

HUMAN CAPITAL

"WE ARE CONVINCED THAT IT IS THE WORKERS OF THE FUTURE WHO WILL SHAPE THE FUTURE OF WORK, AND WE CAN PLAY A MAJOR PART IN MAKING THIS COME TRUE."

~Jonas Prising, Chairman & CEO

Why This Matters

Human capital management is at the core of our business and is how we create value for individuals, organisations and communities. Every year, we connect millions of people to meaningful work across a wide variety of skills and industries, helping to power the success of organisations around the world while providing individuals with opportunities to build skills for the future and achieve their potential. And our [Sustainability Plan](#) addresses human capital challenges facing organisations and individuals as they strive to stay relevant amid rapidly evolving skills and organisational demands: preparing young people to enter the workforce, upskilling and reskilling for long-term employability, and fostering diversity and inclusion at work.

Today, organisations are transforming faster than they ever imagined possible, with shifts to remote working and digitisation happening practically overnight in response to the COVID-19 crisis. Even before the pandemic, technical and human skills demands were changing faster than organisations could predict: in January 2020, 54% of companies globally said they cannot find the skills they need — almost double what it was a decade ago.¹ By March 2020, we were seeing the biggest workforce shift and reallocation of skills since World War II,² with skills needs shifting from aviation and hospitality to driving, retail, healthcare and information security at an unprecedented scale. And despite soaring levels of unemployment, acute skills shortages — in cyber security, software development and data analysis for example — continue unabated, reinforcing the need for a *Skills Revolution*,³ now more than ever.

The COVID health crisis, now an economic and social crisis, is disproportionately impacting some communities – especially people of colour and other minorities — in infection rates and deaths, furloughs and job losses. Organisations have work to do to address the potential acceleration of this bifurcation as remote working becomes a norm for white-collar workers while essential and blue-collar workers are required to show up and take more risk for less gain. We must all play a role in closing the skills gap and unleashing the potential of all people.

¹ [Closing The Skills Gap: What Workers Want](#), ManpowerGroup, 2020

² [Coronavirus Pandemic Compels Historic Labor Shift](#), Wall Street Journal, March 2020

³ [Skills Revolution Series](#), ManpowerGroup, 2019

"We believe organisations need to be part of the solution to address the polarisation, unrest and racism that is playing out in many of our communities and countries. When our society is broken for some, it is eventually broken for all of us.

We are confident that ManpowerGroup is uniquely positioned and able to help our clients and candidates succeed now and in the longer term. We will contribute solutions within our field of expertise, which is providing meaningful and sustainable employment for millions of people across the world by matching their aspirations and skills with companies needing to become more agile and competitive.

We are committed to delivering on our values to making workplaces more equitable and more inclusive, and to ensuring organisations, individuals and communities can emerge from this crisis stronger, more skilled, more competitive and more successful than ever before."

~ Jonas Prising, Chairman & CEO, July 2020

Developing our People Capabilities for the Skills Revolution

Our success in creating value for individuals and organisations around the world depends on our ability to unleash the potential of our own people. Creating a culture of learnability. Developing our people's skills and capabilities. Curating upskilling opportunities. Attracting and developing diverse talent. Fostering an inclusive and resilient culture that values the contribution and wellbeing of every person. Building a talented leadership team to drive the transformation of our business. '[Skilling Up](#)' is a pillar of our Sustainability Plan and all of this begins at home, across our 28,000-strong talented team in over 75 countries.

LEADERSHIP SUCCESS TO UNLEASH POTENTIAL

We continue to invest in building a talented leadership team to drive the transformation of our business and unleash the talent of our people. During 2019, we enhanced our Executive Leadership Team bringing in strong strategic and operational leadership capabilities. And we refined our Leadership Success Model to ensure we are developing leaders who are not just good operators, but also have the skills and capabilities to unleash potential, identify and nurture high performers, prioritise diversity and inspire the highest integrity.

EMERGING LEADER EXPERIENCE: DEVELOPING OUR NEXT GLOBAL LEADERS

Our Emerging Leader Experience is a rigorous two-year programme designed to rapidly develop high potential individuals to become our next global leaders. The programme combines workshops and coaching with company executives and tailored coursework from Harvard Business School with individual psychometric assessments, development planning, stretch assignments and high-impact mentoring. Each cohort is geographically diverse and gender balanced – nearly 50% are female – and we track promotion and mobility rates to measure the effectiveness of the programme.

