

Powering the World of Work  
**ManpowerGroup**  
Doing Well By Doing Good

2015 / 2016 Sustainability Report



ManpowerGroup®

# The ManpowerGroup Promise

We power the world of work.

When our deep understanding of human potential is connected to the ambition of business, a dynamic power is created.

Power that drives organizations forward.

Power that accelerates personal success.

Power that builds more sustainable communities.

We generate this kind of power by connecting the visions of clients, the motivations of people, and what's now and what's next in the world of work.

We combine local expertise with a global reach to give organizations around the world access to and the ability to capitalize on unseen opportunities.

As trusted advisors we nurture partnerships with everyone we work with, because their success leads to our success.

Because of this, we create high-impact solutions to enhance the competitiveness of the organizations and the individuals we serve, so that they achieve more than they imagined.

And by creating these powerful connections, we help power the world of work.



## About this Report:

This report is our communication on progress for the United Nations Global Compact, and was developed in accordance with Global Reporting Initiative (GRI) G4 "Core" guidelines. An Index of reporting to Global Compact Principles and GRI general and specific disclosures is available on our [data sheets](#).

## Stakeholders and Reporting Topics:

We regularly engage with our core stakeholders – employees, candidates, clients, NGOs and industry bodies, as well as shareholders. We seek feedback in multiple ways, online and offline, to ensure our reporting addresses their areas of greatest interest. More information about stakeholder engagement and prioritizing reporting topics is available [here](#).



## Sustainability at Work: It's Our Heritage

“Running a successful organization is about delivering a profit to our shareholders and about contributing to society by providing meaningful and sustainable employment for millions of people. Our business was founded on this principle almost 70 years ago and it still drives the performance of our people today.”

2016

*Jonas Prising*

Jonas Prising  
Chairman & CEO

“We have a mission to improve the skills of people wherever they may be, in whatever part of the world they live.

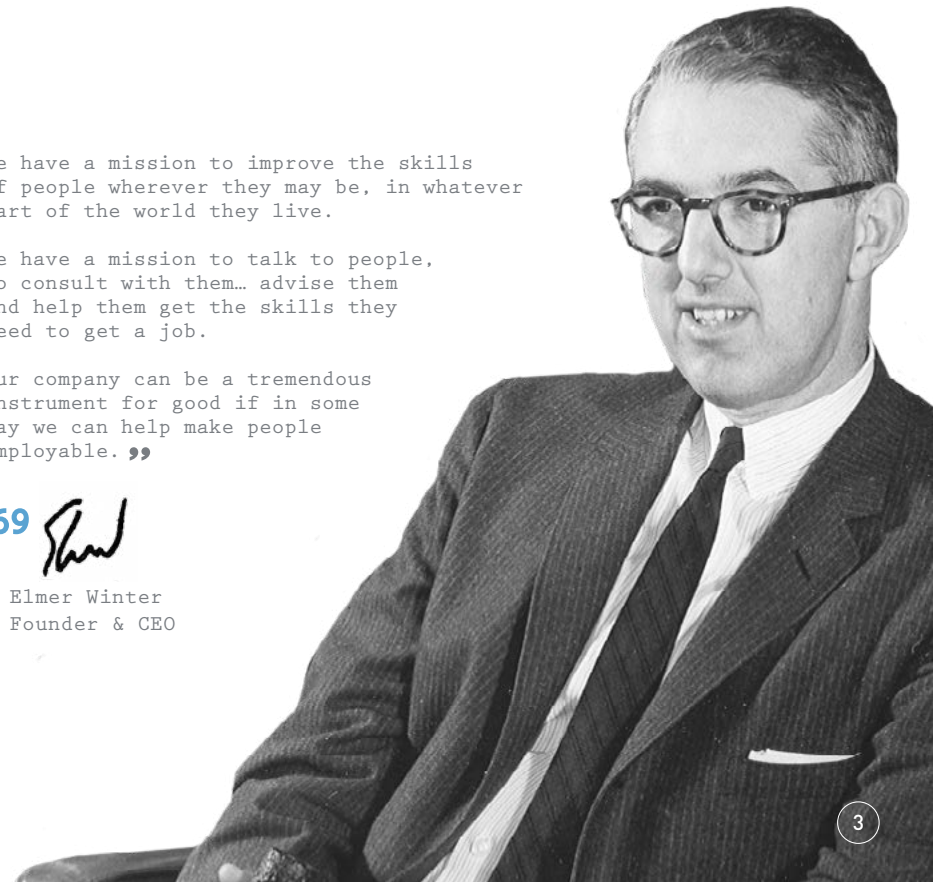
We have a mission to talk to people, to consult with them... advise them and help them get the skills they need to get a job.

Our company can be a tremendous instrument for good if in some way we can help make people employable.”

1969

*Elmer Winter*

Elmer Winter  
Founder & CEO



## CEO Message

**At ManpowerGroup, we believe businesses have a responsibility to be a positive contributor to societal change.**

Our business was founded on this principle — that running a successful organization is about delivering a profit to our shareholders and about contributing to society by providing meaningful and sustainable employment for millions of people.

Fast forward nearly 70 years and our dual purpose holds true. Today, the stakeholder view employers must take is increasingly important. In this world of constant change, technological disruption and bifurcation of employment opportunities, we are seeing the polarization of the population play out in front of our eyes — the U.K. Brexit vote, unrest in Turkey and political uncertainty as far afield as Europe, the United States and the South China Sea. Beyond our organizations, in the communities in which we operate, people feel disenfranchised and disconnected and too many look ahead and cannot see how their circumstances will improve. **Businesses have a role to play to ensure we are enhancing people's lives and are an important part of the solution.**

That's why our Sustainability Plan is built around learnability and employability: about how we help people nurture the desire and ability to develop in-demand skills to be employable for the long-term. It's why we partner with governments, NGOs and of course our clients, to get people **Ready for Work**, help them stay relevant by **Skilling Up** and improve diversity in **Integrated and Inclusive** workplaces. And it's why we actively support the **UN's Sustainable Development Goals** around **Education, Equality** and **Decent Work for Economic Growth** — because they are directly related to our core business so we can, and do, make a real difference.

It's also why we practice what we preach — by investing in skill development that helps our people achieve their potential, and encouraging employees to share their talent in the communities in which we live and work. **It's how we attract the best people to work for us, because when you join ManpowerGroup you know that you're part of an ethical company that at its core believes in doing well by doing good.**

As CEO of the world's leading workforce solutions company, people are my priority. Not just because it's the right thing to do, but because it increases the success of our clients and accelerates our business performance. We will continue to do more to deliver on our purpose and I am proud of our team's commitment and passion to serve all of our stakeholders every day, all over the world.

  
Jonas Prising



AS CEO OF THE WORLD'S LEADING WORKFORCE SOLUTIONS COMPANY, PEOPLE ARE MY PRIORITY.



WHEN YOU JOIN MANPOWERGROUP YOU KNOW THAT YOU'RE PART OF AN ETHICAL COMPANY THAT AT ITS CORE BELIEVES IN DOING WELL BY DOING GOOD.



# Our Sustainability Plan

We believe meaningful and sustainable employment has the power to change the world

## Our Pillars

<p><b>1</b> <b>Ready for Work</b></p>	<p><b>2</b> <b>Skilling Up</b></p>	<p><b>3</b> <b>Integrating and Including</b></p>
<p><b>Developing Employability for Tomorrow's Talent</b></p> 	<p><b>Building New Skills for a Fast-Changing World of Work</b></p> 	<p><b>Nurturing Diversity in the Workplace</b></p> 
<p><b>ENSURING YOUNG PEOPLE ARE WORK READY WHEN THEY LEAVE EDUCATION</b></p>	<p><b>HELPING PEOPLE NURTURE LEARNABILITY THROUGHOUT THEIR CAREER JOURNEY</b></p>	<p><b>ENABLING ALL PEOPLE TO PARTICIPATE IN THE WORKPLACE AND ACHIEVE THEIR POTENTIAL</b></p>

## Our Local Impact

## Our Global Impact

### Supporting the UN Sustainable Development Goals:



Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all



Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life



Promote inclusive and sustainable economic growth, employment and decent work for all



