



ManpowerGroup®

Working to Change the World

ManpowerGroup 2021 ESG Report

2021 #GenerationEquality mural
by Lula Goce, created in partnership
with ManpowerGroup, the UN and
Street Art for Mankind
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Welcome to Working to Change the World

Messages from our CEO and Chief Sustainability
Officer

Join Us in Working to Change the World

Today there is more focus than ever on **Environment** action, **Social** impact and good **Governance**. The S of ESG - how business creates broader shared value for all - has rightly come to the fore as a result of the health, economic and social crises across the world caused by the pandemic.

What matters is measured, and that's why we welcome greater transparency on social justice and climate action. It's why we have increased our commitment to ESG and to all our stakeholders to support common metrics that focus on People, Prosperity, Planet and Principles of Governance from the International Business Council's *Stakeholder Capitalism Metrics*. This report outlines our 2020 progress and plans for creating long-term value for shareholders while operating a sustainable business model that addresses the long-term imperatives of our company and society at large.

Our *Working to Change the World Plan* is about collectively caring for People and Planet with new awareness and urgency. Advancing towards Net Zero by measuring and reducing our climate impact (and offsetting only when we must) while accelerating social justice to address inequities will drive job creation and demand for new skills, and will progress opportunities for all.

Our *Working to Change the World Plan* is why we are committed to pre-skilling, upskilling and reskilling people at speed and scale, using AI and machine learning to match people to meaningful, sustainable jobs with better accuracy than either humans or machines could do on their own. It is why we stand up for the greater good and collective benefit, to do all we can to be anti-racist, as well as pro-diversity, pro-equity and pro-inclusion, so that companies can continue to grow and succeed by accessing the skilled talent they need and so that everyone can be part of future growth and prosperity. As we emerge from the pandemic, this is our collective opportunity to act with

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Our Working to Change the World Plan is about collectively caring for People and Planet with new awareness and urgency.

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urgency, to scale bold, disruptive ideas and collaborations across business, government and education. And now is the time to reshape a better, brighter future for workers – one that is more skilled, more diverse, and more wellbeing-orientated than we could ever have imagined. Join us in *Working to Change the World*.

Jonas Prising
Chairman & CEO

Reshaping a Better, Brighter Future for Workers

For ManpowerGroup, we got a head start. We were founded on the belief that running a good business means contributing to society at large. Our founder and CEO Elmer Winter believed that *“Our company can be a tremendous instrument for good if we can help make people employable.”*

Today, just 4 CEOs and 7 decades later, we are as committed as ever to delivering on that promise. We believe the future is one built on partnership and all that we can achieve collectively to create positive social impact and deliver on our purpose *that meaningful and sustainable employment has the power to change the world.*

We know that people have changed because of the pandemic. As we go forward, we have a new sense of priority, a new definition of work life blend and a new appreciation for health, wellbeing, inclusion and equity.

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We believe the future is one built on partnership and all we can achieve collectively to create positive social impact.

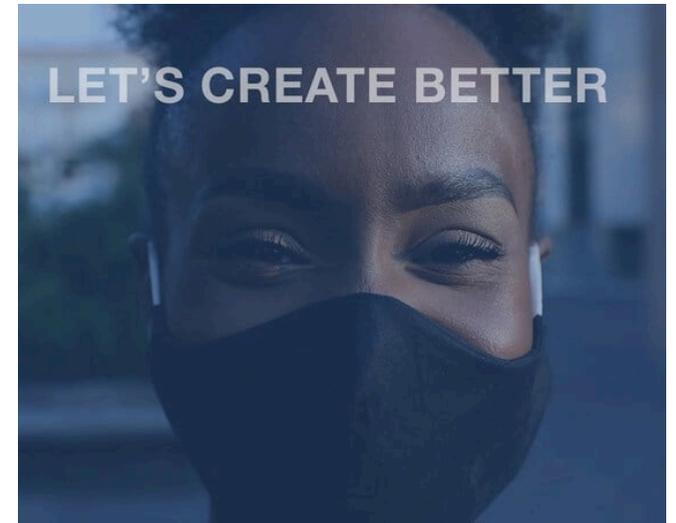
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And we have higher expectations of business to contribute to our communities and create broader societal value.

That’s why, we believe that together **Working to Change the World** will reshape a brighter future for workers and will make life better for the many not just the few.

Ruth Harper

Chief Communications & Sustainability Officer



Working to Change the World

Our Plan and Priorities



Our Working to Change the World Plan

2020 was a year of change and disruption; and with change comes great opportunity. It is with this backdrop of optimism that we are proud to release *Working to Change the World*, highlighting our progress throughout 2020-21 centered around the themes of: People & Prosperity, Planet and Principles of Governance.

Working to Change the World is an evolution of our Sustainability Plan and Pillars to encompass broader environmental and governance priorities in line with common metrics around ESG - focusing on those areas most material and of highest impact to those we serve.

Our approach reflects both the World Economic Forum's International Business Council *Stakeholder Capitalism Metrics* and our focus on prioritizing the five UN Sustainable Development Goals where we can deliver the greatest impact.



Working to Change the World is our call to action because we believe no organization can do it alone. Businesses, governments and non-profits have a shared responsibility to invest in developing fast-changing skills that increase people's employability, grow prosperity, push for equity and make positive contributions to the planet and to the whole of society.

2021 and beyond must be the catalyst that brings forth a new future of work and ManpowerGroup is committed to being part of the solution.

Our Working to Change the World Plan

Planet

- Laying out our path to Net Zero
- Committing to sustainable ways of working
- Achieving bold, science-based ambitions to minimize our impact

People & Prosperity

- Becoming creators of talent at scale
- Championing diversity, equity, inclusion & belonging
- Improving employability & prosperity for all

Principles of Governance

- Running a responsible, transparent business
- Setting high ethical standards for our industry
- Embracing corporate governance best practices

People & Prosperity

We are setting bold Diversity, Equity, Inclusion and Belonging goals, championing anti-racist, pro-diversity and pro-equity actions and are committed to being Creators of Talent at scale so more people can enjoy a greater share of prosperity:



Reaching our primary global diversity goal of 40% female leadership by 2024

Setting additional diversity goals in key markets to enable all people to participate, feel welcome and thrive in the workplace

Investing in our inclusive culture to retain and develop diverse talent

Advancing employment security for the long-term; reskilling, upskilling and improving wellbeing and employability for all