EXPOSURE, EXPERIENCE, EDUCATION: DEVELOPING OUR EMPLOYEES

Employability, resilience and success in today's world of work requires continuous upskilling, reskilling and a collaborative learning culture. Learning (education) includes assessment to identify strengths and opportunities and formal training to develop skills and capabilities. While all our employees have access to on-demand learning, a great deal of their development comes from experience and exposure – activities and projects to apply and continue developing skills (experience), supported by ongoing coaching and guidance from managers, peers and mentors (exposure). In 2019, more than 75% of employees globally received assignments and additional responsibilities that supported their development.





POWERYOU™: NURTURING LEARNABILITY WITH ON-DEMAND LEARNING

We know that people want the opportunity to develop skills on the job – this kind of learning ranks among the top five priorities for workers of all ages, genders and geographies.⁴ And free training opportunities at work correlate with higher job satisfaction too.

That's why we continue to invest in *PowerYOU*, our global skills portal, providing access to thousands of microlearning opportunities on-demand for our 28,000 employees and the millions of associates that work for us throughout the year. Customised ManpowerGroup content combined with our *Skillsoft™* library is curated for in-demand skills so our people can develop the capabilities they need to stay relevant today and keep learning for the future.

We designated 2019 the Year of Learning. Guided by dedicated, personalised learning pathways with a focus on digital and soft skills, 78% of our staff worldwide upskilled to develop the digital and human capabilities of benefit to them and our business. And nearly 62,500 of our associates also took advantage of *PowerYOU* to learn and upgrade their skills too.

During COVID-19 shutdowns, we ensured that furloughed staff and associates could continue to benefit from free access to online training, so they could build their skills and enhance their employability as we emerge from the crisis. Through our relationship with Skillsoft, we also facilitated 60 days of complimentary access for candidates to thousands of online learning experiences.

CREATORS OF TALENT AT SCALE: TALENT AGENTS, MYPATH® AND SKILLS ACADEMIES

We are also investing in upskilling our own Recruiters — over 2000 have transformed their role to become Talent Agents, experts in assessment, data and coaching, so they can provide candidates personalised guidance to develop for future roles, creating a pipeline of skilled talent to our clients at a time when skills needs are changing faster than ever. And as remote working became the overnight norm during the COVID-19 pandemic, we swiftly upskilled our Sales teams in remote selling conversion courses to ensure we can continue to serve our clients and provide workforce solutions in this challenging environment. Our global Sales Academies will continue to build these capabilities in our people to benefit our clients and candidates in the future.

Our commitment to helping people adapt for future jobs extends beyond our employees to associates and candidates, and our workforce solutions increasingly position us as a creator of talent at scale, providing tailored learning, development and upskilling opportunities, while advancing the careers of hundreds of thousands of individuals.

In 2019 we rapidly expanded one of our key innovation initiatives, *MyPath*, to seven countries including two of our major markets, France and the U.S., providing 50,000 people with career advancement and skills development for growth sectors in IT, sales and finance, and increased earning potential through fast-track learning, on the job training and certification. Already driving operational efficiencies and added value, *MyPath* is delivering faster and higher placement rates, increased re-assignment rates, better skilled, better utilised and more motivated, increasingly loyal associates. As ManpowerGroup advocates, our associates are referring others to our brands and driving significant improvements in our Net Promoter Score for candidates and clients.

Through our ManpowerGroup Academies we are providing opportunities for individuals to develop skills and certifications for in-demand roles in IT, engineering, logistics and digital manufacturing. We now have Manpower and Experis Academies in 10 key markets – including Australia, Belgium, Israel, Italy, Netherlands, Norway, Spain, Sweden, UK, and the U.S. – where we are helping thousands develop the skills our clients increasingly need.

⁴ [Closing The Skills Gap: What Workers Want](#), ManpowerGroup, 2020



EMPLOYEE ENGAGEMENT: TAKING THE PULSE OF THE ORGANISATION

Listening to our people is key to supporting an inclusive and resilient culture. Through annual and regular pulse surveys we can understand employee sentiment around various items from the effectiveness of our people and culture strategy, to leadership, ethics and values and development opportunities. For nearly 15 years, the ManpowerGroup Annual People Survey has given every employee around the world the opportunity to voice their opinion and provide critical feedback on what we're doing well and where we can improve. We analyse results to identify actions we can take to enhance our global strategy, and also ensure that leaders and managers have the tools to develop action plans with their local teams.

