



**EWC Annual Meeting**  
**22<sup>nd</sup> May, 2023 – 25<sup>th</sup> May, 2023**  
**Minutes of plenary sessions**

**EWC Member Attendees 22 - 25 May:**

**Present:**

Country of EWC Member	First name	Surname
Austria	Gabriele	Zeman
Belgium	Raf	Lens
France	Pierre	Personne
France	Denis	Grand
Germany	Wolfgang	Spyra
Greece	Alexandra	Apostolaki
Italy	Mara	Riboni
Italy	Alberto	Macri
Netherlands	Ellen	Stellaard
Poland	Jolanta	Ogonowska
Spain	Virginia	Alonso
Sweden	Peter	Bording
UK	Amanda	Walker
UK	Jerome	Carroll
Czech	Lenka	Vokacova
EWC SC Expert	Denis	Sheridan

**Absent:**

Country of EWC Member	First name	Surname
France	Patrice	Ballester
France	Frederique	Stead
Estonia	Kaari	Laurimaa
Finland	Minna	Murtomaki
Ireland	Olivia	Kehoe
Lithuania	Olga	Mesceriakova
Luxembourg	Laurent	DiNardo
Norway	Kjersti	Dahl
Portugal	Jorge	Antunes
Slovakia	Veronika	Hraskova

**On behalf of Central Management:**

- Riccardo Barberis
- Bart van Kempen
- Alexander Stefanov
- Anett Kristensen (via Teams)

## Agenda of the Meeting 22 to 25 May

- Topic 1: General update: Strategy, PowerSuite, Franchising, Green Initiative, Flexible Working
- Topic 2: Financial Results ManpowerGroup 2022 and Q1 2023
- Topic 3: Transformation Programs
- Topic 4: MAPS, NPS, LSM
- Topic 5: Review of the Playbook and EWC Agreement negotiations
- Questions and Answers

### Agreed Actions:

Topic	Action Item	Owner	Deadline
Topic 1	For more information on Green Initiatives: global ESG SharePoint - <a href="https://sharepoint.com">ESG Hub - Home (sharepoint.com)</a>	Alexander	Done
Topic 1	EWC to share the outcomes of report out on the internal research on Remote Working.	Mara	
Topic 3	Check if EWC members can share with the local teams the timeline for Transformation Program to get perspective from the field. Bart to confirm with Alfonso	Bart	
Topic 3	On the note that some of countries did not get the training for Bullhorn -> CM will pass this feedback to the project teams	Bart	
Topic 4	EWC is interested in providing feedback/participation in creation of new MAPS questions	Alexander	
Topic 5	Bart to propose the calendar for EWC connection and schedule calls with SC for 2024	Bart	Asap after Global finalizes SHR communication dates for '24
Topic 5	EWC to provide status to CM on the EWC members and which countries are under elections, including which countries do not have the members yet (Romania, Latvia, Switzerland, Latvia, Estonia, Denmark does not but has election)	Mara	Done
Other	For 2024 EWC Annual meeting: Proposal by EWC to make it Week 27-31 May for the meeting Proposal is to have meeting in Athens (there is a room internally available for the EWC meeting). CM to review.	Bart	

## **Topic 1: General update: Strategy, PowerSuite, Franchising, Green Initiative, Flexible Working**

We always work to be a globally recognized leader on Staffing, we see a strong shift from economical organization with social responsibility to social organization with economic responsibility. We see major trends impacting our workforce: 1) Technological revolution; 2) Individual Choice; 3) Customer Sophistication; 4) Demographics / Talent Management

On technological revolution – these days everyone can apply to the roles in a broader spectrum and broader geography (imagine, last generation that was generally limited to the nearby town).

On Individual choice – with the technological revolution, our candidates now have a stronger power to select the right company that they want to work for. It is more difficult to find the right talent and the companies put more importance to the retention of our talents.

On customer sophistication – new services that clients want from us. For us, we have had a secret formula – doing the match, using our database. Today we have much more complicated capability requirements. Customers push for even better alignment between soft skills and the environment of the company

On Demographics – more aging population, talent scarcity, more people on pension vs working.

### **Our Strategy:**

It all started with one brand one product, staffing for Manpower. With change in the market and business, our company has evolved and moved from competing for the time to fill to time to skill, bringing and developing the capabilities of our candidates, helping us to develop the capabilities required for the modern world, bringing to reality brands like Experis (to focus in the IT) and Talent Solutions (moving us from recruitment-only to developing and preparing skills and capabilities of our talents for our client needs).