Planet

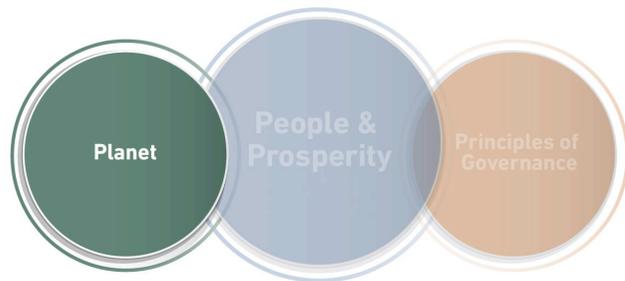
We are setting ambitious goals that drive climate action, aligning to science-based targets and laying out our path to net zero:



Building on strong Scope 1 and 2 foundations and extending to Scope 3 value chain impact assessment to enable setting science-based targets by 2022

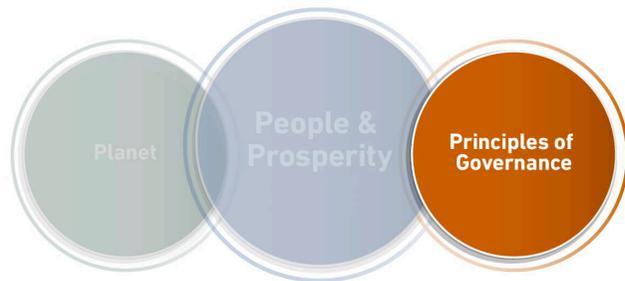
Disclosing via Carbon Disclosure Project (CDP) for 10 years and aligning with Task Force on Climate-Related Financial Disclosures (TCFD) guidelines

Committing to sustainable ways of working – from hybrid and flexible work models that enable all to participate - to retraining and reskilling for meaningful, low-carbon, sustainable jobs



Principles of Governance

We are committed to setting high standards in our industry and beyond, managing the business to create long-term value for all stakeholders:



Setting high ethical standards for our industry and stakeholders and understanding the importance of trust and transparency

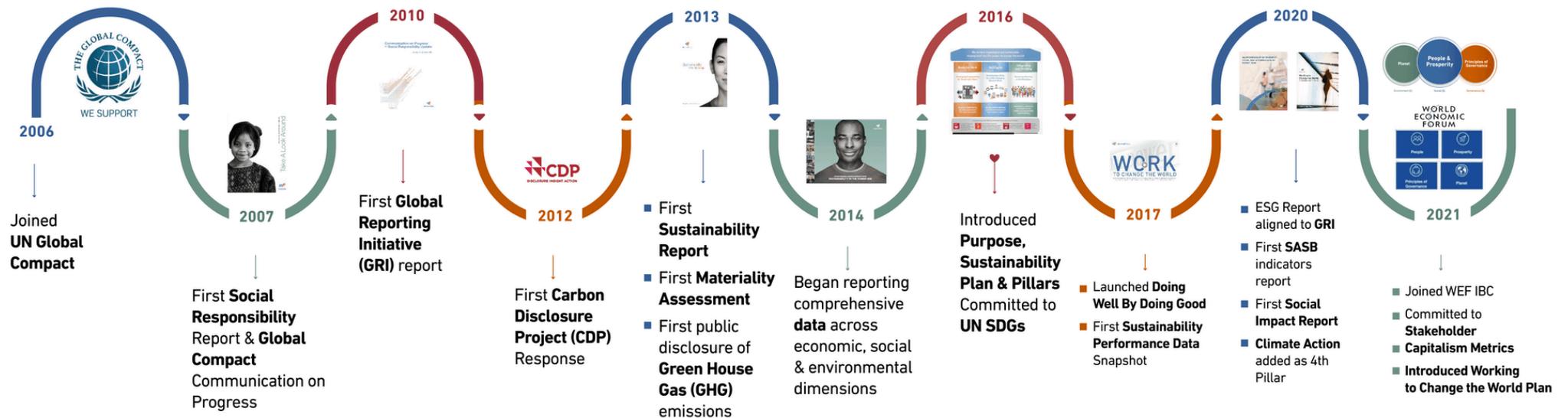
Being responsible stewards of information and data entrusted to us and using technology and ethical AI by design

Supporting common metrics on public reporting to international standards and preparing to report on the IBC's Stakeholder Capitalism Metrics in 2022, adding to our disclosures of Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB) and Carbon Disclosure Project (CDP)

Embracing corporate governance best practices

Our Reporting Journey

We were founded on the belief that running a good business means contributing to society at large and have been transparent about reporting our impact for many years. This year we evolved our Sustainability Plan and Pillars to our broader ESG plan "Working to Change the World"





People & Prosperity

Progress & Impact: Becoming creators of talent at scale; championing diversity, equity, inclusion and belonging; and improving employability and prosperity for all.

In this section...

- Championing Diversity, Equity, Inclusion & Belonging
- Prioritizing Health & Wellbeing
- Creators of Talent: Reskilling & Upskilling for the Future
- Building Resilient Communities
- Innovating for Impact
- Supporting People & Companies to Adapt & Reset through COVID-19



Championing Diversity, Equity, Inclusion & Belonging

Leading with purpose, values and a strong inclusive culture matters more than ever. We believe culture is the glue that holds strategy together. It's how we all think and act, our beliefs and behaviors. To attract and keep skilled, diverse talent, companies cannot stay silent - they need to have a voice and a view. We are committed to continuously improving Diversity, Equity, Inclusion and Belonging so all people feel that differences are welcomed, respected, and valued and that they are able to bring their full selves to work. We are proud of our progress in 2020 and committed to advancing further and faster in 2021 and beyond.

