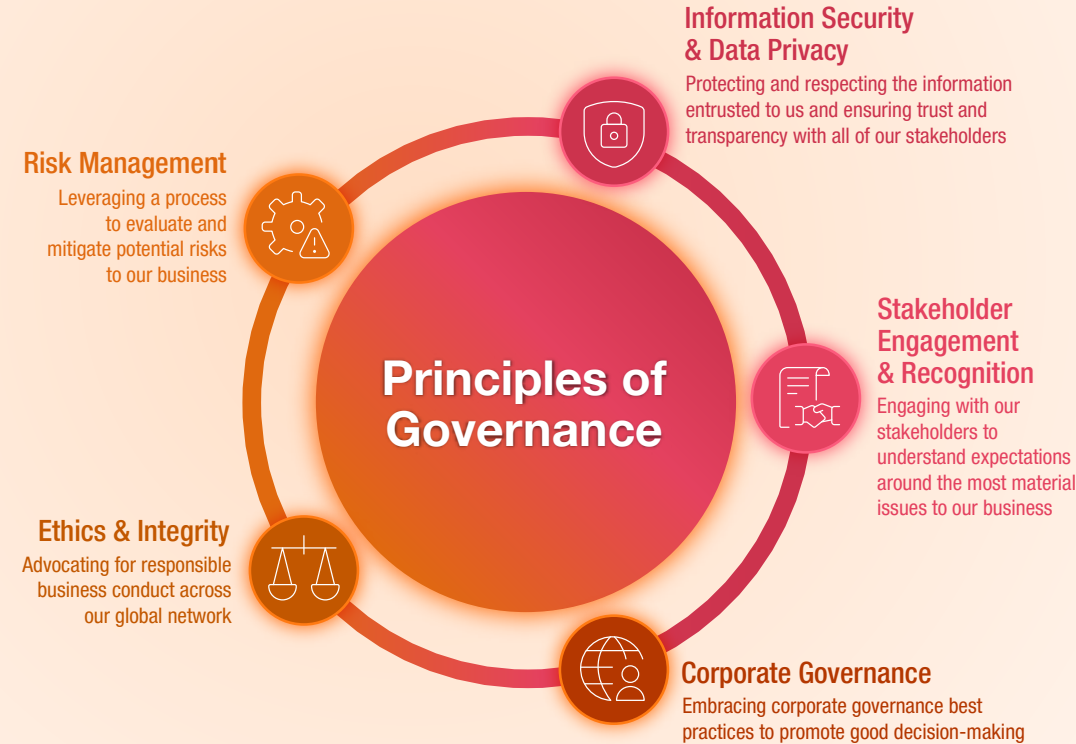
[Information Security & Data Privacy](#)

[Stakeholder Engagement & Recognition](#)



Set high ethical standards for our industry and manage our business to create long-term value for all stakeholders.

OUR PRINCIPLES OF GOVERNANCE LEVERS



CORPORATE GOVERNANCE

Embracing corporate governance best practices to promote good decision-making

We prioritize ESG at the highest levels of our organization. Our Board of Directors has oversight of our ESG efforts and disclosures, and is responsible for reviewing our ESG performance, sustainability trends, and Enterprise Risk Management (ERM) process (link to page once live) at least twice a year.

In 2021, we created an Executive Steering Committee that reports directly to the CEO – comprised of our Chief Sustainability Officer, Chief People & Culture Officer, Chief Financial Officer and General Counsel — to regularly meet and review our global ESG progress.

Building on this, in 2021 we consolidated oversight of ESG within one of our Board’s committees, amending our “Nominating and Governance Committee Charter” and renaming it as the “Governance and Sustainability Committee” to reflect this priority.

To ensure the continued management of ESG topics, in 2021 we added ESG to the performance scorecard of our Chairman & CEO – this includes oversight of our ESG program and publicly stated science-based emission reduction targets.

RISK MANAGEMENT

Leveraging a structured Enterprise Risk Management (ERM) process to evaluate potential risks to our business, prioritize the issues that are most important to our stakeholders, and develop mitigation strategies

Enterprise Risk Management

Our Enterprise Risk Management (ERM) function is designed to establish a standard Risk Management Framework to assess risk from the bottom-up, defining roles and responsibilities based on the 2017 Committee of Sponsoring Organizations (COSO) framework. Our VP of Enterprise Risk is responsible for our global ERM strategy, program design, and training of our Country and Regional Risk Champions. We continue to integrate ESG considerations into our ERM processes.

Our Board of Directors approves and supports management’s implementation of the ERM process to mitigate our company’s exposure to risk. The Audit Committee supports the Board to oversee the company’s risk assessment and risk management processes.

Risk Disclosures

We disclose the various business risks that we track as part of the ERM process in our ManpowerGroup Form 10-K (link). They include ESG-related risks, such as concerns related to the talent shortage, government regulations, client expectations, and people- or culture-related risks. We also track and assess climate-related risks to our business, aligned with the framework set by the Task Force on Climate-Related Financial Disclosures (TCFD). In 2022 we submitted [our climate risk disclosures in our CDP response](#) for the 11th year.