Reduce inequality within countries



## Doing Well By Doing Good: Why Sustainability Matters in the Human Age

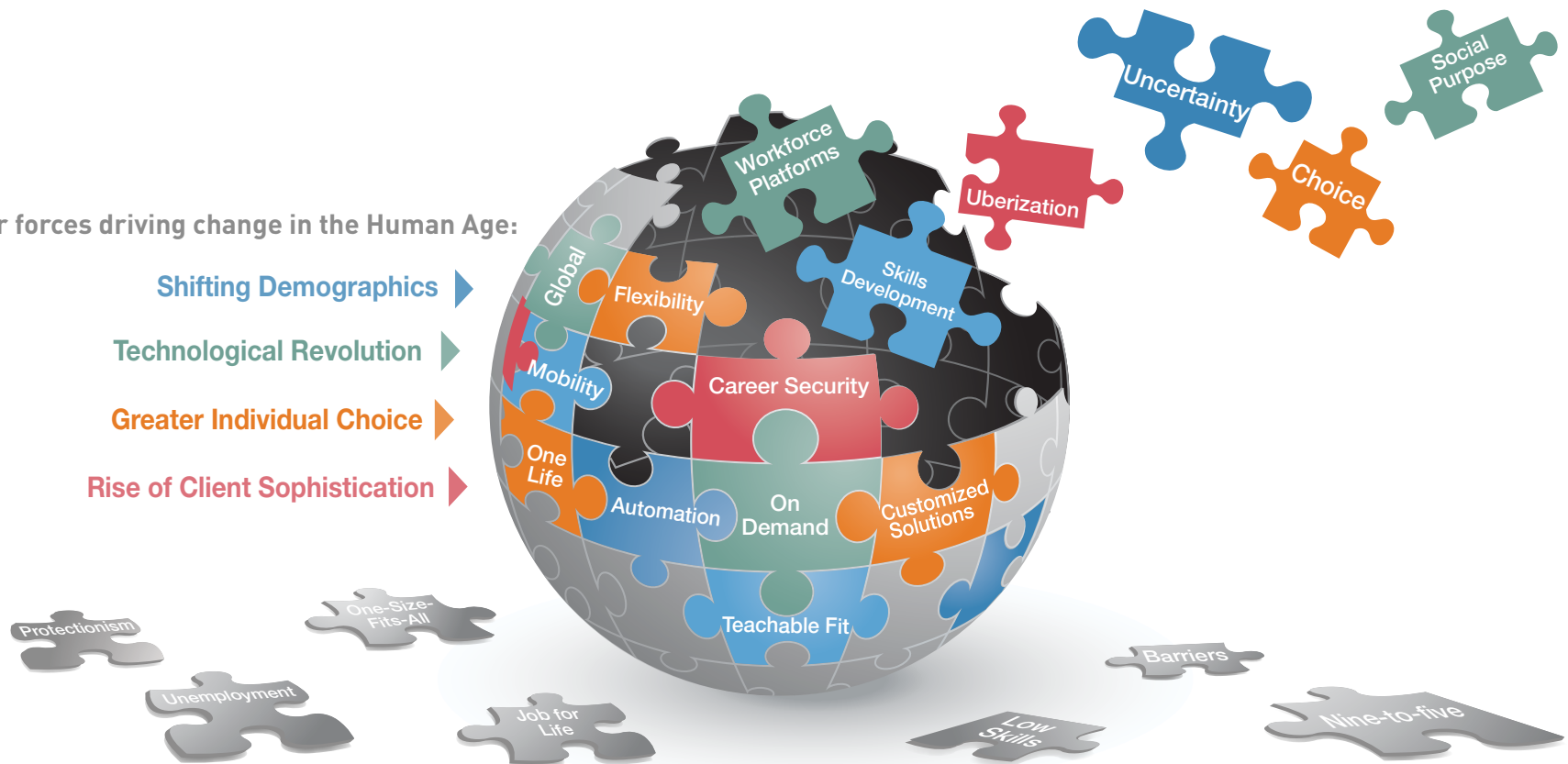
Changes in the world of work are accelerating at a pace and scale never seen before. Technology continues to disrupt, creating new jobs and radically changing others. The goal today is no longer finding the job for life, but to develop the skills, experience and expertise necessary to be employable for the long term.

As skills needs change rapidly, employability depends not just on what people already know, but on how well they learn, apply and adapt. **At ManpowerGroup we are committed to nurturing learnability — the desire and ability to learn new skills — to help people become and stay employable throughout their career journey.**

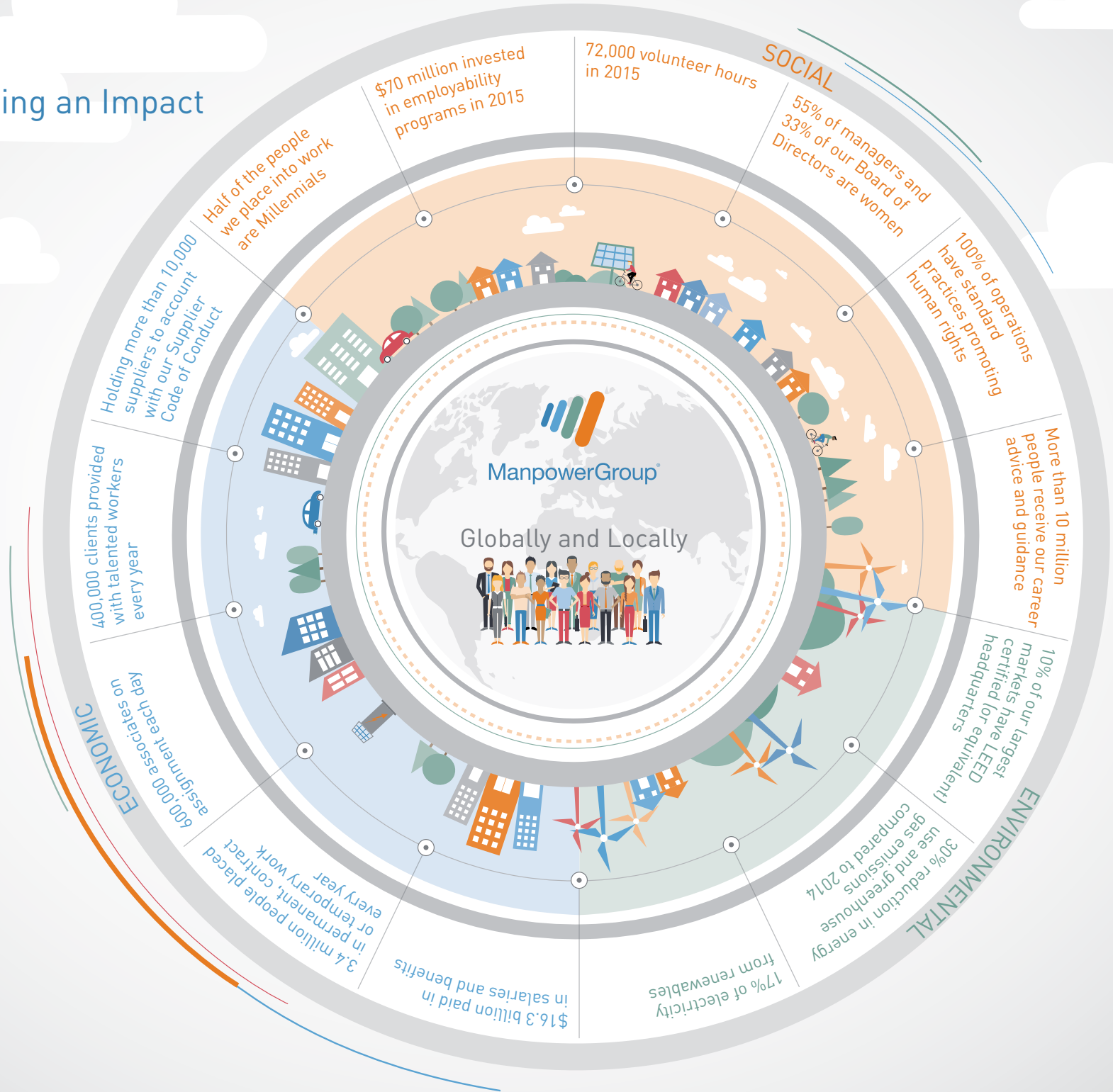
In 2011 we identified the Human Age, driven by four structural forces reshaping the world of work. People feel these impacts too: those with in-demand skills can call the shots while those without have fewer opportunities. This places greater emphasis than ever on the need for relevant skills and learning.

