

2020 Gender Pay Gap Report

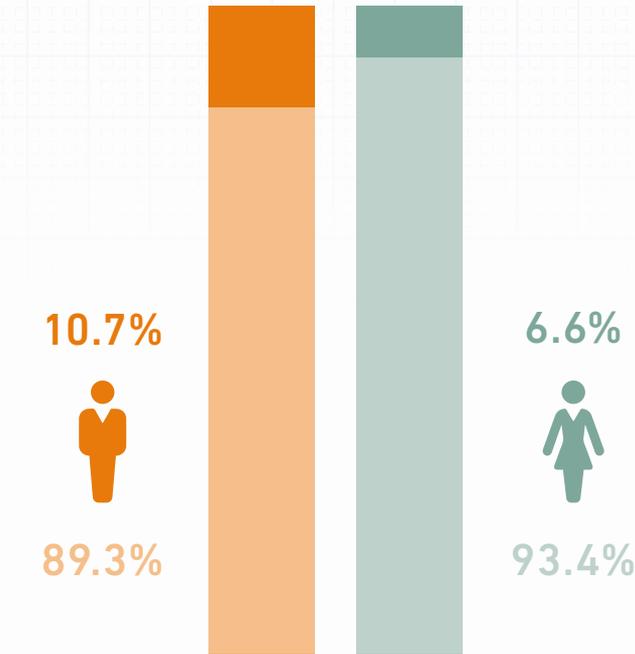
Manpower is committed to equality in all aspects of our business, including in the area of gender pay.

GENDER PAY & BONUS GAP

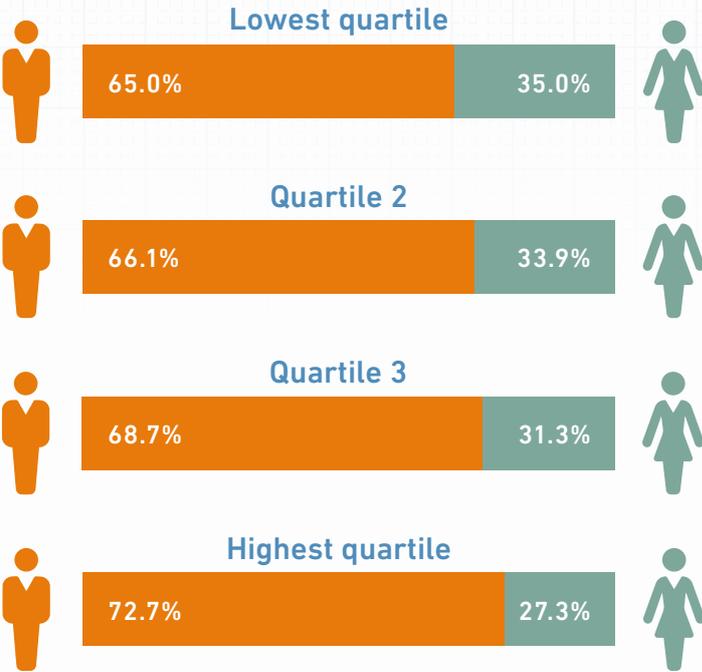
	Hourly rate		Bonus Paid	
	Mean	3.9%	 Mean	-64.8%
	Median	5.7%	Median	0.0%

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 2020. It also captures the mean and median difference between bonuses paid to men and women in the year up to 5 April 2020.

PROPORTION OF EMPLOYEES PAID A BONUS



PAY RATE QUANTILES



 Received a bonus (%)
 Did not receive a bonus (%)

October 2021

In the latter half of 2021 the number of women in employment in the UK returned to pre-pandemic levels and is set to continue to grow. However during the peak of the pandemic in 2020 the number of women in employment in the UK dropped a few percent as women took on the brunt of the changes to the labour market due to COVID-19. Gender parity in the workplace is now more important than ever as we emerge from the 18 months of disruption to the workforce. 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.

As we emerge into a new working environment post-pandemic, the labour market is facing shortages like never before. In a talent scarce market, diversity is a key differentiator to securing the best and brightest talent. From our own proprietary research we also know that employees are rightly demanding more focus on gender parity from their employers; reporting, a diverse workforce was one of the top five reasons for choosing a new employer or staying with an organisation.

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, through our latest ESG report – [Working to Change the World: People, Planet & Prosperity for All](#) – we made the commitment that by 2024 40% of all leadership positions would be held by women.

When we take an average of hourly rates across our Manpower business, including our associates, women were paid 3.9% less than men in 2020. Although a slight gap in remuneration still remains, we are proud to say that we have achieved over 40% representation of women in senior leadership roles for Manpower in September 2021. We are proud of this achievement, but we can't rest here. We will continue along this journey to ensuring these figures remain low and we are consistently achieving gender parity year on year.

We have been working hard over the last 18 months to achieve greater gender balance at all levels of our business, 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.

Despite working remotely for most of 2020, we have seen significant improvements in the engagement levels of our people across the organisation; we've achieved this by actively involving our employees in setting up diverse teams to solve business challenges. This has taken the shape of our Talent Communities, dedicated networks to support and develop our employees in a chosen business critical area.

We've also been improving our culture via an audit, to inform leadership of our strengths and opportunities to develop further. Through this we have learned new ways to understand and leverage the best of our diversity, and role model this from the top all the way through the organisation.

In the wake of a global pandemic which has disproportionately impacted women in the workplace, 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 achieving our global goal of 40% of these roles being held by women by 2024:

- **Increased focus on equal working practices**, through a thorough audit of our current practices we have identified areas for improvement and review to create a more inclusive workplace. These include, a review of our recruitment practices including compensation and performance strategies; inclusive meeting practices, and workplace policies such as parental leave and
- **Implementing a new approach to flexible and hybrid working** which enables us to attract and retain diverse talent. By learning from the pandemic, and always putting our workforce's needs at the centre of everything we do we have been able to implement a new hybrid working approach which is accessible to all.
- **Increasing our focus on diversity awareness**, highlighting our own people's voice through employee led Affinity Networks. Representing diverse communities within our workplace these networks are sponsored by members of the senior leadership team and set clear goals to educate, involved and promote diversity at all levels of our business.
- **Creating our Talent Community programme**, to leverage the value of diversity and creativity to help us solve strategic business challenges.
- **Embedding our 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.

I confirm the data reported is accurate.



Damian Whitham

Commercial Director, ManpowerGroup UK