ETHICS & INTEGRITY



Setting a high ethical standard for our industry and advocating for responsible business conduct and responsible employment across our global network

Human Rights

We recognize that our global reach, working with hundreds of thousands of organizations around the world, means we can influence the way people are treated across complex multinational supply chains. By respecting and promoting the International Labour Organization's (ILO) declared [Fundamental Principles and Rights at Work](#), we are helping to ensure that work is a source of dignity and purpose.

As a signatory to the UN Global Compact, we are also committed to respecting internationally proclaimed human rights, and to embedding these principles into our culture, strategy and day-to-day operations. In addition to publishing our [Human Rights Policy in 2021](#) which outlines our zero-tolerance policy toward forced labor and modern slavery, several of our key markets also publish additional country-specific Modern Slavery compliance statements, including [Australia](#) and the [UK](#).

We use our industry leadership to advocate for ethical recruitment practices, employment flexibility balanced with security, and opportunities for under-represented and vulnerable populations to develop in-demand skills and participate in the formal economy.

Code of Conduct & Business Ethics

We expect our employees to uphold our strong values and business practices. We also require that our supply chain partners align their business principles, culture and values with our own commitments to social responsibility and sustainability, and affirm their commitment to key practices outlined in our [Supplier Code of Conduct](#).

Our [Business Ethics Hotline](#) is available 24 hours a day, seven days a week, allowing any employee or third party to raise a business ethics concern. The hotline is available globally with over 20 languages supported. All the reports are reviewed by the Ethics & Compliance Team for action and shared with the Audit Committee of the Board of Directors.

Ethical AI & Innovation

As the world of work becomes more digital and data-driven, we know there are both opportunities as well as ethical and equity concerns when it comes to emerging tech. Our Center of Excellence in People Analytics, Assessment and Innovation is responsible for sourcing and piloting new innovations – assessments, AI and machine learning, and new platform technology – that drive meaningful impact for our business.

To ensure our innovations build on our strong ethical foundation, in 2021 we convened our Ethical AI Taskforce – led by our General Counsel, Chief Innovation Officer and Chief Information Security Officer – to review and map innovations against the following priorities: data privacy, cyber security, human oversight, explainability, technical robustness and legal accountability.

“More and more, employers are using AI to aid in the hiring process. But in order for AI to become an effective recruitment tool, it must be designed to help get rid of human bias – not contribute to it.”

- Dr. Tomas Chamorro-Premuzic, Chief Innovation Officer

INFORMATION SECURITY & DATA PRIVACY



Protecting and respecting the information entrusted to us and ensuring trust and transparency with all of our stakeholders

Employee Education & Awareness

The frequency and sophistication of cybercrimes are rising and we take our responsibility to be vigilant and educate our people seriously. On an ongoing basis, we conduct awareness campaigns that include digital training courses and email phishing exercises. Annually, we require training for all our employees on data protection, privacy and information security. We also make it easy for our employees to report concerns – through phishing alarm technology integrated with our email system and our *Information Security Incident Management Policy* that clearly outlines the communication and escalation process for privacy-related events.

Cyber Security Governance & Framework

We have also established a comprehensive global information security framework, aligned with the internationally recognized ISO 27001 standard. All of the data centers that support our key market operations (80% of our business) are certified to ISO 27001. In addition, several of our largest country operations representing 39% of worldwide revenues also maintain ISO 27001 certification for their local information security management systems.



***Recognized as a 2021 CS050 Award Winner
for our leading approach to security***

STAKEHOLDER ENGAGEMENT & RECOGNITION



Engaging with our stakeholders to understand emerging trends, what's most material to our business and how to strengthen our leadership position within the industry

Stakeholder Engagement Strategy

The combination of strong corporate governance and active engagement with our shareholders encourages trust and transparency throughout our business – both of which have critical importance in today's complex world.

We regularly evaluate what is material to our ESG strategy and work with our stakeholders to tap into emerging trends and expectations. By maintaining a dialogue with our investors, employees, clients, associates and government bodies, we gain a clearer image of the issues that matter most to our key stakeholder groups and what is expected of us as a corporate citizen.

Our stakeholder engagement strategy supports the evolution of ESG strategy. Our open and ongoing engagement will remain important as we progress toward more focused strategic areas and continue to identify key emerging trends

Industry Leadership

We are actively engaged with the World Employment Confederation (WEC), the voice of the employment industry at a global level, which represents more than 50 countries. Through relationships with international policymakers (ILO, OECD, World Bank, IMF, IOM, EU) and other stakeholders (trade unions, think tanks, NGOs, academia), the World Employment Confederation (WEC) promotes more inclusive, open and sustainable labor markets. ManpowerGroup is a founding corporate member of WEC, through which we actively participate in multi-stakeholder initiatives and our executives serve on both global and local federation boards.

