



# 2022 Gender Pay Gap Report

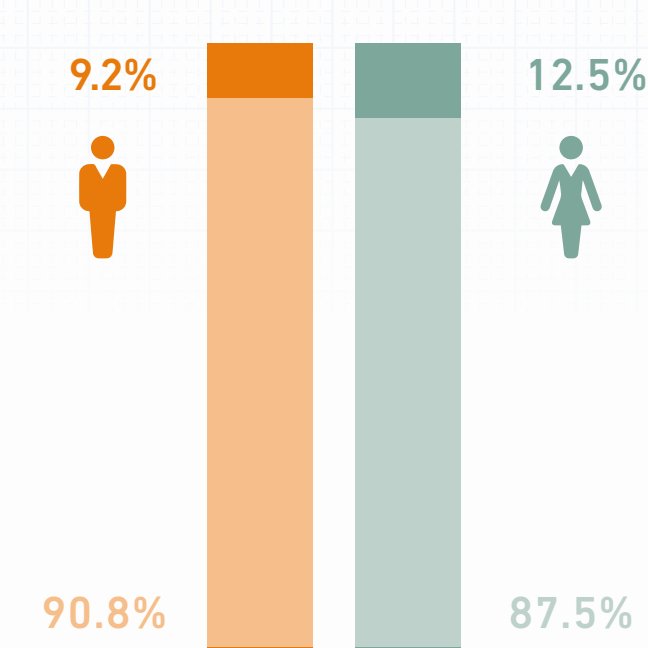
Manpower is committed to equality in all aspects of our business, including in the area of gender pay.

## GENDER PAY & BONUS GAP

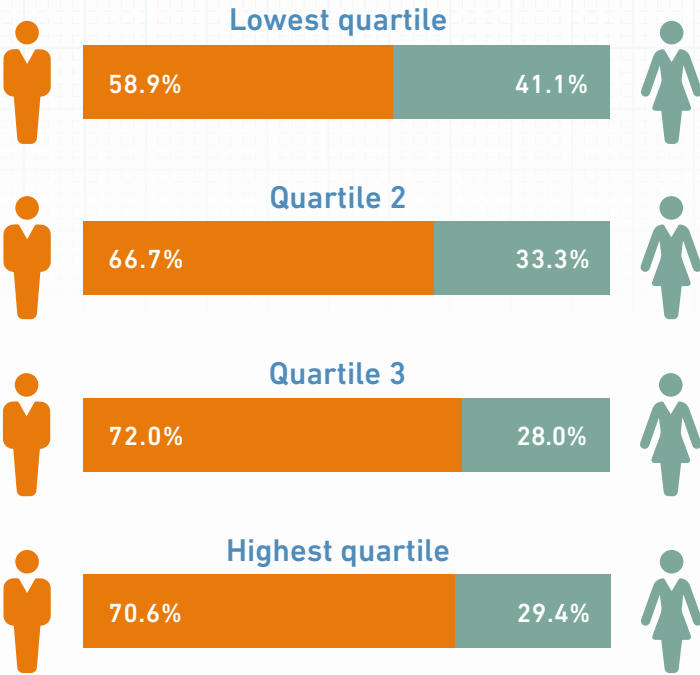
	Hourly rate			Bonus Paid	
	<b>Mean</b>	<b>9.2%</b>		<b>Mean</b>	<b>-83.4%</b>
	<b>Median</b>	<b>7.7%</b>		<b>Median</b>	<b>0.0%</b>





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 2022. It also captures the mean and median difference between bonuses paid to men and women in the year up to 5 April 2022.

## PROPORTION OF EMPLOYEES PAID A BONUS



## PAY RATE QUANTILES



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

**ManpowerGroup, the leading global workforce solutions company, helps organisations transform in a fast-changing world of work by sourcing, assessing, developing and managing the talent that enables them to win. We develop innovative solutions for hundreds of thousands of organisations every year, providing them with skilled talent while finding meaningful, sustainable employment for millions of people across a wide range of industries and skills. Our expert family of brands – Manpower, Experis, Talent Solutions and Brook Street – creates substantially more value for candidates and clients across more than 75 countries and territories and has done so for over 70 years.**

As we emerge from two years of disruption to the workforce, gender parity in the workplace is now more important than ever. 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.