- **Strengthened our anti-racist stance** and commitment to diversity, equity, inclusion and belonging (DEIB)
- **Hosted a Courageous Conversation series** on race and intersectionality with 400+ US employees
- **Established our North America Diversity Council** led by Regional President with representation at all levels
- **Launched our Global Culture Matters initiative** to measure culture fitness for the future, with organization-wide survey and focus groups for 400+ employees in Q1 2021
- **Designed and delivered INCLUDE program** internally and with clients to help leaders incorporate DEIB into everyday actions and decisions
- **Named Best Place to work for LGBTQ+ Talent**, and proud to lead conversations on inclusive #WordsatWork and on LGBTQ+ inclusion with the World Economic Forum



Progress to Parity

We are committed to gender parity as a shared diversity and inclusion priority across all our global operations. Locally, countries prioritize a second diversity dimension relevant to their respective labor market, including increasing intentional representation of ethnic and racial minorities, people with disabilities, refugees and immigrants, generational diversity and socio-economically marginalized people. We are committed to goalsetting and metrics so we can expand the progress we are making:

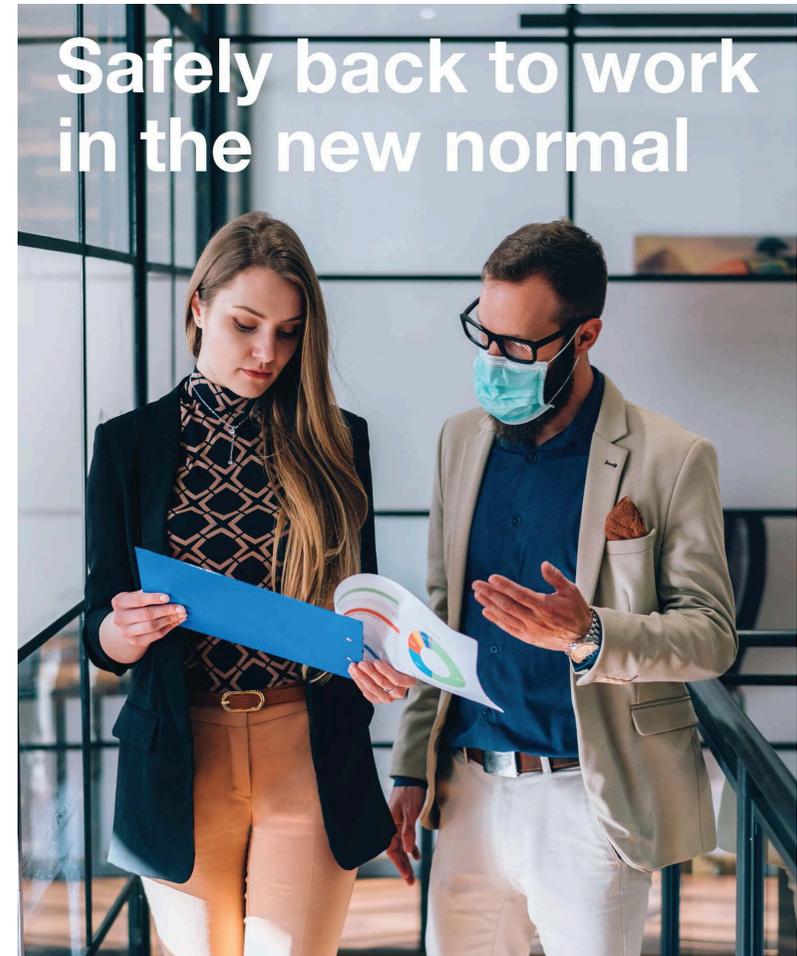
- **At ManpowerGroup, 33%** (4 of 12) **of our Board of Directors is female and 17%** (2 of 12) **are People of Color.**
- **Women make up nearly 65%** of our organization, hold 59% of all management positions and 39% of senior leadership roles globally. Our Executive Leadership Team is 35% People of Color.
- **We are committed to hiring, retaining, developing and advancing more women into leadership**, and are on track to achieve the goal we set in 2018 of 40% women in leadership by 2024
- **We are accelerating the path to pay equity**, and conducting gender pay analysis in our largest markets every year. In France, our largest market, we are in the top 1% of companies on the Gender Pay Equity Index, as well as clear leaders (by a margin of more than 10%) in our sector.



Prioritizing Health & Wellbeing

Throughout the pandemic, we have put #PeopleFirst - leveraging our expertise, technology and partnerships to help people stay safe, productive and supported. In 2020 we are proud to have:

- **Co-founded the [Safely Back to Work Alliance](#)** an industry collaboration to provide employers with best practices for a safe return to work, now convened by the World Employment Confederation
- **Supported our 26,000 global employees** through the pandemic with the launch of our OneLife Wellbeing platform and suite of wellness programs
- **Introduced virtual TeamsBuddy peer to peer connection program** engaging 500+ employees across 40+ countries
- **Achieved all-time high employee engagement of 63%**



Reskilling & Upskilling for the Future

Talent shortages are at a [15 year global high](#) and the need for a Skills Revolution is more critical than ever. We are committed to being creators of talent at scale, identifying career pathways and guiding people to take the steps required to improve their employability and prosperity for the long-term. In 2020 we:

- **Reached 60,000 associates per month across 14 markets** through our MyPath® program helping people boost their employability and earning potential. We scaled our impact – transforming more than 120,000 lives and counting
- **Upskilled 2,700 recruiters into MyPath® Talent Agents**, combining their recruiting expertise with data-driven insights to provide elevated coaching, mentoring and assessment to our associates
- **Partnered with JA Worldwide to deliver mentoring and upskilling** to get young people ready for work – impacting 8000 students directly across 26 European countries
- **Invested \$10M+** in employee training
- **Upskilled employees and associates** via our powerYOU platform with 1.3 million courses taken by 105,000+ people
- **Boosted nextgen sales skills** of 1,345 employees through our Sales Academy
- **Accelerated the experience of our Emerging & Future Leaders** - investing in their experience, education and exposure to develop and promote our next generation leadership



See how MyPath® is helping people progress from one role to the next, increasing their prosperity as they move from declining industries to growth sectors

Building Resilient Communities

Work, education, skills and aspiration are critical parts of community cohesion and inclusive growth. Last year, even remotely, we stayed committed to the communities in which we operate and where our people live and work. It is a testament to our global team that we:

- **Reached more than 50 million job seekers** with insights, advice and career guidance
- **Connected 2 million people** to meaningful, sustainable work
- **Provided access to employment and opportunities** to reskill and upskill to 600,000 workers daily
- **Donated \$4.8 million** to community partners and programs
- **Granted more than 1500 awards totaling \$500,000** to support employees and associates encountering financial hardship due to COVID-19 through our ManpowerGroup U.S. Foundation

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

Provided access to
employment & opportunities
to reskill and upskill to

600,000
workers daily

Innovating for Impact

Innovation is our engine for growth, progress and change. Our vast access to people, clients and jobs, together with our aggregate data, enables us to create new differentiated value and deliver data-driven insights and actions, with better accuracy than either humans or machines could do on their own. In 2020 we accelerated innovations including:

- **Expanded our analytics and data Center of Excellence (COE)** to further enhance our AI-enabled assessment platform and predictive analytics capabilities so it is ethical by design and able to predict people's performance
- **Scaled our partnership with FutureFit AI** to design our [Experis Career Accelerator®](#) using machine learning to map thousands of IT skills to identify personalized pathways for in demand tech roles
- **Launched our [Gaming Skills Translator](#)**, our award-winning proprietary tool to translate 24,000 people's video gaming experience into soft skills enhancing their employability in 13 countries
- **Accelerated deployment of our PowerSuite technology**, already implemented across 19 countries and in process of implementing across 17 more, driving tech-enabled efficiency and productivity via cloud, mobile and analytics
- **Invested in global research for our Future of Work insight series**, surveying thousands of employers on quarterly [hiring intentions](#), [talent shortage](#) and hybrid work, and connecting with thousands of workers to understand [what workers want](#) from the new next



See how our Predictive Analytics assess skills, predict job performance and match people to careers

Supporting People & Companies to Adapt & Reset

To ensure all our stakeholders – employees, candidates, associates and clients, as well as the wider community and society at large - emerge from the crisis stronger, more skilled, more competitive and more successful than before, we have partnered with businesses around the world to adapt workforces at speed and scale, from supporting those in essential industries to source workers quickly, to working with heavily impacted sectors to pivot their workforce to in-demand roles, all with health and safety front and center. In 2020 our people can be proud that they keep the world of work turning and:

Developed AI to expedite COVID testing as part of the Covichain Robots project in Spain

Established a 24/7 center of operations, virtual collaborative environments for training and onboarding, and rapid learning programs to serve our 1,200 healthcare associates staffing hospitals in Italy every day

Organized programs and online resources for college students and recent graduates - "Preparing New Graduates to Find Jobs During the COVID-19 Crisis" in partnership with Assumption University, Thailand

Rapidly retrained and redeployed UK university employees to fill urgently needed roles in healthcare

Helped manufacture and donate over 300,000 units of antibacterial gel to regional hospitals and public transportation in San Luis Potosi, Mexico in collaboration with public health services and our world leading beauty and cosmetics client

Regularly briefed US clients on changing job landscape to help reassign workers via our Weekly Talent Insights report

[Read more stories in our 2020 Social Impact Report.](#)

Planet

2020 Progress & Impact: Laying out our path to Net Zero, committing to sustainable ways of working, and achieving bold, science-based ambitions to minimize our impact.

Climate Action

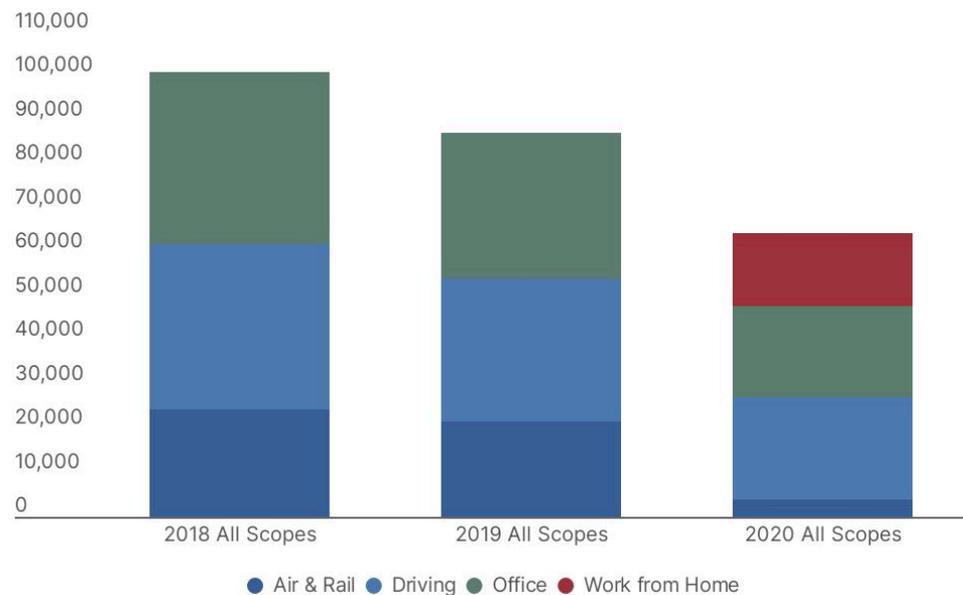
We believe the time for climate action is now. To accelerate the transition to a net-zero economy, we are continuing to measure, reduce and disclose our emissions, setting aggressive reduction targets and key levers for actions. We are embracing new hybrid and flexible work models, and retraining and reskilling people for meaningful, low-carbon, sustainable jobs. In 2020 we were proud to have:

- **Reduced Greenhouse Gas (GHG) emissions 26%** from 2019 and 37% over 2018 baseline (64,360 to 102,373 tCO₂e)
- **Expanded our Sustainability Pillars** to also commit to SDG #13 Climate Action
- **Actively engaged in WEF CEO Action Group** to advance the Paris Agreement and [European Green Deal](#) supporting lighthouse projects to innovate solutions that build sustainability skills
- **Committed to transparency on climate, disclosing CDP** for a decade, and now aligning with TCFD guidelines
- **Designed Climate Action Plan** with the ambition to reduce emissions 50%+ across all scopes by 2030
- **Committed to setting Science-Based Targets** and being part of the solution to achieve Net Zero by 2050 or earlier