Global Recognition

We are consistently recognized for our ethical, responsible business practices and our commitment to driving positive change, including the following corporate awards from the past year:



Planet



Climate goals to reduce emissions by 2030 are validated by the Science Based Targets initiative – the first and only organization in our industry



Earned new EcoVadis ratings in 7 countries in 2021, bringing our cumulative total of Platinum, Gold and Silver ratings to 24+ countries & at the Global level in the last 5 years

Recognized by Glass Lewis and Sustainalytics in 2nd percentile of all companies (94 of 13,676), 1st in HR Services (#1 of 57) & 4th in Commercial Services (13 of 380)

MCSI ESG Rating upgraded to AA Leader Status

Named to the DJSI – the gold standard for corporate sustainability leaders – for 13 consecutive years

Named to FTSE4Good Index for 13 consecutive years

People & Prosperity



Recognized as a best place to work in the U.S. by the Disability Equality Index for the sixth consecutive year



Received a perfect score on the Corporate Equality Index for the seventh consecutive year

Right Management named Best Management Consulting Firms 2022; Canada's Best Employers 2022; World's Best Employers 2021; Best Employers for New Grads 2021; America's Best Temp Staffing Firms 2021, & Best Recruiters – Professional Search 2021

Recognized as a Catalyst Champion for Change among 70+ companies in advancing women, particularly women of color

ManpowerGroup leaders named to Staffing Industry Analysts 2021 Staffing 100 Europe, 2022 Staffing100 North America & Latin America

The only company in our industry awarded ALM Intelligence's Pacesetter designation, recognized for our digitally-enabled, data-driven workforce solutions

Earned RPO leader designation for six years & TAPFIN recognized for the fourth year as MSP leader

Named global RPO leader for 12 consecutive years & TAPFIN recognized as MSP leader for eight consecutive years

Principles of Governance



One of the World's Most Ethical Companies for the 13th year – more than any organization in the industry

Ranked 165 on the 2021 FORTUNE 500

Ranked 1,835 on the 2021 Global 2000

Named a 2021 CSO50 Award Winner, recognized for our use of innovation & a people-first approach to solving today's security challenges

Nominated for Corporate Governance Awards 2020 for Best Compliance & Ethics Program by Corporate Secretary



Performance Data

Progress against our KPIs in 2021



ManpowerGroup 2021 Key Performance Indicators

Employee Demographics

Employees worldwide, full-time equivalent (FTE)	29,800
Employees represented by unions, works councils and/or collective bargaining agreements	50%

GLOBAL WORKFORCE BREAKOUT

BY REGION		BY AGE GROUP		BY LEVEL	
Americas	32%	18-35	43%	Senior Leadership	1%
Asia Pacific & Middle East	15%	36-49	38%	Leadership	3%
Northern Europe	22%	50+	19%	Field & Functional Management	18%
Southern Europe	30%			Individual Contributor	78%
Global Corporate	1%				

GLOBAL WORKFORCE - FEMALE REPRESENTATION

	2019	2020	2021
Global Leadership ¹	–	31%	33%
All management roles	59%	55%	54%
All levels of the organization	64%	60%	59%
New hires ²	49%	47%	58%
Promotions ²	55%	66%	66%

Culture & Capabilities

	2019	2020	2021
Employee Engagement Index score ³	62%	63%	65%
Total investment in employee development (million \$USD) ²	\$15	\$10	\$12
Average hours in training & development per FTE ⁴	18	16	18
Employees participating in training & development programs ²	96%	95%	100%
Positions filled through internal promotions ²	48%	53%	47%
Total turnover – at all levels ^{2, 5}	25%	20%	25%
Voluntary turnover – at all levels ^{2, 5}	17%	11%	18%
Total turnover– management level and above ²	16%	11%	16%
Voluntary turnover – management level and above ²	10%	6%	10%

Health & Safety Performance Indicators

	2019	2020	2021
Markets with health & safety certification (% worldwide revenues) ⁶	50%	45%	46%
Employee absentee rate (unplanned absences as a percentage of total scheduled work days) ⁷	5	3	5
Employee recordable incident rate (number of recordable incidents among employees per million hours worked) ⁸	5	3	2
Employee lost-time incident rate (number of lost-time injury events among employees per million hours worked) ⁹	4	–	1
Associate recordable incident rate (number of recordable injury events among associates on assignment per million hours worked) ¹⁰	23	23	22
Associate lost-time incident rate (number of lost-time injury events among associates on assignment per million hours worked) ¹⁰	22	20	18

ManpowerGroup 2021 Key Performance Indicators

Social Impact Investment

	2019	2020	2021
Investment in associate training (million \$USD) ²	\$70.8	\$58.5	\$77.5
Associates participated in skills training & development programs ²	383,286	235,394	190,384