Now, more than ever before, the labour market is facing [talent shortages](#). In a talent scarce market, diversity is a key differentiator to securing the best and brightest talent. From our own proprietary research, we 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. Further [research](#) has found that small, medium and large employers are focused on increasing the number of women in management positions, with a large percentage having set a timeframe of within the next two years to achieve their goals.

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 how far we've come to date. Our work doesn't stop here though, through our ESG report – [Working to Change the World: People, Planet & Prosperity for All](#) – we initially made the commitment that by 2024 40% of all leadership positions would be held by women. After successful achievement of this commitment in many countries, we have recently revised this goal to achieving 50% of all leadership positions to be held by women by 2025.

We are proud to say that we have achieved 50% representation of women in senior leadership roles for Manpower UK in 2022, and we hope to continue this trend across all levels in years to come. We are proud of this achievement, but there is more to be done. When we take an average of hourly rates across our Manpower business, including our associates, women were paid 9.2% less than men in 2022, an increase of nearly 5 percentage points on 2021. This increase comes from a significant shift in the client demands into sectors where the workforce is traditionally more male dominated. 2022 is the first year where we expanded into this sector, and having reviewed the data we know there is more to be done in addressing the gender split. Despite this change in the remuneration gap, when we look at the average bonus pay, the gap is in favour of women.

As a large employer, it is our responsibility to challenge the pay gap and improve the gender equity of hiring in traditional sectors. We're working with our clients to promote hybrid and flexible working; improve transparency on compensation and pay and align these with skill level; and increase awareness of the benefits for diverse hiring. We will continue along this journey to ensuring these figures remain low and we are consistently striving to improve gender parity across our business.

## Looking ahead

We have developed our Diversity, Equity, Inclusivity and Belonging approach over the last three years, with employee led groups focusing on creating awareness and promoting equity. Our philosophy of ensuring a fully inclusive, diverse and gender balanced business has been strengthened in our hiring and succession planning processes at all levels. At the start of 2023 we welcomed three senior women within the Group onto our UK Senior Leadership Team and we hope this move will steer our internal agenda and more positive changes throughout the year.

Over the last three years we have been working hard to integrate more remote working into our organisation while maintaining, and improving engagement levels; 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.

In 2022 we introduced two key initiatives which we believe will have a significant positive impact on women in our business. Firstly, we expanded our family friendly benefits, including significant increases to our Maternity, Paternity and Adoption Benefits. And, secondly we introduced a menopause awareness guide and ran a number of internal webinars and trainings on how best to support women in the workplace through this phase of life.

We've also been improving our culture in a top-down approach, where we have been expanding our senior leadership training, with a particular focus on diversity and inclusion. We have introduced female specific career ladders through our internal learning and development pathway, many of these opportunities are open to our associates through our academy offerings and MyPath.

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:

- Continued focus on equal working practices, through ongoing review of our people practices to drive a more inclusive workplace. This includes a commitment to using diverse hiring panels, creating more inclusive compensation and reward mechanisms, and a focus on flexible practices. We will continue to evolve our hybrid working model to meet the needs of all our people.
- Broadening our focus on diversity awareness, highlighting our own people's voice through employee led Affinity Networks. Representing diverse communities within our workplace these networks set clear goals to promote diversity and advocate inclusion, challenge us to improve our efforts to achieve a highly diverse workforce and advise on inclusive practices.
- Upskilling our senior leaders through a comprehensive roll out of inclusive leadership particularly addressing unconscious bias to ensure that our people processes and decision making is inclusive.
- Developing our wellbeing programme to address health, work and social issues that impact our diverse communities, providing guidance and support to help people achieve their personal best.
- Promoting our Leadership Success Model, which outlines the leadership behaviours that 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 are able to drive a culture of conscious inclusion and hire individuals who value others.
- Ensuring succession plans have equal representation, through the use of objective criteria and moderation. Creating the environment and additional support where required to ensure people are treated equitably and set up to be successful. We will continue to set the expectation that all succession plans have a 50:50 split of men and women.
- Collaborating with our clients, to share best practice and to identify opportunities for innovative and effective approaches to provide an inclusive environment for our associates.

I confirm the data reported is accurate.



**Damian Whitham**  
Commercial Director, ManpowerGroup UK