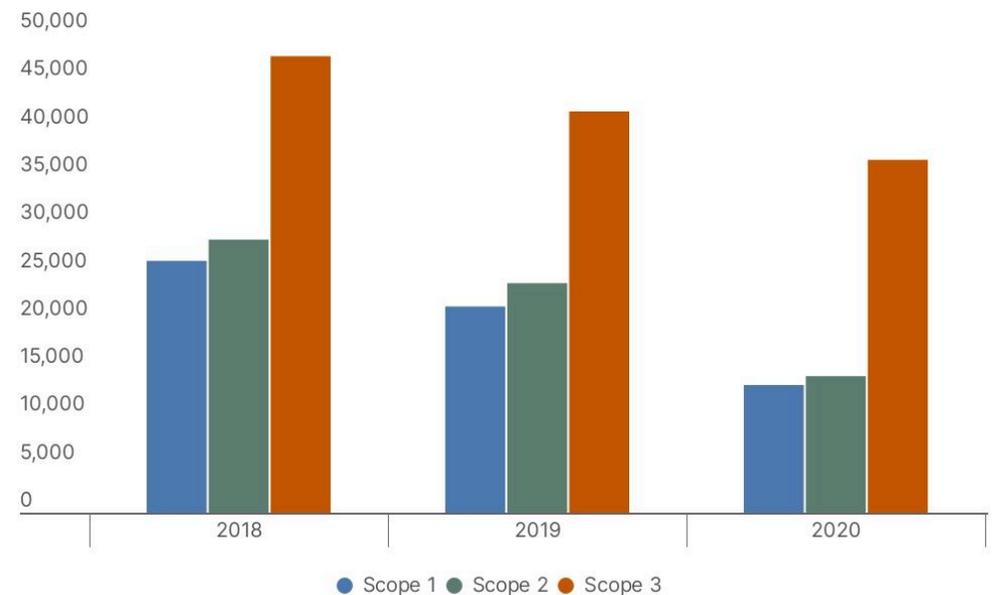


We are committed to continuing to measure and reduce our climate impact – we see offsetting as a last resort. We are proud of our year-over-year decreases in direct and indirect emissions and are identifying levers to continue reducing our Scope 1, 2 and 3 impact¹. We are assessing our full value chain impact, modelling science-based targets and developing a strategy and plan that will enable us to achieve our goals.

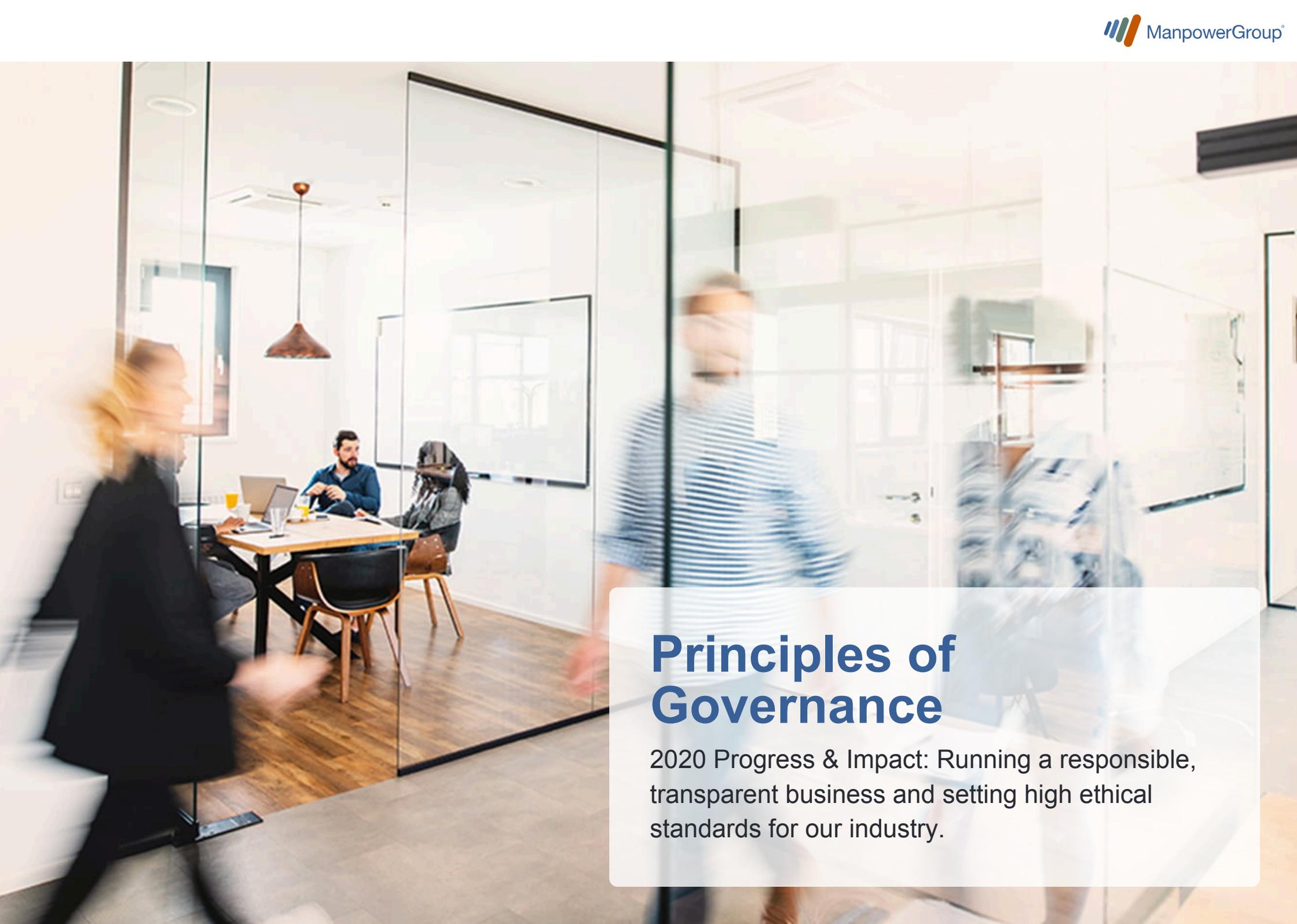
GHG (Greenhouse Gas) Emissions (tCO₂e) by Source



GHG (Greenhouse Gas) Emissions (tCO₂e) by Scope



¹ **Scope 1:** Direct emissions from fossil fuel use in offices and fleets, **Scope 2:** Indirect emissions from electricity use, **Scope 3:** Business travel, work from home and other indirect emissions



Principles of Governance

2020 Progress & Impact: Running a responsible, transparent business and setting high ethical standards for our industry.

In this section...

- Governance & Reporting
- Stakeholder Engagement
- Ethical & Responsible Business Practices
- Awards & Recognition
- Partnering to Amplify Our Impact



Governance & Reporting

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 transparent business, setting high ethical standards for our industry and supply chain and embracing corporate governance best practices. In 2020 we:

- **Established Executive Steering Committee** with oversight and accountability for global ESG strategy and progress
- **Published our stakeholder engagement model** and reported on issues most material to us and where we can make the most impact
- **Completed 10th CDP response and aligned reporting** to Global Reporting Initiative (GRI), Sustainability Accounting Board (SASB) and World Economic Forum IBC Stakeholder Capitalism Metrics reporting frameworks
- **Released our [2020 Social Impact Report](#)** highlighting impact made across all our stakeholders throughout the pandemic

GOVERNANCE FOR ESG



Our Stakeholders

We take seriously our responsibility to do all we can to deliver value and support our stakeholders – employees, associates, candidates, clients, suppliers, vendors, partners, communities and society at large – to emerge from this crisis stronger, more skilled, more competitive and more successful than before.