Trust & Transparency

	2019	2020	2021
Employees trained on ethics policies ¹¹	99%	100%	100%
Trusted and Ethical Culture Index ³	80%	85%	89%
Client Net Promoter Score ¹²	31	48	37
Associate Net Promoter Score ¹³	45	55	51
Number of countries assessed by EcoVadis ²	22	24	24
Percentage of key markets assessed by EcoVadis ²	75%	75%	81%
Percentage of business represented by assessed countries ²	80%	80%	80%

Environmental Performance

	2019	2020	2021
Markets with ISO14001 certification (% worldwide revenues)	–	21%	24%
Total energy consumption (MWh)	201,294	132,032	111,863
Non-renewable energy consumption (MWh)	194,993	123,956	84,680
Renewable energy consumption (MWh)	6,301	8,067	27,183
Percentage of energy from renewable sources in key markets	11%	13%	54%
Direct operational (Scope 1) GHG emissions (tCO ₂ e)	21,499	13,314	18,603
Indirect operational (Scope 2 location-based) GHG emissions (tCO ₂ e)	23,955	14,244	13,483
Indirect value chain (Scope 3) GHG emissions (tCO ₂ e) ¹⁴	747,627	689,223	745,706
Scope 1 + 2 emissions per \$million revenue	2.16	1.53	1.55
Scope 1 + 2 emissions per FTE	1.62	1.10	1.07
Water consumption (MIO m ³)	0.36	0.05	0.26
Total waste generated (t)	2,345	698	554
Percentage of waste recycled	64%	28%	36%

ManpowerGroup 2021 Key Performance Indicators

Notes on Performance Data

1. Global Leadership replaced Senior Leadership category in 2020. Global Leadership has most impact on business strategy and represents global, regional, country and functional leaders from key markets.
2. In key markets representing approximately 80% of worldwide employee population and revenues
3. Percentage of employees responding to all Index indicators on the ManpowerGroup Annual People Survey (MAPS)
4. Includes data reported by key markets representing 80% of worldwide employee population and average time spent on annual ethics and data privacy training by all employees worldwide
5. A significant percentage of our roles are entry level, and we expect a high level of turnover as these jobs are typically a pathway to other careers.
6. Percentage of worldwide revenues in countries with certified management systems
7. In key markets where data is tracked, representing approximately 60% of worldwide employees. Absenteeism rates vary significantly between countries, with a low of 0 to a high of 8. Absenteeism data is not tracked in some countries, including the US, where our Paid Time Off policy enables employees to take scheduled or unscheduled time off as needed for any reason.
8. The definition of “recordable injury event” varies widely between countries, with some required to report any incident no matter how minor and others reporting only those that require medical treatment or result in lost time. Therefore, recordable incident rates vary widely between countries, with a low of 0 and a high of 10 events per million hours worked.
9. The definition of “lost-time injury” varies widely between countries, with some required to report all COVID-related absences as lost-time incidents and others reporting only those that require medical treatment. Therefore, lost-time injury vary widely between countries.
10. Aggregated from data reported by key markets representing approximately 60% of associates on assignment.
11. All ManpowerGroup internal staff employees are required to complete annual training on the ManpowerGroup Code of Business Conduct and Ethics, Anti-Corruption Policy, and information security and data privacy standards.
12. Weighted average of Manpower & Experis client NPS in key markets
13. Weighted average of Manpower associate & Experis professional NPS in key markets
14. Scope 3 includes indirect impacts from office and fleet energy use, business travel, employee and associate commutes and estimated work-from-home emissions.



Aligning Disclosures

Aligning to GRI, SASB and
Stakeholder Capitalism Metrics



GRI Disclosure Index

The Global Reporting Initiative (GRI) is an international independent organization that helps businesses, governments, and other organizations understand and communicate the impact of business on critical sustainability issues. GRI's Sustainability Reporting Standards are the most widely used on sustainability reporting and disclosure, enabling businesses, governments, civil society and citizens to make better decisions based on information that matters.

This report has been prepared in reference to the Global Reporting Initiative's (GRI) Sustainability Reporting Standards. For a detailed explanation of the indicators, visit the GRI website <https://www.globalreporting.org/standards/>.

GRI Indicators		ManpowerGroup
GRI 102: GENERAL DISCLOSURES		
102-1	Legal name of organization	ManpowerGroup Inc.
102-2	Primary brands and services	2021 Annual Report Form 10-K
102-3	Headquarters	100 Manpower Place, Milwaukee, WI 53212 USA
102-4	Countries of operations	ManpowerGroup operates in 75+ countries and territories. The largest countries of operation are detailed in the 2021 Annual Report Form 10-K. ManpowerGroup Subsidiaries and Affiliates
102-5	Nature of ownership	2021 Annual Report Form 10-K
102-6	Markets served	2021 Annual Report Form 10-K
102-7	Scale of organization	2021 Annual Report Form 10-K
102-8	Information on employees	2021-22 ESG Report 2020 ESG Report pages 4-10 2021 Annual Report Form 10-K
102-9	Supply chain	2020 ESG Report pages 23-25
102-10	Significant changes to the organization	2021 Annual Report Form 10-K
102-12	External initiatives	2021-22 ESG Report - Global Alignment & Collaboration
102-13	Association memberships	2021-22 ESG Report - Global Alignment & Collaboration
102-14	Statement from a senior decision-maker	2021-22 ESG Report - Introduction
102-15	Key impacts, risks and opportunities	2021 Annual Report Form 10-K 2021-22 ESG Report - Stakeholder Engagement



