

ManpowerGroup's European Works Council

2022 EWC Annual Meeting: Bulletin

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 2022 annual meeting of ManpowerGroup's European Works Council (EWC) was held in Haarlem (Netherlands) from **10th to 13th October 2022**.

During the meeting Central Management (CM) was represented by Bart van Kempen (General Counsel Northern Europe) and by Riccardo Barberis (President Northern Europe). Michelle Nettles (Global Chief People & Culture Officer), Federico La Manna and Anett Kristensen (*former and new Finance Directors Northern Europe*) were also present giving updates. 19 EWC employee representatives from various countries were present during the meeting, together with an EWC Expert.

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

- **Topic 1. Remote Working**
We had a constructive and collaborative roundtable with Michelle Nettles, Global Chief People & Culture Officer, around trends in the workplace and working life. Michelle emphasized that:
 - ManpowerGroup is a People-First company
 - Well-being for all workers is key for ManpowerGroup
 - ManpowerGroup is a frontrunner in providing opportunities for flexible work, where personal situations are handled at a country/team level, to ensure groups, such-as people looking after dependents, can easily work
- **Topic 2. Strategy on Diversification, Digitization, and Innovation (DDI)**
CM presented the global strategy on Diversification, Digitization, and Innovation (DDI).
 - Diversification: efficiency and productivity across all brands and targeting higher margin business
 - Digitization: enabling tools to work with the data; data is a focus area for ManpowerGroup
 - Innovation: maintain our services in a world where client and candidate expectations evolve
- **Topic 3. Financial Results ManpowerGroup 2021, Q1 and Q2 2022**
There was significant growth throughout 2021 and 2022 is starting to show business challenges, affecting the financial results, which vary country by country. To get uptodate 3rd quarter 2022 results, it was suggested people listen into the Earning Release call live or October 20th, where investors ask questions, or review on:
<https://investor.manpowergroup.com/>
- **Topic 4. Digitalisation and IT Investments**
ManpowerGroup's front-office tool is Bullhorn (Powersuite), which is a global tool, being rolled out to many countries over the next few years. Countries decide on the timing and the pace of implementation together with project team. Across several countries, ManpowerGroup launched also other tools, such as candidate portal, associate app, and client portal.
EWC and CM deepened the discussion on digitalization and EWC underlined some adoption difficulties that employees are facing after the deployment of new tools (e.g., Bullhorn). CM is aware of adoption difficulties and the

company is grateful for the feedback to improve future roll out. CM underlined that the human touch will always be important whilst the digitalization process is ongoing.

- **Topic 5. Training Update**
MyPath is a key program to select, grow and retain our high potential Associates. MyPath has been launched in several European countries. As a highlight, ManpowerGroup Poland had a successful implementation of MyPath for Ukrainian refugees.
- **Topic 6. Franchising**
In the past few years, the ManpowerGroup operation in some countries in Europe, such-as Bulgaria, Slovenia, and Croatia, have been sold and the 'Manpower' brand has been licensed to the buyer, so they become a franchise.. CM and EWC had discussions about the vision of ManpowerGroup on this topic. There is no general rule about franchising. Decisions are taken by Global management based on local business SWOTS and situations.
- **Topic 7. MAPS (ManpowerGroup Annual People Survey) and NPS (Net Promoter Score)**
MAPS, for ManpowerGroup internal employees, was sent out in September to around 25,000 employees globally and is currently being analysed and the results will be released shortly.

NPS is a widely used market research metric that is based on a single survey question asking respondents to rate the likelihood that they would recommend a company. Our NPS survey, for Associates, has been implemented in some countries across Europe, but not all and countries review their own results and take appropriate action.

- **Topic 8. ESG**
ManpowerGroup has a very strong ESG-strategy. ESG stands for Environment, Social and Governance.
 - Environment: e.g., reaching net zero emissions by 2045
 - Social: improving employability, upskilling people, and embracing diversity
 - Governance: running responsible, transparent business with high ethical standards

The Living Wage project has been launched and presented by CM. There will be follow-up in the future.

- **Topic 9. Negotiation of the new EWC agreement**
The initial period of the current EWC Agreement has expired, however, we continue under the rules in the current Agreement, until a new / refreshed version is agreed upon. A small delegation of the EWC representatives and CM have agreed the areas/articles that could be improved and renegotiation of the current EWC agreement has started. Both parties aim to finalise the adjustments before the 2023 EWC meeting, probably in May, where it is hoped all EWC members will agree the changes and a new EWC Agreement is signed.
- **Topic 10. Other topics**
During the annual meeting EWC and CM also discussed other topics:
 - Flexible and remote working: The EWC will prepare a position around this topic to be sent to CM & Michelle Nettles, for review
 - Wages, due to high inflation: EWC explained to the CM that there is a concern about the wages, because of inflation, which could have an impact on retention and hiring. There will be follow-up in the future
 - Cost Control: MPG will ensure strict cost controls to be more efficient. CM informed that the company is not disinvesting, even if some countries are not currently keeping to budget. EWC asked more information about the global cost saving plans, CM responded that costs will be carefully reviewed and managed going forward

During the meeting EWC-members agreed some internal improvement plans to be better organize themselves, e.g., to collect facts and issues around transnational matters on a quarterly basis, to better support the employees the EWC represent.

For more information around EWC activities, or any of the content in this bulletin, please do not hesitate to contact your local Country EWC representative(s):