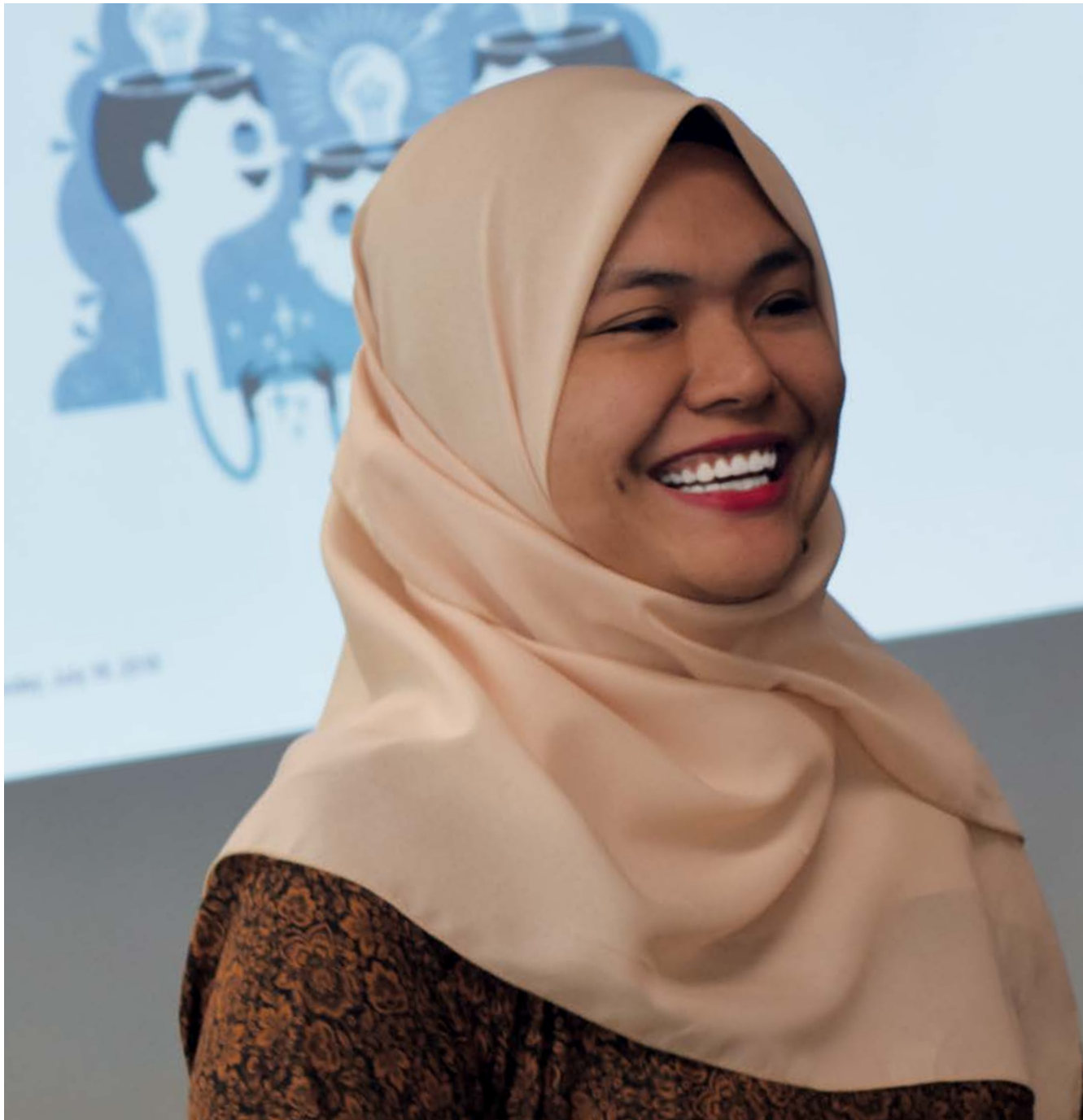
As the world's leading innovative workforce solutions company, our core expertise is matching the talent businesses need with the skills individuals have. Partnering with more than 400,000 clients, we provide work and employability programs for more than 3.5 million people every year and employment advice for more than 10 million. If you **consider how many families that touches, that's a major social impact of which we are proud.**

### Four forces driving change in the Human Age:



# Making an Impact





Developing Employability for Tomorrow's Talent — *It's our business to identify the skills that young people need to secure in-demand roles. Manpower Malaysia is doing exactly that with our Recruit, Train, Deploy, Manage (RTDM) graduate program.*

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# 1 Ready for Work

## Developing Employability for Tomorrow's Talent



ENSURING YOUNG PEOPLE  
ARE WORK READY WHEN  
THEY LEAVE EDUCATION

## Developing Employability for Tomorrow's Talent

By 2030, Generation Z<sup>1</sup> and Millennials<sup>2</sup> will make up two-thirds of the workforce<sup>3</sup> and **65% of Generation Z will do jobs that do not exist yet<sup>4</sup>**. Addressing youth employment now will set us up with the leaders of the future so we must create the opportunities that help tomorrow's talent move into work and up the career ladder.

We want to ensure young people have the skills they need before they enter the labor market and help them nurture their **learnability - the desire and ability to develop in-demand skills** – to stay employable over longer working lives. At ManpowerGroup we start young, working with children before they leave school, because we know **giving young people a strong start is critical for sustainable careers**. Those who have four or more contacts with employers while in school are more likely to be employed age 19-24, and five times less likely to be jobless later in life<sup>5</sup>.

Partnering with clients, governments and NGOs means our impact is even stronger. With organizations like **Junior Achievement** we build work-readiness and financial literacy for children ages 4 to 18 across the world. In **Malaysia** and **Thailand** we work with universities to skill up graduates to get first jobs in a competitive global labor market. And sometimes our approach is private sector led: in **Spain** and the **U.K.** we provide work experience, training and entrepreneurial skills for unemployed young people to help them get that first break.

Access to continuous learning and real work experience is the first step on the career path and key to addressing inequality. That's why we're providing training, coaching and creating ways for young people to learn on the job, from school through graduation and throughout their working lives.

**65%** of Generation Z  
will do jobs that do not exist yet<sup>4</sup>.

<sup>1</sup>Generation Z (those born in the mid 1990s to early 2000s) <sup>2</sup>Millennials (those born between 1982 and 1996, ages 20-34) <sup>3</sup>United States Census Bureau <sup>4</sup>"How To Attract Talent for Jobs that Don't Exist Yet," *Forbes*, October 2015 <sup>5</sup>Employer Contact at School Reduces Likelihood of Young People Becoming NEET, Education and Employment, February 2012



“Preparing **young people** for the labor market of the future means starting early and requires deep partnerships with schools, educators and employers. We are grateful for the **long-standing partnership** between JA and ManpowerGroup that now **spans multiple geographies.**”

Asheesh Advani

Junior Achievement Worldwide CEO



## Doing It for the Kids

### ManpowerGroup and Junior Achievement Nurture Learnability for the Next Generation

Young people today face many of the uncertainties of job seekers from previous generations. But **today's world of work is even more complex, volatile and fast moving.** Too many young people find themselves graduate-ready not job-ready. To change that, we partner with Junior Achievement (JA), the world's largest non-profit organization dedicated to young people's work readiness.

ManpowerGroup knows which skills employers want, when and where, and we bring this practical experience to JA's mission to inspire 10 million students every year to *dream big, seek out experiences and reach their potential.* Investing over \$2 million and thousands of hours of volunteering in over 35 locations in the last decade, we're proud to deliver successful, long-term programs that are **building skills in work-readiness, entrepreneurship and financial literacy.**

Our commitment comes from the top. Jonas Prising, Chairman & CEO of ManpowerGroup and Vice Chair of JA Worldwide, provides both strategic support and engagement at the ground level. Volunteering on *Bring Your Daughters and Sons to Work Day* at BizTown and delivering *Excellence Through Ethics* training to local high school students, Jonas is leading by example and plenty of ManpowerGroup volunteers follow.

Across the United States we've invested time and dollars to bring the world of work to life for more than 45,000 young people over the past nine years.

We have pledged a quarter of a million dollars to digitize materials on Junior Achievement's USA Education Gateway and support blended learning that builds students' IT skills. We know **this plug and play approach to learning provides the best balance of technology and human connection** and will develop essential workplace skills for thousands more students.

Our activities reach beyond the United States. Several ManpowerGroup leaders in Europe sit on JA boards and promote already existing, long term local relationships. In addition to this, in the 2015-2016 academic year JA Europe and ManpowerGroup Europe joined forces on a project called *Entrepreneurial Skills Pass (ESP)* — a qualification program providing young people with the opportunity of entrepreneurship education. Thanks to this partnership countries like Belgium, Bulgaria, Germany, Ireland, Netherlands, Poland, Serbia, Sweden and the U.K. have the opportunity to offer their work readiness expertise to young students and teachers from across Europe by providing digital training webinars, participating in jury days during JA annual student competitions and taking active part in *Leaders for a Day* events.

All of this works. JA Alumni are more employable, more enterprising, start more businesses and earn higher salaries than non-JA students<sup>6</sup>. The JA-ManpowerGroup partnership demonstrates global reach and local impact, and provides the valuable combination of skills and experience that will be young people's ticket to ride for years to come.

<sup>6</sup>[Education, JA Europe](#)

## Learn. Develop. Place. Repeat

### World Class Skilling Up of Graduates

In emerging markets employers are struggling to fill vacancies despite young populations and growing numbers of graduates. The ASEAN Economic Community, created in 2015, enables employers in Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, Singapore, Thailand and Vietnam to source and attract candidates from a regional talent pool of 622 million people. Yet our recent [Talent Shortage Survey](#) indicates that employers in Asia are still finding it difficult to fill key roles such as sales representatives, engineers and technicians. As geographic **borders flex and the market for talent and top jobs becomes increasingly competitive, we are creating sustainable models** that can be replicated around the world.

#### It's All Talk: Career Conversations Get Thousands Work Ready in Thailand



In universities across Thailand we offer **coaching and career conversations** to students. We apply our **knowledge of in-demand skills and understanding of where the jobs are to help graduates to be employable** across ASEAN for the long-term. We partner with more than 30 leading education institutes, the Office of the Vocational Education Commission and the Ministry of Education to reach graduates at a critical time.

Our core expertise and world of work insight across our strong and connected brands — Manpower, Experis, ManpowerGroup Solutions — is helping nurture learnability and employability for a new generation of talent. With more than 1,000 applications every year for the past four years, our career coaching has helped accounting, engineering, architecture and IT graduates develop career plans and be ready for a world of work.

#### Perfect Match: Connecting 300 Malaysian Graduates with In-Demand Roles



It's our business to identify the skills that **young people need to secure in-demand roles** and Manpower Malaysia is doing exactly that with our *Recruit, Train, Deploy, Manage (RTDM)* Graduate Program. So far we have trained over 300 graduates and matched them to positions in business management, communication, catering, engineering, IT and even marine naval architecture.

Together with employers we develop selection processes that identify graduates who are a **Teachable Fit — those with the soft skills and learnability mindset to be work-ready**, in those organizations. Onsite industry-relevant training and structured on-the-job learning modules help simulate the workplace, then graduates enjoy up to a year of career coaching through our *Associate Care and Performance Management* program. This helps provide a perfect match and sustained support for young people at what can be the most challenging time in their working lives.