GRI Disclosure Index

GRI Indicators		ManpowerGroup
102-16	Values, principles, standards and norms of behavior	Code of Business Conduct and Ethics
102-17	Mechanisms for advice and concerns about ethics	Business Ethics Hotline
102-18	Governance structure	2021-22 ESG Report - Corporate Governance
102-20	Executive level responsibility for ESG topics	2021-22 ESG Report - Corporate Governance
102-43	Approach to stakeholder engagement	2021-22 ESG Report - Stakeholder Engagement
102-45	Entities included in consolidated financial statements	2021 Annual Report Form 10-K
102-46	Defining report content and topic boundaries	2021-22 ESG Report - About this Report
102-47	Relevant topics identified	2021-22 ESG Report - About this Report
102-48	Restatements of information	None
102-49	Changes from previous reporting period	None
102-50	Reporting period	Performance indicator data is reported for the 2021 calendar year. All other information is inclusive of activities through July 2022.
102-51	Date of most previous report	June 2021
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	Natalie Lau, Director of ESG Natalie.Lau@manpowergroup.com
102-54	Claims of reporting in accordance with GRI Standards	We use the GRI standards to inform our ESG reporting.
102-56	External assurances	Financial reporting has been assured by an external auditor.
GRI 103: MANAGEMENT APPROACH		
103-1	Explanation of material topics	The introduction to each section of our 2020 ESG Report explains the relevance of each material topic to our business and our stakeholders.
103-2	Management approach	Management approach for each material topic is included within each section of the 2020 ESG Report .

GRI Disclosure Index

GRI Indicators		ManpowerGroup
GRI 201: ECONOMIC PERFORMANCE		
201-1	Direct economic value generated and distributed	2021 Annual Report Form 10-K
201-2	Financial implications and other risks and opportunities due to climate change	Climate-related risks and opportunities are disclosed in our annual response to CDP, which are publicly available on the CDP site and our corporate website. 2021 CDP Report
GRI 203: INDIRECT ECONOMIC IMPACTS		
203-2	Significant indirect economic impacts	2021-22 ESG Report - People & Prosperity, 2020 ESG Report pages 4-10, 14-16
GRI 205: ANTI-CORRUPTION		
205-1	Operations assessed for risks related to corruption	ManpowerGroup's global Audit Advisory Services team performs an annual Country Risk Profile Analysis, including corruption risk, across all countries of operation.
205-2	Communication and training on anti-corruption and actions taken	2021-22 ESG Report - Principles of Governance, Key Performance Data Table 2020 ESG Report pages 17-19
205-3	Confirmed incidents of corruption and actions taken	In 2021, there were no confirmed incidents of corruption.
GRI 302: ENERGY		
302-1	Energy consumption within the organization	2021-22 ESG Report - Planet, Key Performance Data Table
302-3	Energy intensity	2021-22 ESG Report - Planet, Key Performance Data Table
302-4	Reduction of energy consumption	2021-22 ESG Report - Planet, Key Performance Data Table
GRI 305: EMISSIONS		
305-1	Direct (Scope 1) GHG Emissions	2021-22 ESG Report - Planet, Key Performance Data Table
305-2	Energy indirect (Scope 2) GHG emissions	2021-22 ESG Report - Planet, Key Performance Data Table
305-3	Other indirect (Scope 3) GHG emissions	2021-22 ESG Report - Planet, Key Performance Data Table
305-4	GHG emissions intensity	2021-22 ESG Report - Planet, Key Performance Data Table
305-5	Reduction of GHG emissions	2021-22 ESG Report - Planet, Key Performance Data Table

