

ManpowerGroup's European Works Council (2nd part of the 2021 EWC Annual Meeting) Newsletter

Dear colleagues,

ManpowerGroup's European Works Council (EWC) was formed in 2017, following a negotiated agreement. EWC's are bodies representing the employees in its operations in the European Union (EU) and Economic Area (EEA). Through them, employees are informed and consulted by central management on the progress of the business and any significant decision affecting two or more countries.

ManpowerGroup's Central Management (CM) informs and consults with the EWC to encourage a free exchange of views and opinions and the establishment of dialogue between the parties.

The second part of the annual meeting of ManpowerGroup's European Works Council (EWC) was held online due to Covid-restrictions on **14th and 15th October 2021**. Interpretation was provided into several languages.

During the meeting Central Management (CM) was represented by Sébastien Delfosse (People & Culture Director Northern Europe) and by Riccardo Barberis (President Northern Europe). 20 EWC employee representatives were present at the meeting.

During the meeting several presentations were shared, and the following topics were discussed between the EWC and CM:

- Topic 1. Financial Results ManpowerGroup Q2 2021
The results of the Q2 2021 globally show double-digit improvement. Global revenue had an increase of 41% USD in comparison to the Q2 2020. Growth Margin had an improvement by 90 bps, mainly in the Perm Business.
- Topic 2. IT Investments
As communicated before, there was a decision on several IT investments, e.g. implementation of Bullhorn in countries. It is expected that there will be a moderate slow-down in the current IT investments to make sure ManpowerGroup captures all the benefits of the investments recently done and focus on the training and adoption of the new systems and features by our employees.
- Topic 3. Training Update

During 2021 people have utilized the online trainings mainly to develop soft skills, management skills, and project management skills. The next step on training is trying to make a one-Europe integrated approach and to leverage LeCampus implemented in France by sharing it with other countries. The Future Leader Programme and Global Sales Academy were discussed too, as they are designed to build capabilities around leading and sales for our internal employees.

- Topic 4. Brexit Update

For ManpowerGroup UK Brexit has had a positive impact on business. Many countries are facing talent shortages and are starting to look outside their countries.

- Topic 5. Covid-19 Update

ManpowerGroup is seeing strong economic recovery in the European Market and near to normal business operating conditions. If there is an emergency health issue in a country, the country management is required to inform the regional management team immediately.

- Topic 6. Project Orange

ManpowerGroup have taken the decision to not continue activities related to Project Orange at the current stage.

- Topic 7. Global framework on remote working

The principles of the new way of working were shared with the EWC in July. CM and the EWC keep connected with countries on the status. There are some similarities between countries, which was the original intention of the Flexible Way of Working principles. Countries are already increasing the number of days employees can work remotely, vs what was possible before Covid.

- Topic 8. MAPS (People Survey) 2021 Results and NPS

This year the MAPS results were very good, with engagement up on prior year (to 60%). The high participation rate of 77% shows that people are open to sharing feedback with management. Out of the 87 questions asked in the survey, 82 questions scores improved. ManpowerGroup uses NPS (Net Promotor Score) to gather feedback from Associates and Clients. NPS is not represented in all countries yet as it is currently being rolled out across all countries.

- Topic 9. CSR (now ESG) and DEIB

Within the ESG (Environment, Social, Governance) framework it focuses on three key pillars: Planet, People and prosperity, Principles of governance. This year ManpowerGroup have launched a central ESG Hub that serves as a one-stop place for our employees from various functions and geographies.

- Topic 10. Negotiation of the new EWC agreement

CM and the EWC agreed to have a framework for the renegotiation/adjustment of the current EWC agreement.

- Q&A Sessions

During the meeting there were several times for Q&A. Below are some of the actions agreed:

- EWC / SC to send to CM a list of areas to review to potentially add to the Global Framework on Remote Working i.e., add the employee aspect, such as work / life balance, HASAW, right to disconnect etc.
- CM agreed to share the EWC feedback with Leadership around staff retention e.g., Bonus opportunities being set too high (demotivating staff as they feel the targets are unattainable) and needing to understand the real reasons people are leaving, to reduce the attrition.

- EWC Country Reps should use local ways to further discussions around points discussed during the EWC meeting to continue the social dialogue, such-as MyPath, training etc within country, e.g., via Work Councils and amongst the EWC (sharing information).

For more information around EWC activities, or any of the content in this newsletter, please do not hesitate to contact your EWC representative(s);, Amanda Walker or Jerome Carroll, by using this email: EWC.UK@manpowergroup.co.uk