## Hot Entrepreneurial Skills for Ice Cool Youths

### Manpower Spain Helps More Than 400 Youth Learn While They Earn

New ways of getting work done continue to emerge, including the growth of the gig economy and portfolio working. Over half of Millennials say they're open to new ways of working in the future and **more than a third would consider running their own business** according to our Millennial research.

In Spain, where youth unemployment stands at 45%<sup>7</sup>, we partnered with global consumer goods company Unilever to pilot *Soy Frigo* — Unilever's summer youth employment program. With an ambitious goal to *create a brilliant future* for 10,000 young people in Europe and 100,000 globally by 2020, ***Soy Frigo* provides an opportunity for young people to develop crucial skills in micro-entrepreneurship, marketing and finance**, so they can run their own small business in the future.

As Unilever's recruitment partner, we assessed and selected 25,000 applicants, provided training and deployed 410 young people as ice-cream sellers across Spain and Portugal. For many this is their first job, and they are developing entrepreneurial skills while gaining valuable work experience — putting training into practice.

Over **half of Millennials** say they're open to new ways of working in the future.







## Desperately Seeking Skills and Experience

### Manpower U.K. Gets Young People Job-Ready with Movement to Work

Entry level qualifications just don't cut it for entry level jobs. **It's hard to get on the career ladder without the crucial combination of skills and experience.** In high-demand industries like cyber security and IT, 84% of job postings, including entry level positions, require at least three years of experience<sup>10</sup>. What about the people that have neither skills nor experience?

U.K. employers are tackling the problem head on. Our Manpower brand in the U.K. is part of *Movement to Work*, a voluntary collaboration of companies addressing youth unemployment. Businesses including Accenture, Barclays, BT, Marks & Spencer and Unilever are part of this movement **committed to creating thousands of high quality vocational training and work experience opportunities** for the 764,000 18-24 year olds in the U.K. who are not in education, employment or training (NEET)<sup>8</sup>.

Manpower helps young job seekers acquire skills, confidence and work experience to move up the career ladder through practical workshops; developing CV writing, interview and presentation preparation, personal financial management and use of social media to find work. By **offering vocational training and work placements for unemployed young people**, we connect them with experience and work while providing our clients with work-ready candidates.

**Our approach to doing well by doing good is working:** *Movement to Work* aims to connect 50% of young people to jobs, while Manpower has provided 70% of our participants with work. And it's sustainable. By inviting our supply chain network to make the same commitment, we magnify the impact and help even more of tomorrow's talent to find jobs.



## Playing the Long Game

### Manpower India Offers Bright Future to 40,000

**Jobs and skills are a critical component of reviving communities.** Manpower India is helping to do just that in the region of Jammu and Kashmir in partnership with the Ministry of Home Affairs and the National Skill Development Corporation.

*Project Udaan* positions the region as a valuable source of highly educated graduate employees offering work experience placements and training in retail, banking and IT. Reaching 40,000 young people over five years, the program is **delivering sustainable change and offering a bright future to educated young people** and providing work-ready talent to companies across India.

*Project Udaan* is an incredible opportunity to **directly connect with the corporate world** and gain first-hand experience which, in my case, **resulted in employment.**

*Pooja, Udaan Program Graduate*



Building New Skills for a Fast-Changing World of Work — *MyPath* provides practical tools and coaching for people with ambitions to move up and earn more.

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# 2 Skilling Up

## Building New Skills for a Fast-Changing World of Work



HELPING PEOPLE NURTURE  
LEARNABILITY THROUGHOUT  
THEIR CAREER JOURNEY

## Building New Skills for a Fast-Changing World of Work

Technological disruption has created a period of transition in the labor market. **Increasing automation, Artificial Intelligence and robotics means skills needs are changing at an unprecedented pace.** But it need not be a battle of human versus robot. Currently fewer than 5% of occupations can be entirely automated, however about 45% of the activities individuals are paid to perform could be<sup>9</sup>.

### **This may not mean fewer jobs but it will mean different jobs.**

Some skill sets will become redundant and people will have to adapt to new ways of working. Individuals will be able to take on less mundane, more fulfilling roles — if they have the relevant skills to do so. That's why we're helping people at all stages of their working lives to nurture learnability and acquire sought after skills that help them stay relevant.

Our **MyPath** program provides people with the tools they need to develop careers. We offer assessment, coaching, development and even degrees so our people can learn while they earn and find work in growing sectors. **FuturSkill** provides hard and soft skills training in shortage areas like call center and IT, and in **China** we're supporting people to develop entrepreneurial skills to start their own business. In **India** and the **U.K.**, we're training and upskilling workers in IT and engineering, shaping the curricula exactly as employers require. For our people, we're **providing career choices and pathways to skill up, move up and earn more** in a fast-changing world of work.

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**Learnability:** *the desire and ability to learn new skills to be **employable for the long-term.***

<sup>9</sup>Four Fundamentals of Workplace Automation. McKinsey, 2015



## Learnability: The Hot Ticket to Earn More and Move Up

### Manpower U.S. Offers Coaching, Development and Degrees to Advance Careers

When **businesses want it all — experience and qualifications** — we help make that possible. ManpowerGroup’s annual [Talent Shortage Survey](#) and our work with thousands of U.S. companies every year means **we know which skills employers want and where**. There are few organizations better placed to combine the power of work experience with education so that people can be job-ready for in-demand roles.

Our **MyPath program offers people the tools they need to advance their careers**. We provide assessment, coaching, development and even degrees so they can learn while they earn and find work in growing sectors like finance and IT. Through our partnership with Western International University we’re offering Manpower associates across the United States the opportunity to achieve college degrees at no personal cost, while they work and while they’re supported by our own expert career coaches.

We’ve also helped 122,000 U.S. associates increase their earning potential with us in the last two years — 61% of whom have experienced a pay increase of more than 50-75% from their first to their most recent job. By offering industry-relevant courses combined with specialized coaching, our people are developing career-relevant skills for accountancy and business administration roles. They get to balance employment and learning commitments at a pace that works with their busy lives. We know first-hand **improving people’s learnability and employability means businesses have access to a wider pool of quality talent and individuals have the in-demand skills that gives them more control and choice throughout their careers**.

“ Anything you can do to make yourself stand out is important. **Manpower is giving me the tools I need to be innovative in the job market and to be more competitive.** ”

Joe-Ron, MyPath Participant



“ The skills these **courses are giving me are relevant to the job market** of today. **Manpower is my ally**, working with me to keep me relevant. ”

Nicole, MyPath Participant





## Formidable!

### Upskilling 60,000 People in France to Fill Business Critical Roles

In France, ManpowerGroup's largest market, we are developing skills for in-demand sectors like IT and call centers so people can be employable for the long-term. Through FuturSkill, ManpowerGroup's professional training brand, we deliver assessment, training and access to our online learning management system for more than 60,700 people across France. Our *Bridge To Work* program is **addressing talent shortages by redeploying unemployed people to fill in-demand positions**. They are trained in soft and hard skills, how to take assessments and how to use learning management system software. **Ninety percent of candidates are placed into work** as IT help desk technicians, developers, customer service representatives and production workers — quite a formidable outcome!

*“It’s a perfect example of how **practical and effective solutions can be used** to combat unemployment, but **also offer a real alternative to traditional recruitment methods** for our clients.”*

*Fadil Darani, FuturSkill Training Project Manager, ManpowerGroup France*

## For All the Skills In China

### Entrepreneurial Talent in Their Thousands — the Job Creators of Tomorrow

When start-ups and small and medium-size businesses are responsible for creating up to two out of three new jobs<sup>10</sup> it's perhaps no surprise that governments are trying to figure out how they grow their share of entrepreneurs.

In Shanghai investment in training and access to capital and tax benefits is substantial, so the government wanted a tool to maximize return on investment. Building on our candidate selection expertise, ManpowerGroup has created a unique *New Business Starters (NBS)* assessment for entrepreneurial skills and aptitudes — identifying relevant cognitive skills, personality traits and life experiences that accurately select individuals with the highest potential to succeed.

To date **over 225,000 candidates have been assessed**, some fresh to the labor market and others taking a new career direction, all benefitting from upskilling advice and training. Experience tells us that **high-scorers are two to three times more likely to succeed as new business starters** — and really will be the job creators of tomorrow.



<sup>10</sup>“Small Business, Job Creation, and Why We Should Lend to Young Companies.” *Forbes*, June 2014.



## The Personal Touch: Knowing Me, Knowing You

### 90% Score Top Jobs with Experis India's Tailored IT Program

When 40% of employers globally report talent shortages, partnering with our clients to help people develop sought after skills is critical. Last year in India, our Experis brand did just that to train 1,000 graduates in testing, Java and mainframe skills. Working with our client, a top Fortune 500 technology company, we designed the *Hire, Train, Deploy* model and developed a tailored curriculum and intensive boot-camp training in 30 - 40 day programs.

Participants were diverse, sourced from across India and from all stages of their career. Some were new graduates and others experienced professionals looking to re-skill and make lateral moves. Impressively, in this underrepresented sector 60% were female. **The key capability we look for? The desire and ability to learn.** It's this learnability that is valued above all in our selection process and most closely aligned with success — 90% went on to work for our client.