GRI Disclosure Index

GRI Indicators		ManpowerGroup
GRI 401: EMPLOYMENT		
401-1	Employee hires and turnover	2021-22 ESG Report - People & Prosperity, Key Performance Data Table
401-3	Parental leave	2020 ESG Report pages 4-10
	Employee engagement	2021-22 ESG Report - People & Prosperity, Key Performance Data Table
GRI 403: HEALTH & SAFETY		
403-1	Operational health and safety management system	2020 ESG Report pages 11-13
403-2	Hazard identification and risk assessment	2020 Social Impact Report
403-5	Worker training and health and safety	2020 Social Impact Report
403-6	Promotion of employee health	2021-22 ESG Report - People & Prosperity, Key Performance Data Table, 2020 Social Impact Report
403-7	Prevention and mitigation of occupational health and safety impacts directly related to business relationships	2020 Social Impact Report
403-9	Work-related injuries	2021-22 ESG Report - People & Prosperity, Key Performance Data Table
GRI 404: TRAINING AND EDUCATION		
404-1	Average hours of training per year per employee	2021-22 ESG Report - People & Prosperity, Key Performance Data Table
404-2	Programs for upskilling and career management	2021-22 ESG Report - People & Prosperity, Key Performance Data Table
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY		
405-1	Diversity of governance bodies and employees	2021-22 ESG Report - People & Prosperity, Key Performance Data Table 2021 Annual Report Form 10-K 2022 Proxy Statement
405-2	Ration of remuneration of women to men	2021-22 ESG Report - People & Prosperity, Key Performance Data Table

GRI Disclosure Index

GRI Indicators		ManpowerGroup
GRI 406: NONDISCRIMINATION		
406-1	Incidents of discrimination and corrective actions taken	<p>As stated in our Code of Business Conduct and Ethics, we encourage all employees to report concerns to their managers or through our Ethics Hotline.</p> <p>All allegations of harassment or discrimination are thoroughly investigated and action is taken at the most appropriate level. Allegations received through the Ethics Hotline are reported to the Audit Committee of the Board of Directors.</p> <p>We do not require employees to take sexual harassment claims to private arbitration.</p>
GRI 412: HUMAN RIGHTS ASSESSMENT		
412-2	Employee training on human rights policies or procedures relevant to our operations	2020 ESG Report pages 14-16
412-1	Human right review/impact assessment	2020 ESG Report pages 14-16
412-3	Significant agreements or contracts that include human rights clauses	2020 ESG Report pages 23-25
GRI 413: LOCAL COMMUNITIES		
413-1	Operations with local community engagement and development programs	2021-22 ESG Report - People & Prosperity , 2020 Social Impact Report 2020 ESG Report pages 9, 16, 25
GRI 415: PUBLIC POLICY		
415-1	Political contributions	The use of company funds for political contributions is strictly prohibited by the ManpowerGroup Code of Business Conduct and Ethics . In 2021 ManpowerGroup did not make any political contributions.
GRI 418: CUSTOMER PRIVACY		
418-1	Substantiated complains regarding breaches or customer privacy and losses of customer data	2021 Annual Report Form 10-K

SASB Disclosure Index

The Sustainability Accounting Standards Board (SASB) is a nonprofit organization focused on helping companies identify and publicly disclose the sustainability topics that matter most to their investors. SASB has developed industry-specific reporting recommendations, including accounting and activity metrics, to guide businesses' public reporting.

This Index is intended to provide a roadmap to ManpowerGroup's disclosures on the topics identified in the SASB Professional & Commercial Services Sustainability Accounting Standard Version 2018-10.

Accounting Metrics		ManpowerGroup Reporting
DATA SECURITY		
SV-PS-230a.1	Description of approach to identifying and addressing data security risks	2021-22 ESG Report - Principles of Governance
SV-PS-230a.2	Description of policies and practices relating to collection, usage, and retention of customer information	ManpowerGroup Global Privacy Notice
SV-PS-230a.3	(1) Number of data breaches, (2) percentage involving customers' confidential business information (CBI) or personally identifiable information (PII), (3) number of customers affected	As reported in the 2021 Annual Report Form 10-K, we experienced 2 data security breaches resulting from unauthorized access to our systems and other fraudulent activities, such as social engineering. These breaches did not affect any client data, and none of the incidents involved confidential business information or personally identifiable information. None of the incidents had a material impact on our operations or financial results.
WORKFORCE DIVERSITY & ENGAGEMENT		
SV-PS-330a.1	Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees	2021-22 ESG Report - People & Prosperity Key Performance Data Table
SV-PS-330a.2	(1) Voluntary and (2) involuntary turnover rate for employees	2021-22 ESG Report - People & Prosperity Key Performance Data Table
SV-PS-330a.3	Employee engagement as a percentage	2021-22 ESG Report - People & Prosperity Key Performance Data Table
PROFESSIONAL INTEGRITY		
SV-PS-510a.1	Description of approach to ensuring professional integrity	2021-22 ESG Report - Principles of Governance 2020 ESG Report page 18
SV-PS-510a.2	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	Not Applicable
ACTIVITY METRICS		
SV-PS-000.A	Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract	We had approximately 30,000 FTE employees as of December 31, 2021. On average, we place 600,000 associates on temporary or project-based assignments with clients every day.
SV-PS-000.B	Employee hours worked, percentage billable	Not Applicable



Stakeholder Capitalism Metrics Disclosure Index

The Stakeholder Capitalism Metrics (SCM) developed by the World Economic Forum (WEF) International Business Council defines a core set of metrics and disclosures to align companies' mainstream reporting on performance against environmental, social and governance (ESG) indicators and track their contributions toward the Sustainable Development Goals (SDGs) on a consistent basis.