We engage with our stakeholders on an ongoing basis to understand the issues that are most important to them and have mapped those issues against potential risks to and impacts of our business to identify the topics of highest priority.



Ethical & Responsible Business Practices

We are proud to set a high standard for our industry and advocate for ethical business conduct and responsible employment across our global network. In 2020:

- **30,000+ employees completed 60,400+ hours of training** on our Code of Conduct, cyber security and data privacy and other standards for ethical and responsible business
- **We publicly provided Global Ethics Hotline** for guidance and reporting to all employees
- **We shared Cyber Safe at Home tips** with all employees to strengthen defenses while working remote
- **We published global Human Rights Policy** to reinforce 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
- **We achieved key recognitions** including being named a World's Most Ethical Company by Ethisphere for the 11th year; named to the Dow Jones Sustainability Index for the 12th year; and Platinum, Gold and Silver EcoVadis ratings in more than 20 countries and at Global level



Recognitions

As an industry leader, we are setting high standards for ourselves and others.

Our people are consistently recognized for delivering solutions in innovative ways and with the highest degree of ethical and responsible practice, including the following corporate awards and recognitions from the past year:

America's Best Staffing Firms and Best Employers for Women by Forbes

Awarded Diversity Label for Belgium by Brussels Minister of Employment and Vocational Training

Best Compliance and Ethics Program by Corporate Secretary's Corporate Governance Awards

Best Place to Work in the US by the Disability Equality Index for the fifth consecutive year

Catalyst CEO Champions for Change, outpacing our peers in advancing women, particularly women of color, at work

CSO50 2021 Award Winner by IDG (International Data Group for our use of innovation and a people-first approach to security)

Disability Confident Leader in the UK

Dow Jones Sustainability Index, the gold standard for corporate sustainability leaders, for 12 consecutive years

"Excellent business owner for employment of persons with disabilities" by [Japan's Ministry of Health, Labor and Welfare](#)

FTSE4Good Index for 12 consecutive years

One of America's Most Sustainable Companies
and a top Employer for Human Capital Management,
Cybersecurity, Supply Chain Management and
Wellbeing by Barron's

Perfect score on the Corporate Equality Index
for the 6th consecutive year

Platinum, Gold and Silver EcoVadis ratings in more
than 20 countries and at Global level

**SIA 2021 Diversity, Equity & Inclusion
Influencers List** - Chief People & Culture Office
Michelle Nettles

Socially Responsible Enterprise since 2011
by Mexican Center for Philanthropy

Winning "W" Company annually since 2011 by
2020 Women on Boards campaign

World's Most Ethical Company by Ethisphere
for the 11th year, set the highest ethical
standard for our industry

93/100 Score on the [Egalité Femmes –
Hommes index in France](#)



Partnering to Amplify our Reach

We recognize that to solve the most pressing social issues of our time, no organization can do this alone - cooperation between business, government and education institutions is critical.

We continue to maintain and develop partnerships and collaborations that allow us to scale solutions and amplify our impact.

AARP

African American Chamber of Commerce of Wisconsin

Best Buddies

Catalyst CEO Champions for Change

Co-Founder of the Safely Back to Work Alliance

Consciously Unbiased

Disability:IN

EasterSeals

Founding member of the World Employment Confederation

FUEL Milwaukee

Hispanic Association of Corporate Responsibility

Human Rights Campaign

INROADS

JA Worldwide

Metropolitan Milwaukee Association of Commerce

National Association of African Americans in Human Resources

National Black MBA Association

National LGBT Chamber of Commerce

National Minority Supplier Development Council

National Urban League

National Veteran-Owned Business Association

Paradigm for Parity Coalition

Prospanica

TENT Partnership for Refugees

The Valuable 500

United Nations Global Compact

US Department of Defense Military Spouse Employment Partnership

WEConnect International

Women's Business Enterprise Council

Women's Empowerment Principles

World Economic Forum Strategic Partner

Alliance for CEO Climate Leaders

CEO Action Group for the European Green Deal

Partnering Against Corruption Initiative

Partnering for Racial Justice in Business

YearUp



Data-Driven: 2020 Performance Data

2020 Performance Data

Employee Demographics

Employees worldwide (FTE) 25,429

Employees represented by unions, works councils and/or collective bargaining agreements 49%

Employees By Level

Senior Leadership 1%

Leadership 3%

Field & Functional Management 16%

Individual Contributor 80%

Employees By Region

Asia Pacific & Middle East 16%

Europe 56%

North America 14%

Latin America 15%

Employees By Age Bracket

18-35 44%

36-49 38%

50+ 18%

Unless otherwise noted, all data represents 100% of operations worldwide.

[Download Performance Datasheets](#)

| Board & Executive Leadership | Women | People of Color |
|------------------------------|-------|-----------------|
|------------------------------|-------|-----------------|

| | | |
|---------------------------|-----|-----|
| Board of Directors | 38% | 23% |
| Executive Leadership Team | 27% | 36% |

| | Women (Global) | | | People of Color (U.S.) | | |
|--|----------------|--|--|------------------------|--|--|
|--|----------------|--|--|------------------------|--|--|

| Employee Diversity | 2018 | 2019 | 2020 | 2018 | 2019 | 2020 |
|--------------------------------|------|------|------|------|------|------|
| Senior Leadership ¹ | 36% | 37% | 39% | 10% | 13% | 14% |
| Global Leadership ¹ | | | 31% | | | |
| All management roles | 56% | 59% | 55% | 15% | 15% | 14% |
| All levels of the organization | 64% | 64% | 60% | 23% | 24% | 25% |
| New hires ² | 65% | 49% | 47% | 34% | 34% | 36% |
| Promotions ² | 69% | 55% | 66% | 19% | 19% | 25% |