## Playing the Long Game

### Manpower U.K.'s 18 Year Journey with Jaguar Land Rover

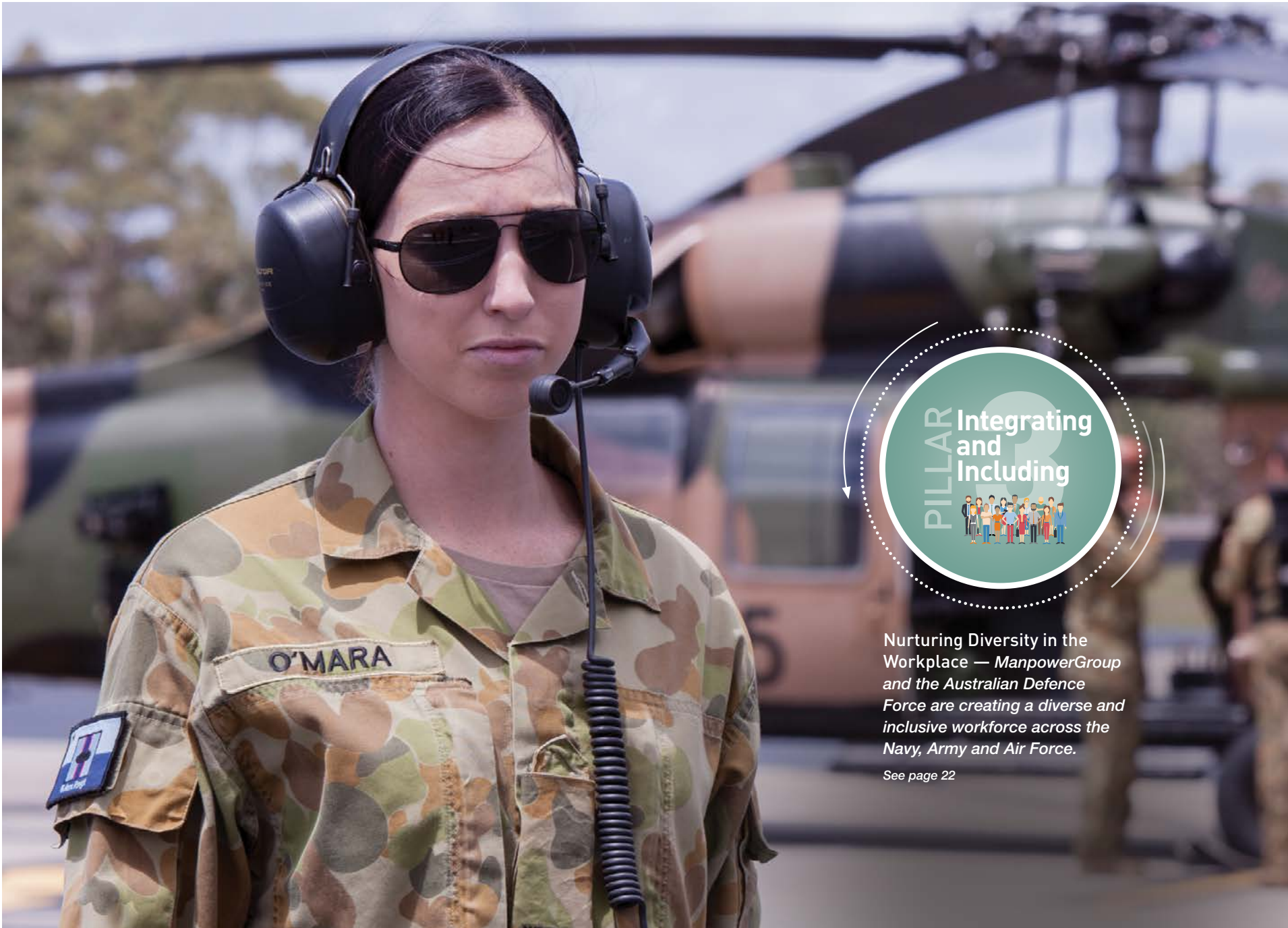
When something works well it's worth repeating. That's why in the U.K. our partnership with Jaguar Land Rover has been running for over 18 years. In the last five we have supported 7,000 people into work while they upskill and achieve formal qualifications to NVQ Level 2. More than 600 of them were 18-24 year olds not in education employment or training (NEET) who are now equipped with in-demand skills and earning potential.

Our program has helped reposition the West Midlands region in the U.K. as a global center for automotive manufacturing. In 2014 Jaguar Land Rover also opened its new engine manufacturing center in Wolverhampton and has already created over 1,500 more new jobs. **A talented workforce with in-demand, relevant skills really can create jobs and prove a critical component of reviving communities and strong economies.**

*18 years of partnership*

Over 1,500 new jobs created in 2014 alone

**7,000 people placed into work in the last 5 years**



Nurturing Diversity in the Workplace — ManpowerGroup and the Australian Defence Force are creating a diverse and inclusive workforce across the Navy, Army and Air Force.

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# Integrating and Including

## Nurturing Diversity in the Workplace



ENABLING ALL PEOPLE TO  
PARTICIPATE IN THE  
WORKPLACE AND ACHIEVE  
THEIR POTENTIAL

## Nurturing Diversity in the Workplace

**Changing demographics are dramatically impacting workforces in the Human Age.** People are living longer and working older, and many employers now have five generations to motivate and manage. Movement of people is also impacting talent pools. Europe is seeing its biggest influx since World War II and many bring valuable skills to a region challenged by an aging population and talent shortages.

Diversity, integration and inclusion is a social and economic priority. That's why we commissioned [research](#) with over 200 global leaders to find out what can be done to **close the gender gap** faster. It's why we are supporting clients like the **Australian Defence Force** to make grand steps in recruiting more under-represented groups — **women, indigenous Australians** and **culturally and linguistically diverse** people — well above total population rates. And why we work with the U.K. Ministry of Defence to help **Service Leavers** transition valued skills to civilian jobs. It's also why we're opening doors to skilled **refugees** displaced across Europe and matching them with talent shortages. And why we are performing outreach to train and recruit local **unemployed people** for some of the highest profile global events.

Whether they are **individuals with disabilities, displaced or discriminated against** we make it our priority to enable all people to participate in the workplace and achieve their potential. **Organizations with inclusive cultures have 39% higher customer satisfaction, 22% greater productivity and 27% higher profitability<sup>11</sup>** than those that are not inclusive. It is not just the right thing to do, it makes clear business sense.

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*Leaders say **gender parity is at least a generation away** – an average of 17 years – so we are providing organizations with practical steps to accelerate progress and create a culture of conscious inclusion.*

<sup>11</sup> [“Why You Need to Retain Women: The Business Case for Gender Diversity.” Business Ethics, March 2012](#)





“ Ensuring the ADF is a diverse, inclusive and contemporary workforce is not a nice to have, it’s imperative. Through our journey with ManpowerGroup we are taking action, driving change, and making this a reality. **Our Recruitment Process Outsourcing is the biggest in the world**, so we know this won’t happen overnight, but **we are committed to this path and the practical steps ManpowerGroup has taken along with us** have already made progress. ”

Commodore Tony Partridge, Director General,  
Defence Force Recruiting, Australia

## On the Front Line of Diversity Transforming Military Recruitment in Australia

For the Australian Defence Force (ADF), diversity is a major tool in their armoury to ensure they have the best talent for the 300+ different roles they need to fill. Their skill requirements are complex while the standards and quantity of recruits required are extremely high. Through our public-private collaboration – Defence Force Recruiting (DFR), a partnership between ManpowerGroup Australia and the ADF – we are combining the core expertise of both of our organizations **to integrate recruitment across the Navy, Army and Air Force to create a diverse and inclusive workplace.**

This successful relationship spans more than a decade and our expertise, insight and practical solutions have secured another five years of partnership to 2020, worth more than \$400 million in **delivering the largest and most complex Recruitment Process Outsourcing (RPO) in the world.** DFR delivers the entire recruiting process, including marketing, recruiting operations, medical and psychological assessments and the coordination of selection boards and employment offers.

Every year DFR attracts 100,000 enquiries and processes 70,000 applications. With 16 national recruiting centers, outreach work across the vast geography is essential and traveling thousands of miles to locations as remote as Alice Springs to find the best-matched recruits is part of our job. **Shifting the needle to source talent from wider pools, attract the best skills and better represent underrepresented groups – including women, Indigenous**

**Australians and those who are culturally and linguistically diverse – is mission critical.** DFR has already made great strides: Indigenous Australians make up 3% of the total population, and currently we are helping the ADF recruit Indigenous Australians at an overall rate of 4.8% across the Defence Force, rate of 7.7% for the Navy, 4.4% for the Army and 2.6% for the Air Force.

Working with such a progressive client, we have been able to use our [Seven Steps to Conscious Inclusion](#) model and neuroscience-focused training to identify and address unconscious bias and create an inclusive culture. Leadership comes from the top – each of the Service Chiefs for the Navy, Army and Air Force has been instrumental in driving change. **Rethinking people strategies and reshaping operational solutions is important too.** Targeted advertising to promote flexible opportunities for women in the ADF has resulted in increased enquiries, applications and enlistments. Promotion of the breadth of female-friendly roles, offers of postings in home towns and reduced signup periods for certain roles from four to two years have helped the number of women applicants increase by more than 85%.

Flexibility works. We know we have much more to accomplish and that there is no silver bullet, but through a dedicated, prolonged and multi-channel strategic approach we have reached a broader audience, changed perceptions and achieved diverse results.