More recently in light of COVID-19, we have been able to consult real-time to understand how our people feel about remote working, productivity, returning to and reimagining the workplace, wellbeing and more, and to turn real-time results into clear communications and action plans.

WELLBEING AND RESILIENCY FOR A POST-COVID WORLD

To create a work environment where all individuals are respected and valued and can contribute fully to the organisation's success, we must enable our people with tools and resources to support their wellbeing so they can perform at their best. Ensuring our people have access to health insurance, paid time off and parental leave is just a start. Our wellness initiatives around the world also support physical fitness and financial and emotional health. And even before COVID-19, we have been investing in technology that supports flexible work schedules and remote working for many of our staff.

When we transitioned more than 80% of our staff to remote working over 10 days to flatten the curve of COVID-19 transmission, we provided additional tools, technology and training so our people could stay safe and productive. Flexible and reduced hours and leaves of absence have allowed our people to prioritise personal and family responsibilities. And we're leveraging our virtual collaboration technology in new ways to support our people, with a Global Wellbeing Resource Centre to share best practices and a new *TeamsBuddy* app fostering connections and friendships between colleagues around the world.

Nurturing a Diverse and Inclusive Workforce

At ManpowerGroup, we believe in human potential and we advocate acceptance, respect and inclusion. We are committed to do all we can to fight racism and to strengthen diversity, equality and inclusion within our company, and in the communities in which we live and operate. We also know, from our vast experience in labour markets across the world, that we must engage and include all available talent and ignite human potential to sustainably grow prosperity around the world. It is the right thing to do, and it is what we must do to prosper.

Our commitment to diversity and inclusion is driven from the top by our CEO, and our leaders are held accountable to nurture workplace cultures where people from all backgrounds feel welcome and valued. '[Integrating & Including](#)' is a pillar of our Sustainability Plan. We focus on creating a culture of conscious inclusion in our own organisation, and with our client and community partners we develop and support programmes that upskill underrepresented and underserved populations for meaningful and sustainable work.

GLOBAL COMMITMENT, LOCAL FOCUS

Our business is naturally diverse, with operations in more than 75 countries around the world. We believe our organization, our leadership and our customers should reflect the diversity of those communities.

Globally, we are committed to **gender parity** as a first, shared diversity and inclusion priority in all our countries. Following gender, our key markets also prioritise a second diversity focus and goals relevant to each local labour market. These focus areas include addressing the representation of ethnic and racial minorities, people with disabilities, refugees and immigrants, generational diversity and socio-economically disadvantaged populations. Progress against diversity goals are reported annually to the Global Diversity Officer and the Board of Directors.

⁵ [Women in the Workforce – Global: Quick Take](#), Catalyst, 2020

⁶ [Education at a Glance](#), OECD 2019



ADVANCING WOMEN INTO LEADERSHIP

Women represent 39% of the world's total working population and now make up the majority of graduates, yet hold less than one third of managerial and leadership positions.^{5,6} At ManpowerGroup, 45% of our Board of Directors is female, the highest in our industry. Women make up nearly 65% of our organisation, and hold 59% of all management positions and 37% of senior leadership roles globally. We are committed to hiring, retaining, developing and advancing more women into leadership, and are on track to achieve our goal of 40% women in leadership by 2024. In 2018 we launched our Women's Leadership Summit, bringing together 50 of our senior female leaders globally for coaching, mentoring and networking, and we ensure our ongoing Emerging Leader Experience cohorts are gender balanced.

We are also committed to accelerating the path to pay equity, and conduct a gender pay equity analysis in our largest markets every year. In France, our single largest market, we are in the top 1% of companies on the Gender Pay Equity Index, as well as the clear leaders (by a margin of more than 10%) in our sector.

RESOURCE GROUPS PROMOTE INCLUSION, ACCELERATE CAREERS AND SUPPORT BUSINESS OUTCOMES

Our Business Resource Groups (BRGs) bring together a cross-section of diverse backgrounds to promote multicultural understanding and a stronger sense of community, build partnerships and networks, and develop high-potential talent to accelerate their careers.