[Download Performance Datasheets](#)

| Culture & Capabilities | 2018 | 2019 | 2020 |
|---|---------|---------|---------|
| Employee Engagement Index score ³ | 59% | 62% | 63% |
| Collaborative Culture Index score ^{3,4} | 82% | 84% | 67% |
| Fast & Agile Culture Index score ^{3,4} | 75% | 76% | 69% |
| Performance-based Culture Index score ³ | 80% | 81% | 81% |
| Trusted & Ethical Culture Index score ³ | 79% | 80% | 85% |
| Diverse & Inclusive Culture Index score ³ | 84% | 85% | 84% |
| Development & Career Index score ³ | 74% | 75% | 75% |
| Investment in employee development (million \$USD) ⁵ | \$17 | \$15 | \$10 |
| Average hours in formal training (per person) ⁶ | 22 | 18 | 16 |
| Courses accessed on powerYOU | 170,000 | 232,000 | 243,000 |

Open full table in browser:

Employees participating in formal skills training <https://library.manpowergroup.eu/story/working-to-change-the-world-2021/page/7/3>

95%

[Download Performance Datasheets](#)

| Health & Safety | 2018 | 2019 | 2020 |
|---|------|------|------|
| Markets with health and safety certification ⁹ | 50% | 50% | 45% |
| Employee absentee rate ¹⁰ | 2.9 | 4.6 | 2.5 |
| Employee recordable incident rate (number of recordable injury events among employees per million hours worked) ¹¹ | 3.8 | 4.7 | 2.5 |
| Employee lost-time incident rate (number of lost-time injury events among employees per million hours worked) ¹² | 2.8 | 3.9 | - |
| Associate recordable incident rate (number of recordable injury events among associates on assignment per million hours worked) ¹³ | 23.9 | 23.3 | 23.0 |
| Associate lost-time incident rate (number of lost-time injury events among associates on assignment per million hours worked) ¹³ | 22.3 | 21.6 | 20.4 |

[Download Performance Datasheets](#)

| Social Impact Investment | 2018 | 2019 | 2020 |
|---|---------|---------|---------|
| Investment in associate training (million \$USD) ¹⁴ | \$80.9 | \$70.8 | \$58.5 |
| Associates participating in formal training programs ¹⁴ | 599,310 | 383,286 | 235,394 |
| Donations to community partner organizations (million \$USD) ^{14,15} | \$5.00 | \$5.20 | \$4.80 |

[Download Performance Datasheets](#)

| Trust & Transparency | 2018 | 2019 | 2020 |
|--|------|------|------|
| Employees trained on ethics policies ¹⁶ | 99% | 99% | 100% |
| Trusted and Ethical Culture Index ³ | 79% | 80% | 85% |
| Client Net Promoter Score ¹⁷ | 28 | 31 | 48 |
| Talent Net Promoter Score ¹⁸ | 40 | 45 | 55 |
| Number of countries assessed by EcoVadis ¹⁹ | 20 | 22 | 24 |
| Countries rated above industry average by EcoVadis | 100% | 100% | 100% |

[Download Performance Datasheets](#)

| Environmental Performance | 2018 | 2019 | 2020 |
|--|---------|---------|---------|
| Key markets with ISO14001 certification | 50% | 50% | 50% |
| Total energy consumption (MWh) | 199,849 | 163,956 | 106,346 |
| Energy from renewable sources (in key markets) | 14% | 11% | 13% |
| Scope 1 GHG emissions (tCO2e) | 26,280 | 21,499 | 13,314 |
| Scope 2 GHG emissions (tCO2e) | 28,479 | 23,955 | 14,244 |
| Scope 3 GHG emissions (tCO2e) ²⁰ | 47,623 | 41,853 | 36,802 |
| Scope 1 + 2 emissions per \$million revenue | 2.49 | 2.16 | 1.53 |
| Scope 1 + 2 emissions per FTE | 1.85 | 1.58 | 1.08 |
| Water consumption (MIO m3) | 0.32 | 0.36 | 0.05 |
| Total waste generated (t) | 2.782 | 2.345 | 698 |

Open full table in browser:

Waste not recycled (t)

<https://library.manpowergroup.eu/story/working-to-change-the-world-2021/page/7/7>

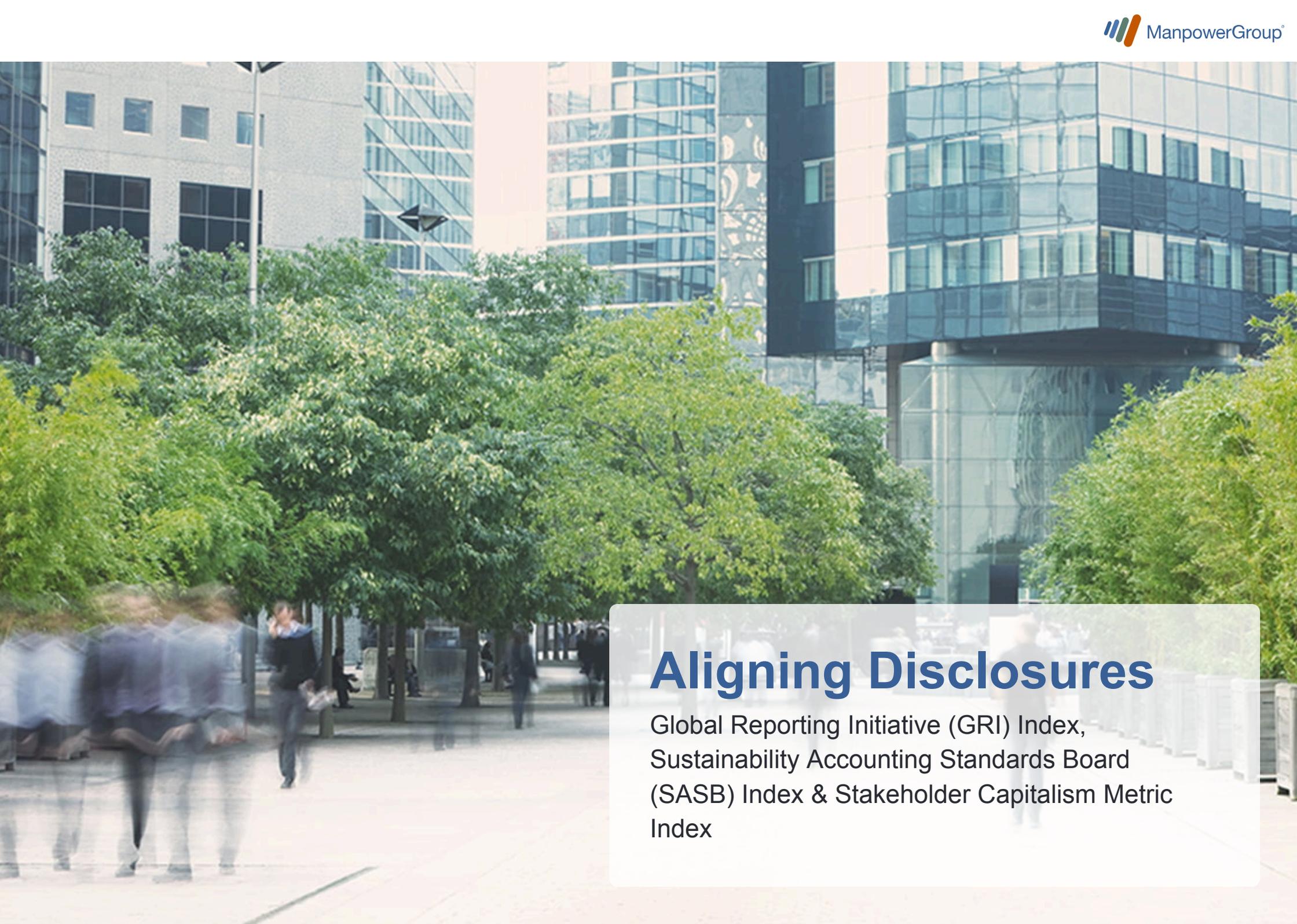
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Download Performance Datasheets