## Welcome, Bienvenido, Willkommen, Welkom Opening Doors for Refugees in Europe

The influx of **over a million displaced people entering Europe since 2015** presents a wealth of untapped talent – including programmers, doctors, mechanics, engineers and construction workers – for whom work is a passport to integration. ManpowerGroup Netherlands has partnered with the Dutch Council for Refugees, UAF (an NGO supporting refugees in finding work) and the Naturalisation Service to offer refugees re-training and long-term employment as interpreters. **Ready and willing to learn, refugees are upskilling or converting skills** through intensive courses and then matched with interpreter positions. Together we are empowering those who have overcome their own obstacles to help others do the same.

We are also supporting refugees in other parts of Europe. In northern Norway, one ManpowerGroup client was struggling to fill manufacturing vacancies in the oil and gas industry and since 2002 we have been working with the local refugee center to fill vacancies with people who are able to work, desperate to earn and eager to develop language skills. More than 450 people displaced from countries including Afghanistan, Ethiopia, Iran, Iraq, Somalia and Sudan have found work through the program. Through these and other dedicated refugee programs **we are helping individuals utilize or develop new skills, find meaningful work, regain normalcy and rebuild their lives.**

“ Working with ManpowerGroup, we have found a trusted advisor who can help **connect people with meaningful opportunities.** We now have access to tools to help us **identify refugees with the relevant skills, match them to vacancies and guide them as to what employers will expect from them.** ”

*Dorine Manson, Managing Director, Dutch Council for Refugees*

“ I feel relevant and that my work is important; I can support my family, that's very important to me. ”

“ I've gained self-confidence; I'm now responsible as a self-employed interpreter with a recognized accreditation. ”

“ It was an intensive training course, but it was all worth it. ”

“ I feel better connected and integrated into Dutch Society, I can give something back to the Netherlands. ”

## It's Game Time! Going for Gold!

### Building Diverse and Inclusive Workforces at International Events

In the summer of 2016 all eyes were on Rio de Janeiro as Brazil hosted one of the highest profile sporting events in the world. ManpowerGroup Brazil worked for months to fill 15,000 positions from highly skilled tennis line judges and broadcast media technicians to experienced customer service and food service workers. Our approach to doing well by doing good extended across the event: we created valuable work opportunities for people from local communities, attracted a diverse workforce through outreach in nearby favelas, and **hired more than 150 people with disabilities to join the winning team** supporting Brazil.



We didn't just go for gold in Rio. Our track record goes back to the London 2012 Olympics where we recruited and trained more than 6,000 people from surrounding London boroughs, many young or unemployed. And in 2015 we partnered with the Milan Expo, creating over 1,000 jobs, where **one in ten positions were reserved for recently unemployed people, helping them build new skills.** Supporting the local labor market is a key theme and providing employees with meaningful work experience and access to our *MP4Talent* e-learning program meant they were even better qualified to find roles after the crowds left Milan and the Expo came to an end.

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*Of the 15,000 workers  
ManpowerGroup hired,  
more than 150 people with  
disabilities joined the winning  
team supporting Brazil.*





## A Tale of Three Cities

### Breaking Down Barriers in Madrid, Barcelona and Zaragoza

Plenty of people are willing and able to work given the chance, yet we still have some way to go before workforce participation for people with disabilities comes close to that of non-disabled people. Globally it stands at 53% for men and 20% for women with disabilities, compared with 65% and 30% for the non-disabled respectively.<sup>12</sup>

In Spain we have been helping individuals and organizations address this. Our *Fundación ManpowerGroup INTEGRA* Program has been **training disabled university students in Barcelona, Madrid and Zaragoza**

**for over a decade.** ManpowerGroup trains business mentors for clients including Hewlett Packard Enterprise, Electrolux and Viacom, and finds the best-fit diverse talent to help them meet obligations under the Spanish Law for Social Integration of the Disabled.

We also provide support throughout the six month internships including 20 hours of coaching on topics such as communication and corporate culture, guiding students towards **sustainable employment and professional integration.**

# Playing the Long Game

## Mission Critical: Right Management U.K. Helps Service Leavers Adapt to Civilian Life

Every year in the U.K. thousands of people leave the armed forces with a range of skills and experience, but service men and women can find it hard to demonstrate the relevance of those skills for civilian roles. The *Career Transition Partnership (CTP)* – an agreement between the Ministry of Defence and Right Management U.K. – has **provided resettlement services for 180,000 individuals transitioning from the Royal Navy, Army, Air Force and Marines to civilian life over the last decade.** We have also supported thousands of organizations looking for in-demand skills to employ ex-military personnel including qualified engineers, managers and vocational drivers.

The CTP helps people adjust to civilian life over a four year period which starts long before they leave and lasts for up to two years after. **We advise people on their choices and preparation for a change of direction and offer training to upskill, reskill or adapt qualifications to civilian life.** For example most military drivers don't have the qualifications needed to drive commercially, so Manpower provides conversion training to achieve relevant qualifications, supporting Royal Logistics Corps personnel to find work opportunities and begin the next chapter of their career.

Our approach is working. Over 90% of all Service Leavers transitioning via the CTP are settled into a new civilian job role within six months. The partnership was recently extended for a further six years and now applies to Early Service Leavers too, whether they have served for six weeks or six years.



<sup>12</sup>[World Report on Disability, World Health Organization, 2011](#)





**Sustainability  
Begins  
at Home**

ManpowerGroup Global Headquarters, Milwaukee Wisconsin — *We employ almost 1,000 people. With this size of footprint we can make a significant, positive impact in our community.*

See page 27





## In Our Own Backyard

### Making an Impact Every Day in the Community of Milwaukee

Our business is about finding the best talent – so our clients succeed and so we create millions of opportunities that make a real difference in people's lives in an increasingly unpredictable world. That's what we mean when we talk about doing well by doing good. **And it's our own people who make all of this happen.**

At our global headquarters in Milwaukee, Wisconsin, we employ almost 1,000 people. **With this size of footprint we can make a significant positive impact in our community – a responsibility we have taken seriously for nearly 70 years.** Our local commitment is wide and varied. Every day of the year, we provide a home for community activities ranging from student mentoring, interview and resume coaching, weekly homework clubs, Dress for Success sessions and university networking events on international work opportunities.

We know that **no matter the career path a person may take, soft skills and experience are vital to move up**, right from the start. Contact with employers gives tomorrow's talent the edge in a competitive jobs market. Through our partnership with local Jesuit high school Cristo Rey we provide students with structured internships – four days of school and one day of work for a full year. We provide them with real work experience and contribute \$27,000 towards the education of each student.



Our people volunteer their time, knowledge and experience to support plenty of local initiatives all over the world too. **Employees who work for an organization that has purpose and creates meaningful impact for the communities in which it operates are three times as likely to be engaged than those that don't<sup>13</sup>.** Our annual global Power Awards also recognize those that have contributed to their community around the world because we're proud that sustainability really does begin at home.

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***Employees who work for an organization that has purpose and creates meaningful impact for the communities in which it operates are three times as likely to be engaged than those that don't<sup>12</sup>.***

<sup>13</sup>“How a Sense of Purpose Boosts Engagement,” Inc.Com, April 2014

# Great People. Great Place. Great Results.

## Our High Performing, Collaborative Learning Culture

Our commitment to helping all of our people move up the career ladder and achieve their potential is important to us. That's why we create a high performing, collaborative, learning culture at ManpowerGroup. Skills needs are changing rapidly so when it comes to training and development we practice what we preach. **Nurturing the learnability of our people is a business priority** so we can design and deliver solutions, develop strong pipelines of talent and progress career journeys that mean our people can enjoy bringing their best selves to work.



“ A culture of high performing, collaborative learning in a diverse, purpose-driven organization is a key driver of our business performance. That’s why **People and Culture is one of our enablers to accelerate us to the #1 Global Workforce Solutions Company.** ”

Lisa Banner, Senior Vice President of People & Culture, ManpowerGroup

## The Sky's the Limit Accelerating our Emerging Leaders



Building a sustainable pipeline of leaders globally is critical to the future success of all organizations. Our business is no different, so in 2014 we launched our *Emerging Leader Experience*. The program focuses on identifying and **developing the skills of our emerging leaders and is a key part of ManpowerGroup's succession planning across our family of brands.** Stretch assignments, development tools, executive coaching and mentoring span the three-year program building, leadership capabilities and providing on-the-job experience.

Already we are seeing success. Overall engagement is 11 percentage points higher among Emerging Leaders than the rest of the organization. Their intent to stay 3+ years is 20 percentage points higher and preference to remain with us if offered a comparable position is 12 points higher. All of the program participants are progressing in their careers and 80% will be in a new role by the end of 2016. The next cohort of Emerging Leaders are raring to go.



