

2019 Gender Pay Gap Report

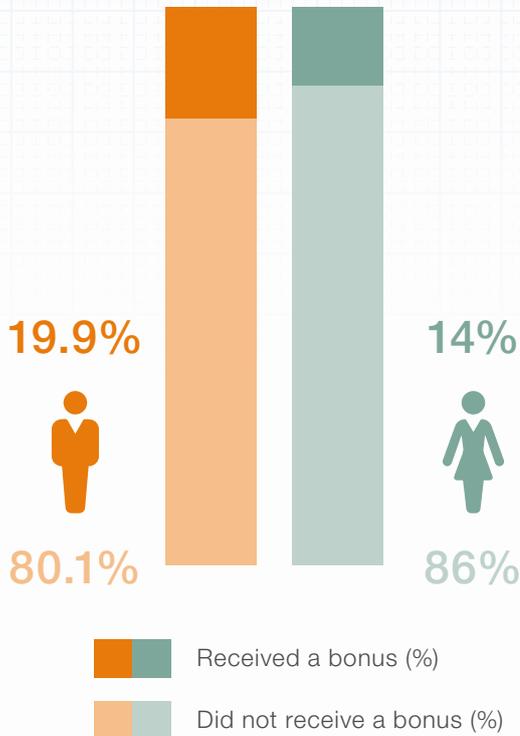
Manpower is committed to equality in all aspects of our business, including in the area of gender pay.

GENDER PAY & BONUS GAP

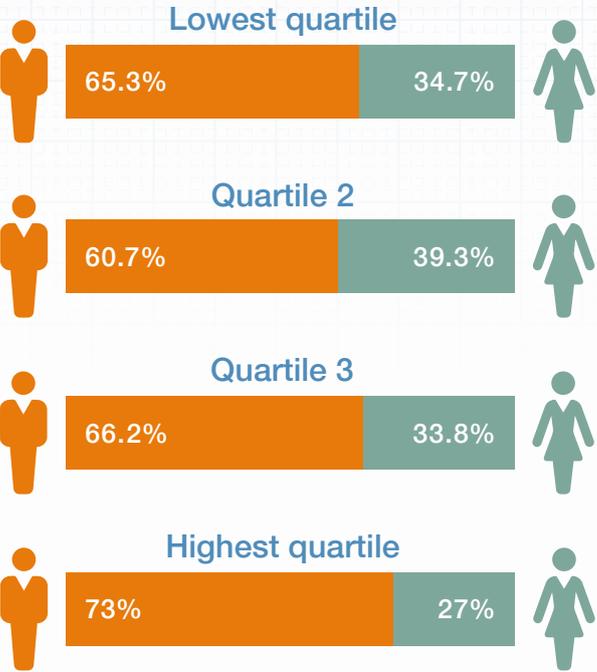
	Hourly rate			Bonus Paid	
	Mean	3.4%		Mean	-21.1%
	Median	7.7%		Median	0.0%

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 2019. It also captures the mean and median difference between bonuses paid to men and women in the year up to 5 April 2019.

PROPORTION OF EMPLOYEES PAID A BONUS



PAY RATE QUARTILES



April 2020

In 2019 the number of women in employment in the UK hit a historic high and is set to continue to grow. Gender parity in the workplace is now more important than ever, and more achievable as every year we take a step closer to achieving our goals. The business benefits of a more diverse and equal workplace have been well documented. Organisations which enable individuals of different gender, ethnicity, or other identities bring diverse perspectives which enhances creativity and leads to better decision-making and stronger business performance.

From our own proprietary research we also know that employees are rightly demanding more focus on gender parity from their employers. Our latest [What Workers Want study](#) found a diverse workforce was one of the top five reasons for choosing a new employer or staying with an organisation across all age and gender groups. In a talent scarce market, diversity is a key differentiator to securing the best and brightest talent.

At Manpower, we are committed to closing the gender gap and creating a culture of conscious inclusion where everyone is included and all opinions are valued. We are proud to nurture an inclusive environment in our own organisation, and that of the clients we serve. We have made great improvements, and we're proud of the how far we've come to date. Our work doesn't stop here, and we are continuing to pursue our goal of gender parity in 2020.

When we take an average of hourly rates across our Manpower business, including our associates, women were paid 3.4% less than men in 2019. We are proud of this achievement, but we can't rest here. We will continue along this journey to ensuring these figures remain and we are consistently achieving gender parity year on year.

We have been working hard over the last 12 months to achieve greater gender balance at senior levels, and harness the individual strengths of our people across the organisation. Our philosophy of ensuring a fully inclusive, diverse and gender balanced business is built into all hiring and succession planning processes across all levels. As a result, we are pleased to say that we have doubled our representation of women in the UK Leadership Team. We have also seen significant improvements in the engagement levels of our people across the organisation, as well as our cultural index dimensions; we've achieved this by actively involving our employees in setting up diverse teams to solve business challenges.

Our senior team have completed assessments, to help us understand and leverage the best of our diversity, and role model this from the top all the way through the organisation. Currently, 56% of our identified future leaders in the UK and successors to the Leadership Team are women, and in our European Future Leaders Programme 65% of participants are women.

We have made significant strides in creating a more gender-inclusive work environment, but there is still work to be done when it comes to including women in more management and leadership roles and we will continue our focus in 2020:

- Embedding our new Leadership Success Model, which outlines the leadership behaviours which make us successful, including: unleashing potential and harnessing the strengths and diversity of everyone across our organisation. By focusing on this model when hiring, developing and promoting our people, we're able to drive a culture of conscious inclusion and hire individuals who value others.
- Ensuring succession plans have equal representation, using standard criteria throughout our succession planning processes and challenging our own assumptions of what makes individuals successful. We will continue to set the expectation that all succession plans have a 50:50 split of men and women.
- Launching our High Potential Programme, comprised of 56% women and 44% men, to invest in our future leaders and help them develop the management behaviours that will make us successful and drive a culture of conscious inclusion.
- Increasing diversity awareness, highlighting how variety makes us successful and the value it brings. Through the launch of our new #TheBestofDiversity initiative, sharing and promoting employee stories of diversity and inclusion.
- Creating cross-functional diverse teams, to leverage the value of different thinking and creativity to help us solve strategic business challenges.

I confirm the data reported is accurate.



Damian Whitham

Commercial Director, ManpowerGroup UK