Notes on Performance Data

- 1. Global Leadership is replacing Senior Leadership category. Global Leadership has most impact on business strategy and represents global, regional, country and functional leaders from key markets.*
- 2. Global figures are from key markets representing approximately 80% of worldwide employee population and revenues*
- 3. Percentage of employees responded favorably to all Index indicators on the ManpowerGroup Annual People Survey (MAPS)*
- 4. Questions in ManpowerGroup Annual People Survey (MAPS) were modified in 2020 changing the comparison year over year.*
- 5. In key markets representing approximately 80% of worldwide employee population and revenues*
- 6. 2020 figure 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*
- 7. As reported via MAPS*
- 8. 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.*
- 9. Percentage of worldwide revenues in countries with certified management systems*
- 10. In key markets where data is tracked, representing approximately 60% of worldwide employees. Due to unavailability of data in some markets, 2019 data represents only 50% of worldwide employees and may appear higher than normal. 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.*
- 11. 2020 data represents 73% of worldwide employee population. 2019 data was unavailable in several of our largest markets heavily impacted by COVID at the time of reporting, resulting in a reduction in coverage from 80% of worldwide employee population in 2018 to 67% in 2019. 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.*

12. *For regulatory reasons, a number of our key markets were required to record all COVID-related absences as lost-time incidents, including office closures and mandatory stay-at-home orders, resulting in an aggregated lost-time incident rate that is not representative of actual lost time due to injury or illness. As comparison with previous years is not meaningful, we have chosen not to report this metric for 2020. 2019 data was unavailable in several of our largest markets heavily impacted by COVID at the time of reporting, resulting in a reduction in coverage from 80% of worldwide employee population in 2018 to 67% in 2019.*
13. *Aggregated from data reported by key markets representing approximately 60% of associates on assignment.*
14. *As reported by key markets representing approximately 80% of revenues*
15. *Includes monetary and in-kind donations and approximate value of employee volunteer hours*
16. *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. Given employee turnover, we expect at least 95% completion rate.*
17. *Weighted average of Manpower & Experis client NPS in key markets*
18. *Weighted average of Manpower associate & Experis professional NPS in key markets*
19. *Cumulative total. Country operations assessed represent 80% of worldwide revenues.*
20. *2020 Scope 3 figure includes indirect impacts from office and fleet energy use, business travel and estimated work-from-home emissions. Work-from-home emissions have not been previously included in Scope 3 calculations. We are in the process of undertaking a full Scope 3 screen to develop a more complete understanding of our value chain impact.*



Aligning Disclosures

Global Reporting Initiative (GRI) Index,
Sustainability Accounting Standards Board
(SASB) Index & Stakeholder Capitalism Metric
Index

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 standards on sustainability reporting and disclosure, enabling businesses, governments, civil society and citizens to make better decisions based on information that matters. This Index is intended to provide a roadmap to ManpowerGroup's disclosures on key sustainability topics with reference to the GRI 2016 Standards.

GRI INDICATORS

MANPOWERGROUP REPORTING: LOCATION & NOTES

GRI 102: GENERAL DISCLOSURES

| | | |
|-------|-----------------------------|--|
| 102-1 | Name of the organization | ManpowerGroup Inc. |
| 102-2 | Primary brands and services | 2020 Annual Report Form 10-K |
| 102-3 | Location of headquarters | 100 Manpower Place, Milwaukee WI 53212 USA |

ManpowerGroup operates in 75+ countries.

[List of Subsidiaries and Affiliates](#)

Open full table in browser:

<https://library.manpowergroup.eu/story/working-to-change-the-world-2021/page/8/1-report-Form-10-K>

102-4 Countries of operation

[Download Disclosure Indexes](#)

SASB Disclosure Index

The Sustainability Accounting Standards Board (SASB) is a nonprofit focused on helping companies identify and publicly disclose the financially material 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: LOCATION & NOTES

DATA SECURITY

| | | |
|---|--|---|
| SV-PS-230a.1 | Description of approach to identifying and addressing data security risks | 2020 ESG Report pages 20-22 |
| SV-PS-230a.2 | Description of policies and practices relating to collection, usage, and retention of customer information | ManpowerGroup Global Privacy Notice |
| Open full table in browser: https://library.manpowergroup.eu/story/working-to-change-the-world-2021/page/8/2 | | As reported in the 2020 Annual Report Form 10-K , we have experienced 3 data security breaches involving unauthorized access to our systems and other fraudulent activities, such as social |

[Download Performance Datasheets](#)

Stakeholder Capitalism Metrics Disclosure Index

The Stakeholder Capitalism Metrics (SCM) developed by the World Economic Forum (WEF) International Business Council define 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 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: LOCATION & NOTES

PRINCIPLES OF GOVERNANCE

Setting purpose

[Welcome to Working to Change the World](#)

Governing 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 Proxy Statement page 8](#)

[2020 Year in Review CEO Letter](#)

Governance body composition [Open full table in browser:](#)

<https://library.manpowergroup.eu/story/working-to-change-the-world-2021/page/8/3>

Composition of the highest governance body and its committees

Thank you for reading

**Working to Change
the World**