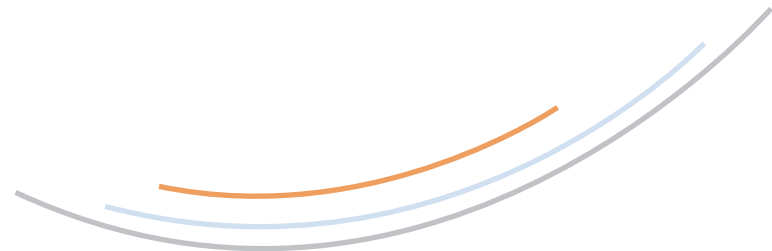
“ The executive sponsorship and mentors who have been there to listen and help me develop the competencies I need have been most important. **The significant exposure to and commitment from the most senior executives of our organization has been invaluable.** ”

*Sarah Peiker, moved from U.S. country role to VP ManpowerGroup Solutions, Europe*



“ It's a fantastic environment for growth **providing expanded experiences, support, exposure, diversity of thought, training and challenges** to help navigate and aid in my personal development. ”

*Chris Rowland, moved from RPO operations role to Global Diversity Officer, ManpowerGroup*





## Parity Begins at Home

### Shifting the ManpowerGroup Needle for Women Leaders

Our leadership at the World Economic Forum and active role on their Gender Parity Council means we are all too aware that **organizations are stuck in a circular conversation about why we don't have enough women in leadership.** There has been a great deal of talk, but not enough action. Macro numbers and averages are not enough and can result in "pink ghettos" with women in HR, communications and support positions instead of P&L and staff roles.

That's why in 2015 we commissioned research across 25 countries, inside and outside of our organization, to understand the barriers women face getting into leadership, and importantly to identify [Seven Practical Steps](#) to shift the needle and accelerate more women into leadership positions.

At ManpowerGroup, **our leaders are committed to a culture of Conscious Inclusion.** Our Chairman and CEO Jonas Prising has articulated his talent legacy: an all-male succession bench isn't going to cut it. Personal letters to the Key Leadership Team prioritized succession planning and gender diversity as a critical part of our People and Culture strategy. He has been explicit about where we want women to progress and by when, setting clear and measurable goals for business: **by 2020, 40% of our Executive Leadership Team and Key Leadership Team roles will be held by women.**

*Conscious Inclusion is about ensuring all people feel invited in and their human potential is valued.*



“ I had to **develop a different mindset** — a lot of of my senior managers are of **different genders and generations.** I had to learn to trust and look at outputs, not time on the phone or time spent talking to people. We have to **be prepared to change.** ”

*Male Established Leader, ManpowerGroup Europe*

“ Many of the rotational programs I was looking at after graduation focused in only one vertical like finance or HR. I was thrilled to learn **ManpowerGroup had a rotational program that touched many business key areas.** The education, exposure and experiences I have received have been phenomenal. ”

Halley Shaw, PowerUp graduate, Experis, ManpowerGroup Solutions, Global HR, North America Finance, ManpowerGroup

## Put Your Money Where Your Learning Is

### Grad Programs So Millennials Develop Skills to Stay Employable

Millennials seek progression, not always promotion<sup>14</sup>, so investing in training and creating ways to learn on the job and move around the organization is a sure way to appeal. To harness the appetite of our own young people we launched our *European Graduate Program* in 2014. Successful applicants participate in the **two-year experience that develops new skills working on national, regional and global assignments. They enjoy role rotations, mentoring and valuable exposure to senior leaders and peers in other locations and brands.** So far, graduates have progressed into a variety of roles in marketing, operations and IT in countries across Europe.

In many of our key markets, including France, Sweden and the U.K., we deliver *National Graduate Programs*, providing country experience and exposure to develop talent and build skills. In the U.K. our nine month *High-Potential Graduate Program* combines mentoring, training and practical experience specifically designed to nurture learnability in innovation, self management, collaboration, networking, influencing and personal brand. In the United States, our *PowerUP Professionals* Program spans two years and offers new graduates rotations across brands and functions from HR, technology, data analytics and finance. Participants build important relationships and experience across our broad business exploring where their passion and interests lie. **All of our Millennial learners carve new career paths in roles they may never have considered.**

## New Ways of Learning are Emerging

### ManpowerGroup's Global Learning Platform, *powerYOU*

As skills needs change we encourage learnability within our own organization by making learning easy and sign-posting in-demand skills development. **Our sustainable learning culture is a long-term one.** We have been providing online training since 1998 and in 2015 we relaunched our digital learning platform, *powerYou*, to include responsive design, mobile and tablet versions.

At any one time we have 59,000 active learners using more than 7,500 virtual and blended learning courses tailored by brand, geography and career stage. Courses range from negotiation and management to the latest training in IT infrastructure. Content is delivered in bite size chunks and continually updated, so our people can learn how, when and what they want.



Our **59,000** active employees and associates are using more than **7,500** virtual and blended learning courses tailored by brand, geography and career stage.

<sup>14</sup>Millennial Careers: 2020 Vision. ManpowerGroup, May 2016

## Walking the Talk

### Building Capabilities through Career Conversations

Eighty-two percent of people would be more engaged if their manager incorporated career conversations into their day-to-day reporting process<sup>15</sup>. So to attract and retain the brightest, career conversations are a critical part of performance management – not just a single conversation between an employee and their manager, but a series of **conversations with a wider network of people designed to address the things employees care most about**.

At ManpowerGroup ongoing career conversations between managers, our people and their broader network are an essential part of our collaborative learning culture. We develop coaching skills so our people can have effective career conversations and we share this insight with our clients too.

## Doing Well AND Doing Good

### Rewarding Top Performance with Real Purpose

Doing well by doing good is a key driver of business performance and one of the reasons we attract the best talent. Eight in ten Millennials in Mexico, India and Brazil say working for employers who are socially responsible and aligned to their values is important<sup>16</sup> and a **majority of Millennials everywhere say purpose is a priority**. For the generation following Millennials, Generation Z, almost half say that in choosing a job **they would rank working for a company that helps make the world a better place as important a consideration as salary**<sup>17</sup>.

That's why in Europe, ManpowerGroup's biggest market, we recognize excellent performance with life-changing opportunities, allowing our top talent to share expertise and make a positive contribution to local communities. Each year **our best performing employees have headed to South Africa to support the Maharishi Institute**, providing disadvantaged young people with the opportunity to reshape their future through higher education. Our people bring core ManpowerGroup expertise and personal development tools to where it is most needed.



<sup>15</sup>Career Conversations. Right Management. April 2016 <sup>16</sup>Millennial Careers: 2020 Vision. ManpowerGroup. May 2016 <sup>17</sup>Survey of Generation Z in the US. salt Communications. June 2015

## Moving from Conversation to Action

### Shifting the Needle Through Thought Leadership and Insight

We know the issues that matter most to people and business.

**Through our industry-leading thought leadership we help organizations to anticipate world of work opportunities and challenges** – managing [Millennials](#), overcoming [talent shortages](#), identifying [future skills](#) and accelerating progress to parity for [women in leadership](#).

We survey 66,000 employers in 42 countries and territories to understand hiring intentions across industry sectors. Our [Manower Employment Outlook Survey](#) is used as a labor market barometer by many government departments and bodies, including Bank of England.

**As well as research and insight, we provide practical solutions to help shift the needle from conversation to action.** We play a leadership role with the World Employment Confederation to set the highest standards for our industry. Our executives devote time and strategic guidance to organizations like the World Economic Forum and their Councils on *Gender Parity, Education and Employment, Skills and Human Capital, and Labor Mobility*. Through this activity we help other organizations do well by doing good — engaging with business, political, academic and other leaders to address global issues like gender parity, youth employment and equipping people with the skills needed for the future.



Jonas Prising, ManpowerGroup Chairman & CEO at the World Economic Forum's "Progress Towards Parity" session, Davos, Switzerland, January 2016. Panelists also included Melinda Gates, Sheryl Sandberg, Zhang Xin and Canadian Prime Minister Justin Trudeau.

“Our thought leadership provides practical solutions to address global issues.”



# The Inside Story on Award-Winning Ethical Standards

## Leading our Organization and our Industry

### Q&A with Richard Buchband, ManpowerGroup General Counsel

***ManpowerGroup has earned numerous distinctions for demonstrating commitment to ethics. How have you accomplished that?***

From the very beginning, our strong ethical foundation has been at the core of ManpowerGroup operations. Ethics runs throughout our organization; our leaders set the tone, but every person plays a role in keeping our ethical compass firmly in place. Our employees are proud of our industry-leading position; we are consistently included in the Dow Jones Sustainability Index and the FTSE4Good Index, and we are the only company in our industry that has been named to both the World's Most Ethical Companies and Fortune's World's Most Admired Companies. These recognitions are a testament to our people and our values.

***ManpowerGroup is a diverse organization operating across 80 countries and territories, with thousands of clients and supplier partners. How do you ensure global compliance with ManpowerGroup's ethical standards?***

We've rolled out tailored digital training to ensure it's clear and simple for our employees around the world to understand and follow our Code of Business Conduct and Ethics and other policies. We have a near-perfect training completion rate across our 80+ global markets and aim to improve further – so we are all sharing this responsibility. We use our ManpowerGroup Annual People Survey to take a pulse on ethical awareness and culture from the bottom up and conduct periodic risk assessments as part of our Internal Controls

process. We also share our policies with our clients and require suppliers to sign our Supplier Code of Conduct.

Refreshing ManpowerGroup's global policies in all areas is important, so in 2015 we supplemented our Anti-Corruption Policy to reflect trends and best practices. Staying current with changing regulations across our global organization can be complex, but I'm proud we do this well. We work hard to lead by example.

***ManpowerGroup often talks about bringing core expertise and partnering with others who bring their own complementary expertise. Who do you partner with and how do you lead by example?***

As an industry leader we set high standards for ourselves and others. Our core business practices are designed to protect and promote fundamental human rights at work – providing fair employment, safe working conditions and data privacy.