In January 2021, ManpowerGroup joined the International Business Council (IBC) and committed to aligning our reporting to SCM Core metrics. In this index, we have provided links to data and disclosures that are currently available.

SCM Core Metrics & Disclosures		ManpowerGroup Reporting: Locations & Notes
PRINCIPLES OF GOVERNANCE		
Governing Purpose	Setting Purpose – The company's stated purpose, as the expression of the means by which a business proposes solutions to economic, environmental and social issues. Corporate purpose should create value for all stakeholders, including shareholders.	2021-22 ESG Report – ESG Strategy 2022 Proxy Statement 2021-22 ESG Report – CEO Letter
Quality of Governing Body	Governance Body Composition – Composition of the highest governance body and its committees by: competencies relating to economic, environmental and social topics; executive or non-executive; independence; tenure on the governance body; number of each individual's other significant positions and commitments, and the nature of the commitments; gender; membership of under-represented social groups; stakeholder representation.	2022 Proxy Statement
Stakeholder Engagement	Material Issues Impacting Stakeholders – A list of the topics that are material to key stakeholders and the company, how the topics were identified and how the stakeholders were engaged.	2021-22 ESG Report – Global Alignment 2021-22 ESG Report – Stakeholder Engagement
Ethical Behavior	Anti-corruption 1. Total percentage of governance body members, employees and business partners who have received training on the organization's anti-corruption policies and procedures, broken down by region. a. Total number and nature of incidents of corruption confirmed during the current year, but related to previous years; and b. Total number and nature of incidents of corruption confirmed during the current year, related to this year. 2. Discussion of initiatives and stakeholder engagement to improve the broader operating environment and culture, in order to combat corruption.	2021-22 ESG Report – Ethics & Integrity 2021-22 ESG Report – Key Performance Data Table ManpowerGroup Anti-Corruption Policy
	Protected Ethics Advance and Reporting Mechanisms A description of internal and external mechanisms for: 1. Seeking advice about ethical and lawful behavior and organizational integrity; and 2. Reporting concerns about unethical or unlawful behavior and lack of organizational integrity.	2021-22 ESG Report – Ethics & Integrity Business Ethics Hotline
Risk and Opportunity Oversight	Integrating Risk & Opportunity Into Business Process – Company risk factor and opportunity disclosures that clearly identify the principal material risks and opportunities facing the company specifically (as opposed to generic sector risks), the company appetite in respect of these risks, how these risks and opportunities have moved over time and the response to those changes. These opportunities and risks should integrate material economic, environmental and social issues, including climate change and data stewardship.	2021 Annual Report Form 10-K

SCM Core Metrics & Disclosures		ManpowerGroup Reporting: Locations & Notes
PLANET		
Climate Change	<p>Greenhouse Gas (GHG) Emissions – For all relevant greenhouse gases (e.g. carbon dioxide, methane, nitrous oxide, F-gases, etc.), report in metric tonnes of carbon dioxide equivalent (tCO₂e) GHG Protocol Scope 1 and Scope 2 emissions. Estimate and report material upstream and downstream (GHG Protocol Scope 3) emissions where appropriate.</p> <p>TCFD Implementation – Fully implement the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). If necessary, disclose a timeline of at most three years for full implementation. Disclose whether you have set, or have committed to set, GHG emissions targets that are in line with the goals of the Paris Agreement – to limit global warming to well below 2°C above pre-industrial levels and pursue efforts to limit warming to 1.5°C – and to achieve net-zero emissions before 2050.</p>	<p>2021-22 ESG Report – Planet Key Performance Data Table</p> <p>We are aligned with the TCFD recommendations. In addition to setting a strong governance structure for climate oversight, our emission reduction targets have been verified by Science Based Targets Initiative (SBTi) and are in line with the 1.5C pathway. We are currently working to conduct climate scenario analyses and develop a climate transition plan.</p>
Nature Loss	<p>Land Use & Ecological Sensitivity – Report the number and area (in hectares) of sites owned, leased or managed in or adjacent to protected areas and/or key biodiversity areas (KBA).</p>	Not material
Freshwater Availability	<p>Water Consumption & Withdrawal In Water-Stressed Areas – Report for operations where material: megalitres of water withdrawn, megalitres of water consumed and the percentage of each in regions with high or extremely high baseline water stress, according to WRI Aqueduct water risk atlas tool. Estimate and report the same information for the full value chain (upstream and downstream) where appropriate.</p>	Not material
PEOPLE		
Dignity and Equality	<p>Diversity & Inclusion (%) Percentage of employees per employee category, by age group, gender and other indicators of diversity (e.g. ethnicity).</p>	<p>2021-22 ESG Report – People & Prosperity Key Performance Data Table</p>
	<p>Pay Equality Ratio of the basic salary and remuneration for each employee category by significant locations of operation for priority areas of equality: women to men, minor to major ethnic groups, and other relevant equality areas.</p> <p>Wage Level 1. Ratios of standard entry-level wage by gender compared to local minimum wage. 2. Ratio of the annual total compensation of the CEO to the median of the annual total compensation of all its employees, except the CEO.</p>	<p>2020 ESG Report page 8</p> <p>ManpowerGroup complies with minimum wage laws in every jurisdiction in which we operate. We are subject to regulations that govern wage levels in many countries, as well as industry-level collective bargaining agreements in a few markets. We disclose CEO pay ratio in the 2021 Annual Report Form 10-K.</p>
	<p>Risk For Incidents of Child, Forced or Compulsory Labour An explanation of the operations and suppliers considered to have significant risk for incidents of child labour, forced or compulsory labour. Such risks could emerge in relation to: 1. Type of operation (such as manufacturing plant) and type of supplier; and 2. Countries or geographic areas with operations and suppliers considered at risk</p>	<p>ManpowerGroup Human Rights Due Diligence Framework</p>