The client wants to see the candidate on a much more customized way, it requires deeper understanding of the client needs and the candidate skills, the real value that the client pays for is in the area that just sourcing cannot cover like LinkedIn

Strong and Connected Brands: we build on who we are (MP) and adapt to the Market Needs where we need strong Experis and Talent Solutions (Recruitment Process Outsourcing, Management Service Provider to run 3-party interactions, Right Management – boutique Talent Development). We believe in a holistic Talent Management through resourcing, onboarding, retention and development of employees.

Innovation – when we speak about bullhorn, at the moment where we will have wide adoption, we will have a source of massive insights, predicting both performance and success for our clients and candidates. Besides, we see the change in the business model with the combination of vertical approach, digital and mixture of portfolio vs the strategy of simply increasing the number of branches how it was in the past. This is where strong local Country Leadership is and will be vital for the success.

On locations (physical/hybrid/remote) we as a company adhere to the local country legislations and requirements together with the local requirements. What we can see around Europe is the mix, even after covid, bringing in the hybrid workstyle. When you speak with employees, you hear a stronger interest in the hybrid approach and benefits it brings. The secrets to success is in finding the balance together.

### **PowerSuite**

Combination of HR Tools to increase efficiency, reduce the risk and accelerate the speed. The main driver for our PowerSuite adoption is to generate the value. Powersuite is our central framework outlining the strategy on why and how we are innovating and is a response to a large number of challenges, whether it is innovation or the data security, moving from thousands of applications to just a few aligned with each other.

### **Franchising**

We have real-life stories of franchisee company growing after completion of franchising transaction (e.g. in SE).

### **Green Initiative**

We want to be bolder in our role in Green Field. Lots of companies are refocusing themselves on the Green: Green Production, Automation; Green Supply Chain. We are discovering that we can be strong help for them. For us that we need to play more active role on that, sectors: FMCG, Manufacturing, Supply Chain, automotive.

For MP – significant portion of segments, Green can have an impact that IT has had in 80s.

Biggest challenge – finding people, find right competencies (e.g. European Battery Association)

We will be more active in this area and will take this challenge more seriously, targeting end of this year to come up with stronger plan on Green

For more information for now: we will share the ESG Sharepoint - [ESG Hub - Home \(sharepoint.com\)](#)

There is an even higher interest on the ESG ecosystem and preparing our workforce through upskilling and training, explaining our transition from recruitment only to the holistic workforce company

### **Flexible working**

Change in legislation across countries touching the working, impacting what we do and How we work together. Younger generations want more flexibility in working hours (e.g. work later), shaping our

standpoint. Remote working is a country-by-country initiative and currently there are no European-wide initiative covering this topic.

Internal survey carried by EWC impacting personal life and family life -> positive outcomes, covering only a part of workers.

## **Topic 2: Financial Results ManpowerGroup 2022 and Q1 2023**

For detailed information on Financial numbers, refer to the slide deck, pages 15 to 46.

## **Topic 3: Transformation Programs**

Essence of Darwin Program – transformation for the ERP system to support Finance

Essence of Phoenix Program – transformation for the ways of working in Finance Function, creating unified operating model (how MPG runs Finance).

Transformation and transition is planned via step-by-step implementation offering support and training to countries as we progress.

Essence of Synergy Program – working around the Ways of Working for the IT, ensuring that we have standardization of the IT services, including unified partner who supplies us with IT support. For all projects we are bringing the project teams together to ensure alignment and unified approach on both transformation projects.

## **Topic 4: MAPS, NPS, LSM**

### *NPS*

NPS Survey is deployed throughout the Europe with countries varying in the stages of adoption.

Governance of NPS/CX Program is under the integrated Marketing, Communications and ESG function.

### *MAPS*

2023 is a transition year to mature on our engagement and listening strategy and move to a new provider, GLINT. 2023 MAPS will not commence, there will be a small 5-question survey sent to employees at the level GLT-1 in October 2023. Company ambition is to move to multiple (but shorter) surveys covering various parts of employee lifecycle (e.g. onboarding, development, offboarding)

### *LSM*

Global team is identifying ways to create an organizational behavioral model that can help all employees (leaders and individual contributors) to grow in their roles, behaviors that we all as a company need to achieve our ambitions. More information will come in the due time

## **Topic 5: Review of the Playbook and EWC Agreement negotiations**

EWC voted for new structure for the EWC SC: Ellen and Alexandra to step in, Gabriella to step out.

EWC has confirmed reception of the Playbook and agree to finalize on 25 May 2023, EWC together with the CM has reached an agreement on the updated EWC Playbook.

**Budgeting:** Any queries on EWC activities (e.g. additional English language training) shall be send to CM prior to September 1, 2023 to ensure it can be part of the annual budgeting process. No guarantee on outcome of such discussion.

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