The BRGs — for women, LGBTQ, young professionals and multicultural employees — take a leading role in forging strategic partnerships and alliances with professional associations and community organisations, providing learning and development opportunities, sponsoring cultural events, and most recently developing an Inclusion and Support toolkit for colleagues. Well established in the U.S., we are working to expand the BRGs to more markets.

COMMITTED TO BEING ANTI-RACIST: PRO-INCLUSION AND PRO-DIVERSITY IS NOT ENOUGH

We continue to make progress in building a strong pipeline of diverse leaders and providing opportunities to diverse candidates. We are consistently recognised as a best place to work for women, LGBTQ equality and disability inclusion and our employees rate us highly on Diversity & Inclusion in our Annual People Survey. We are proud of what we have accomplished, but know that we still have a long way to go to make our communities and workplaces more equitable and inclusive. As employers we should all be asking ourselves, what more can we do to make sure meaningful jobs, competitive wages, equitable promotions and wider opportunities are available to all?

In the U.S. we have set bold targets to increase the representation of People of Colour in both our total workforce and in leadership roles, and our commitment starts in the community where we are headquartered: Milwaukee, Wisconsin. Compared to peer regions across the country, Milwaukee shows a significant gap in economic prosperity measures for African American and Latinx communities, as well as disparity in workforce representation. In 2019-20, as Chair of the Metropolitan Milwaukee Association of Commerce (MMAC), our CEO leads the commitment of 64 local businesses — including other Fortune 1000 companies Harley-Davidson, Northwestern Mutual, Quad/Graphics, Rexnord and Rockwell Automation — in pledging to make Milwaukee a [Region of Choice for Diverse Talent](#), with the goal that by 2025, we can increase diverse management by 25% and diverse employment by 15%. The disproportionate impact of COVID-19 on our Black, Brown and Latinx communities means it is more important than ever to accelerate progress to this goal.

We say to every employee, especially Black and Brown, that we are with you, we support you and we hear your pain and anger. To accelerate our active listening inside our organisation, leaders together with our Multicultural Employee Resource Group for Excellence launched a series of *Courageous Conversations* with colleagues across the U.S. on the role we can play in making positive change, starting with Minneapolis and Milwaukee. Collective action is how we will make progress fastest.

VOLUNTEERING SUPPORTS EMPLOYEE AND COMMUNITY RESILIENCE

We've always encouraged our people to take time out from work to volunteer in the community, to develop their skills and increase their adaptability while creating deeper connections both within and outside the organisation. Our volunteer initiatives align with the three pillars of our Sustainability Plan and focus on preparing young people to enter the workforce, upskilling and reskilling for long-term employability, and fostering diversity and inclusion at work. Through global and national partnerships with organisations like Junior Achievement and United Way, local community investment initiatives, and service on local boards and committees, our people are supporting our communities every day. With COVID-19 lockdowns, we've taken many of our signature volunteer initiatives virtual, and will continue to adapt to as we emerge.



Creating Social Impact Through Upskilling

We believe meaningful, sustainable employment has the power to change the world. That's why we partner with hundreds of public and private organisations around the world to develop programmes that provide access to employment for as many people as possible. Our programmes are designed to develop the in-demand skills and talent that organisations need to fuel their growth, while addressing diversity and inclusion challenges in our local markets and helping individuals overcome barriers to employment. This is how we deliver on our purpose in the 75+ markets where we operate, and some examples are illustrated here.

[See more at Work to Change the World.](#)



AMERICAS



ARGENTINA *Building Bridges*

Training and coaching people with disabilities, refugees, women and socio-economically disadvantaged youth to increase employability.



COLOMBIA *Visionary Youth*

Coaching, mentoring and training at-risk young people to develop skills and employability.



MEXICO AND CENTRAL AMERICA *Let's Walk Together*

Counselling and training refugees, people with disabilities and older workers to help secure jobs.



PANAMA *Talent without Borders*

Training and coaching refugees to improve employability and connect with jobs, in partnership with UNHCR and HIAS.



UNITED STATES *Academy of Advanced Manufacturing*

Upskilling veterans for in-demand jobs in advanced digital manufacturing, in partnership with Rockwell Automation.



MILWAUKEE *Ready.Set.Work! and Success Starts Here*

Helping women and men learn tools and techniques to overcome persistent barriers to employment.

EUROPE



BELGIUM *Manpower Unlimited and STEP*

Supporting integration of people with disabilities and low-skilled youth into the workforce.



