

# 2018 Gender Pay Gap Report

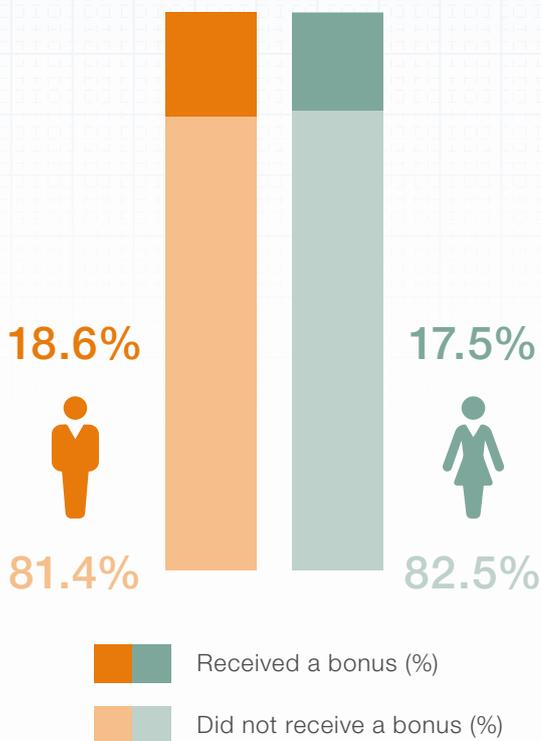
Manpower is committed to equality in all aspects of our business, including in the area of gender pay.

## GENDER PAY & BONUS GAP

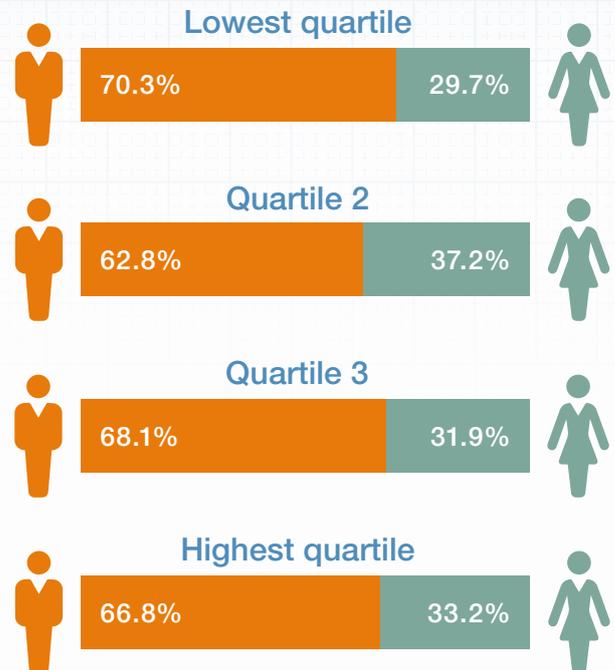
	Hourly rate	Bonus Paid
 <b>Mean</b>	-1.9%	 <b>Mean</b> -17.2%
<b>Median</b>	0.3%	<b>Median</b> 0.0%

The tables above show Manpower's overall mean and median gender pay gap based on hourly rates of pay as at the snapshot date (5 April 2018). It also captures the mean and median difference between bonuses paid to men and women in the year up to 5 April 2018.

## PROPORTION OF EMPLOYEES PAID A BONUS



## PAY RATE QUANTILES



ManpowerGroup®



# 2018 Gender Pay Gap Report

When women make up half of the talent pool, getting more women into leadership and achieving parity of opportunity for all isn't just an ethical imperative, it makes good business sense, achieves diversity of thought and enables better decision making.

At ManpowerGroup, we are committed to closing the gender gap and creating a culture of conscious inclusion, where everyone is invited in and all opinions are valued. We are proud to nurture an inclusive environment in our own organisation, and that of the clients we serve.

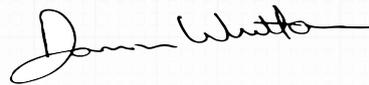
When we take an average of hourly rates across our Manpower business, including our associates, women are paid 1.9% more than men. This is a positive improvement on 2017, when women were paid 2.7% less than men. What's more, when we look at bonus pay, our gender pay gap stands at 17.2%, in favour of women. Within Manpower, the majority of our employees are the workers we place on assignment with our clients. Therefore our gender pay gap reflects to a large extent the mix of the employees we place on assignment, and the relative pay rates adopted by our clients.

We are pleased with our progress, yet not satisfied. There is always more we can do to shift the needle. Our ultimate parent company, ManpowerGroup Inc, already has the most diverse Board in the industry and we're actively developing our pipeline of women leaders globally. We do so with dedicated development programmes in addition to our Emerging Leaders Programme, of which 50% are women. We take an active role with the World Economic Forum to shape the future of gender, education and work and help organisations get more women into high growth roles. Moreover, we also commission research that provides employers with actionable advice and practical recommendations that can accelerate their journey to gender parity.

We set clear and measurable goals for our business, focusing on where we want to progress and how we are going to get there. We are committed to taking steps to make more progress to parity, including:

- Introducing Success Profiles to re-enforce the behaviours of conscious inclusion at all levels. By using these when hiring, developing and promoting our people, we're able to drive a culture of people who value others.
- Using standard criteria throughout our succession planning processes and challenging our own assumptions of what makes individuals successful. We have set a clear expectation that all success plans should have a 50:50 split between men and women.
- Creating ownership and involvement at all levels to drive a cultural change, by empowering our people to advocate and champion diversity through their own employee network groups.
- Providing high potential women with the experience and exposure they need to succeed in senior business-critical roles. We are continuing to elevate our focus of senior leader sponsorship of high potential women, and we are creating exposure opportunities that will allow them to lead with impact.

I confirm the data reported is accurate.



**Damian Whitham**  
Commercial Director, ManpowerGroup UK

## COMMITMENTS AND INSIGHTS

At ManpowerGroup, we are intent on ensuring we achieve our ambitious diversity targets, as well as our other strategic goals. Each country executes on diversity programmes addressing local workforce issues, while gender diversity is universally pursued as a global priority. We have the most diverse Board in the industry, with 42% female representation. We are confident we will achieve our goal of 40% women in senior leadership globally by 2024.

ManpowerGroup Chairman and CEO Jonas Prising joins Leaders from LinkedIn, Deloitte and Cloudflare at the World Economic Forum, to discuss strengthening women in the new world of work.

[Watch the video here](#)

Mara Swan, ManpowerGroup's Executive Vice President, Global Strategy and Talent, and ManpowerGroup's Chief Talent Scientist Dr. Tomas Chamorro-Premuzic share what real leadership looks like in the era of #MeToo. [Read the insights here](#)

Seven Steps to Conscious Inclusion: We asked emerging and established leaders, male and female, about the obstacles we face to gender parity and the actions employers can take. [Learn more here](#)



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