SCM Core Metrics & Disclosures		ManpowerGroup Reporting: Locations & Notes
Health & Well-Being	<p>Health & Safety – The number and rate of fatalities as a result of work-related injury; high-consequence work-related injuries (excluding fatalities); recordable work-related injuries; main types of work-related injury; and the number of hours worked.</p> <p>An explanation of how the organization facilitates workers’ access to non-occupational medical and healthcare services, and the scope of access provided for employees and workers.</p>	<p>2021-22 ESG Report - People & Prosperity Key Performance Data Table</p> <p>ManpowerGroup offers health insurance to employees and associates in most jurisdictions where such benefits are not legally required. See 2021 Annual Report Form 10-K, page 8.</p>
Skills for the Future	<p>Training – Average hours of training per person that the organization’s employees have undertaken during the reporting period, by gender and employee category (total number of hours of training provided to employees divided by the number of employees).</p> <p>Average training and development expenditure per full time employee (total cost of training provided to employees divided by the number of employees).</p>	<p>2021-22 ESG Report - People & Prosperity Key Performance Data Table</p> <p>2020 Social Impact Report</p>
PROSPERITY		
Employment & Wealth Generation	<p>Absolute Number & Rate of Employment</p> <ol style="list-style-type: none"> 1. Total number and rate of new employee hires during the reporting period, by age group, gender, other indicators of diversity and region. 2. Total number and rate of employee turnover during the reporting period, by age group, gender, other indicators of diversity and region. 	<p>2021-22 ESG Report - People & Prosperity Key Performance Data Table</p>
	<p>Economic Contribution</p> <ol style="list-style-type: none"> 1. Direct economic value generated and distributed (EVG&D), on an accruals basis, covering the basic components for the organization’s global operations, ideally split out by: <ul style="list-style-type: none"> • Revenues • Payments to providers of capital • Operating costs • Payments to government • Employee wages and benefits • Community investment 2. Financial assistance received from the government: total monetary value of financial assistance received by the organization from any government during the reporting period. 	<p>2021-22 ESG Report - People & Prosperity Key Performance Data Table</p> <p>2021 Annual Report Form 10-K</p> <p>ManpowerGroup 2020 Social Impact Report</p>
	<p>Financial Investment Contribution</p> <ol style="list-style-type: none"> 1. Total capital expenditures (CapEx) minus depreciation, supported by narrative to describe the company’s investment strategy. 2. Share buybacks plus dividend payments, supported by narrative to describe the company’s strategy for returns of capital to shareholders 	<p>2021 Annual Report Form 10-K</p>
Innovation of Better Products & Services	<p>Total R&D Expenses – Total costs related to research and development.</p>	<p>2021 Annual Report Form 10-K</p>
Community & Social Vitality	<p>Total Tax Paid – The total global tax borne by the company, including corporate income taxes, property taxes, non-creditable VAT and other sales taxes, employer-paid payroll taxes, and other taxes that constitute costs to the company, by category of taxes.</p>	<p>2021 Annual Report Form 10-K</p>



Forward-Looking Statements

Statements made in this report that are not statements of historical fact are forward-looking statements, and these may include, among other things, information concerning our sustainability strategies and objectives, and the company's environmental, socioeconomic and human capital efforts. All forward-looking statements involve risks and uncertainties, including the risks and uncertainties identified under Item 1A – Risk Factors in our annual report on Form 10-K for the year ended December 31, 2021 ("2021 10-K"), as well as the Company's Quarterly Report on Form 10-Q for the quarter ended March 31, 2022 and any additional risks described in our other filings with the Securities and Exchange Commission (SEC). These factors, many of which are beyond our control, could cause actual performance, results and events to differ materially from those contained in the forward-looking statements. We caution that any forward-looking statement reflects only our belief at the time the statement is made. We do not undertake any obligation to update such information, or to update this 2021-2022 ESG Report, to reflect subsequent events or circumstances.