FRANCE *HandiCapable*

Recruiting and connecting thousands of people with disabilities to jobs annually.



GERMANY *Refugee Welcome Centres*

Providing dedicated teams and resources to quickly connect refugees to jobs.



NETHERLANDS *From Refugee to Interpreter*

Training refugees for employment with our Language Services business.



SPAIN *Integra*

Training, mentoring and connecting students with disabilities to internships.



SWEDEN *Manpower Matching*

Coaching immigrants and refugees to help them quickly enter education or employment.



TURKEY *UNHCR*

Assessing, training and employing thousands of Syrian refugees for UNHCR programs.



UNITED KINGDOM *Disability Confident Leader*

Helping organisations identify, recruit, and retain people with disabilities.

AFRICA & ASIA PACIFIC



AUSTRALIA *Defence Force Recruiting*

Helping meet ambitious targets to attract and retain women, Indigenous Australians, and culturally and linguistically diverse recruits.



INDIA *Udaan Skilling Programme*

Upskilling young women and minorities from impoverished areas for jobs in IT and other growth roles.



JAPAN *Job Support Power*

Training, educating and providing teleworking infrastructure to support employment of people with disabilities.



SOUTH AFRICA *Maharishi Institute*

Supporting Black Economic Empowerment with 25% of local profits directed to educating students.



VIETNAM *Ministry of Labour*

Partnering to enhance women's digital and leadership skills and enable full workforce participation.



HUMAN CAPITAL PERFORMANCE INDICATORS

CULTURE & CAPABILITIES	2017	2018	2019
Employee Engagement Index score ¹	60%	59%	62%
Collaborative Culture Index score ¹	82%	82%	84%
Fast & Agile Culture Index score ¹	76%	75%	76%
Performance-based Culture Index score ¹	79%	80%	81%
Trusted & Ethical Culture Index score ¹	79%	79%	80%
Diverse & Inclusive Culture Index score ¹	—	84%	85%
Development & Career Index score ¹	73%	74%	75%
Investment in employee development (million \$USD) ²	\$15	\$17	\$15
Average hours in formal training (per person) ²	22	22	18
Courses taken on PowerYOU	72,000	170,000	232,000
Employees participating in formal skills training ²	74%	82%	96%
Employees developing through experience and exposure ³	74%	75%	77%
Management and leadership roles filled by internal promotion ²	55%	52%	48%
Total turnover – at all levels ^{2, 4}	24%	27%	25%
Voluntary turnover – at all levels ^{2, 4}	16%	19%	17%
Total turnover – management level and above ²	16%	17%	16%
Voluntary turnover – management level and above ²	10%	10%	10%

GLOBAL WORKFORCE DEMOGRAPHICS

BY REGION	BY AGE GROUP	BY LEVEL
Asia Pacific & Middle East	13%	18-35 45%
Europe	58%	36-49 39%
North America	15%	50+ 16%
Latin America	15%	Senior Leadership ⁵ 1% Leadership 4% Field & Functional Management 16% Individual Contributor 79%

GLOBAL & U.S. DIVERSITY

	WOMEN (GLOBAL)			PEOPLE OF COLOUR (U.S.)		
	2017	2018	2019	2017	2018	2019
Board of Directors	42%	45%	45%	18%	18%	18%
Executive Management	20%	25%	27%	20%	20%	33%
Senior Leadership ⁵	33%	36%	37%	10%	10%	13%
All management roles	57%	56%	59%	15%	15%	15%
All levels	69%	64%	64%	22%	23%	24%
New hires ⁶	—	65%	49%	32%	34%	34%
Promotions ⁶	67%	69%	55%	—	19%	19%

NOTE ON PERFORMANCE DATA

Unless otherwise noted, all data is representative of 100% of worldwide employee population

¹ Percentage of employees responded favourably to all Index indicators on the ManpowerGroup Annual People Survey

² In key markets representing approximately 80% of worldwide employee population and revenues

³ As reported via the ManpowerGroup Annual People Survey

⁴ 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

⁵ Includes Executive Management, global function leaders, and key market leadership teams

⁶ Global gender data from key markets representing approximately 80% of worldwide employee population





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For more information on ManpowerGroup, visit: WWW.MANPOWERGROUP.CO.UK/SUSTAINABILITY