We've positioned ourselves strategically to promote meaningful work and sustainable employment. We play a leadership role in the World Employment Confederation, our global industry trade association, and that has helped us develop relationships with the International Labour Organization, the European Commission and other government agencies. Our partnership with the World Economic Forum allows us to elevate the conversation about talent sustainability to a world stage, providing practical solutions and guidance to organizations and businesses.



We were the first corporation to sign the Athens Ethical Principles, a voluntary business code of ethics to combat human trafficking and our efforts to engage more companies resulted in several thousand organizations becoming signatories either directly or through the commitment of an industry federation.

We partnered with Verite', an international NGO focused on supply chain responsibility and sustainability, to develop "[An Ethical Framework for Cross-Border Labor Recruitment](#)". The framework, which is based on our standard practices, has been used by private and public organizations to assess their exposure to risk in their supply chains, and was incorporated into the U.S. Government's Executive Order Strengthening Protections in Federal Contracts. It's great to see the impact that our work can have on so many.

***What are you most proud of as ManpowerGroup General Counsel?***

For nearly 70 years we have created access to opportunities in the communities where we work and live. Our people go to work each day knowing they are making a contribution and they tell us that our purpose-driven culture is a key motivator. To me, that really is doing well by doing good.

# How We Know We Are Getting It Right

## Measuring Our Performance

At ManpowerGroup doing well by doing good is demonstrated by more than business performance. Our ManpowerGroup Annual People Survey and Net Promoter System process give us the metrics to ensure our people are engaged and developing, and that we are delivering a great experience to our clients and candidates. This is how we will continue to deliver value to our shareholders and grow the bottom line.

*Delivering a great experience...*



Our **clients** and **candidates** tell us we are delivering a great experience

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### HOW WE MEASURE

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- Client and Candidate Net Promoter System
- Revenues
- Client portfolio

*Operating effectively and profitably...*



Our **performance** tells us we are operating effectively and profitably

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### HOW WE MEASURE

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- Revenues
- Operating profit
- Earnings per share

*Engaged and developing...*



Our **people** tell us they are engaged and developing

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### HOW WE MEASURE

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- ManpowerGroup Annual People Survey
- Employee retention
- Internal promotions
- Employee Net Promoter System

# ManpowerGroup Annual People Survey

Valued Feedback from More Than 22,000 Employees

## Growing Learnability through Global Opportunities



“ManpowerGroup’s global presence provides a **wide range of job opportunities** within my country and anywhere in the world.”

I LIKE THAT MANPOWERGROUP HAS SUCH A LARGE GLOBAL FOOTPRINT. I FEEL CONFIDENT THAT I CAN ACHIEVE MANY OF MY FUTURE CAREER GOALS IN A VARIETY OF INDUSTRIES.”

“I appreciate working for a large, multi-national company. This organization provides many opportunities that enhance my career goals.”

“Manpower has offered me courses that will help develop my skills and obtain **qualifications to further my career.**”

## Developing Learnability through Education and Training



“I have learned so much. We have resources and a culture that put us in touch with our managers and other professionals in the company that serve as **coaches and mentors for our career paths.**”

“I LOVE THE TRAINING AND DEVELOPMENT. I WILL ALWAYS REFER TO MANPOWERGROUP AS A **FANTASTIC PLACE TO LEARN.**”

## Developing Pride through our Culture of Doing Well By Doing Good

“This is the **most collaborative environment** I have ever worked in. There is a culture within the company that makes you feel as though you are part of a community which is all in it together.”

“ManpowerGroup is an ethical company and I can trust our leadership.”

“THE COMPANY **ENCOURAGES DIVERSITY AND MAKES EVERYONE FEEL LIKE THERE IS A PLACE FOR THEM. IT’S A SAFE ENVIRONMENT FOR EMPLOYEES TO BE THEIR TRUE AND AUTHENTIC SELVES.**”



## Supporting Work and Life through Flexible Working

“ManpowerGroup is a company that promotes a **healthy work/life balance.**”

“I feel proud to work for an organization that **respects family, flexibility** and allows you to share your ideas and be innovative.”

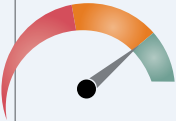
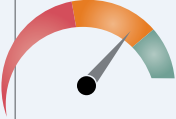

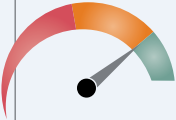


*Our Data Highlights — We are continually reviewing the data we report to ensure we are measuring the indicators most important to our stakeholders and aligned to sustainability reporting best practice guidelines.*

*See page 38*



We are continually reviewing the data we report to ensure we are measuring the indicators most important to our stakeholders and aligned to sustainability reporting best practice guidelines. More detail on our approach to reporting, along with our GRI Index and full sustainability datasheets, is available [here](#).

Our Goals	How We Measure	What We Accomplished	Progress
<b>NURTURE LEARNABILITY FOR EMPLOYABILITY</b>	<ul style="list-style-type: none"> <li>Investments in programs and partnerships</li> <li>Employability outcomes (NEW)</li> </ul>	<ul style="list-style-type: none"> <li>Global partnership framework established with Junior Achievement</li> <li>Employability programs and partnerships in all key markets</li> <li>\$70 million invested in employability programs and partnerships in key markets</li> <li>Developing framework for tracking and measuring outcomes from programs and partnerships</li> </ul>	
<b>MOST TRUSTED BRAND</b>	<ul style="list-style-type: none"> <li>Recognitions and accolades</li> <li>Spend covered by Supplier Code of Conduct</li> <li>Employee volunteering in key markets</li> <li>Environmental performance</li> </ul>	<ul style="list-style-type: none"> <li>Consistent recognitions: Ethisphere's World's Most Ethical Companies, Fortune's World's Most Admired Companies, Dow Jones Sustainability Index, FTSE4Good Index, EcoVadis Gold CSR rating</li> <li>Recognized in The Sustainability Yearbook 2016 from RobecoSAM</li> <li>Supplier Code of Conduct rolled out across all markets</li> <li>Employee volunteering in key markets increased by 20%</li> <li>Reduced energy usage in offices and greenhouse gas emissions</li> </ul>	
<b>THE BRANDS FOR IN-DEMAND TALENT</b>	<ul style="list-style-type: none"> <li>Client, Candidate and Employee Net Promoter Scores (NPS)</li> </ul>	<ul style="list-style-type: none"> <li>Client NPS programs rolled out across all key markets, representing 80%+ of business</li> <li>Candidate NPS rolled out in key markets</li> <li>Employee NPS piloting across North America</li> </ul>	
<b>WINNING CULTURE WITH THE CAPABILITIES TO ACCELERATE PERFORMANCE</b>	<ul style="list-style-type: none"> <li>ManpowerGroup Annual People Survey (MAPS) culture and capabilities indices</li> <li>Advancing women into key leadership roles</li> <li>Internal promotions</li> </ul>	<ul style="list-style-type: none"> <li>MAPS winning culture scores increased across all indices: collaborative, performance-based, trusted and ethical, fast and agile</li> <li>MAPS capabilities index score increased by 5.5%</li> <li>Specific goals to achieve gender parity in key leadership succession plans</li> <li>Increased percentage of mid- and senior-level openings filled through internal promotions</li> </ul>	
<b>HIGHLY ENGAGED WORKFORCE WITH ABOVE AVERAGE RETENTION</b>	<ul style="list-style-type: none"> <li>MAPS engagement index</li> <li>Retention rate</li> </ul>	<ul style="list-style-type: none"> <li>Achieved all-time high employee engagement score since adoption of MAPS</li> <li>Increased focus on measuring and addressing retention across key markets, using enhanced MAPS analytics to understand key drivers</li> </ul>	

2015 / 2016 Sustainability Report

# GRI Index and Datasheets



## Global Reporting Initiative (GRI) Index

The [Global Reporting Initiative](#) (GRI) is an international independent organization that helps businesses, governments, and other organizations understand and communicate the impact of business on critical sustainability issues. GRI's Sustainability Reporting Standards are the world's most widely used standards on sustainability reporting and disclosure, enabling businesses, governments, civil society and citizens to make better decisions based on information that matters.

This GRI Content Index refers to our 2015/16 Sustainability Report, which can be downloaded [here](#). We self-declare this report to be in accordance with the GRI G4 Sustainability Reporting Framework, core option.

GRI Code	Brief Requirement	Reference or Short Answer	Global Compact
<b>STRATEGY AND ANALYSIS</b>			
G4-1	Statement from the most senior decision-maker of the organization	<a href="#">CEO Message</a>	
<b>ORGANIZATIONAL PROFILE</b>			
G4-3	Name of the organization	ManpowerGroup Inc.	
G4-4	Primary brands and services	<a href="#">2015 Annual Report</a>	
G4-5	Location of the organization's headquarters	Milwaukee, Wisconsin USA	
G4-6	Countries of operation; operations relevant to issues covered in the report	ManpowerGroup operates in 80 countries and territories. Our sustainability reporting focuses on key markets that represent approximately 80% of our business operations (revenues and employees), and a number of select emerging markets. Data for the 2015/16 Corporate Sustainability Report was gathered from: Argentina, Australia, Belgium, Czech Republic, France, Germany, India, Italy, Japan, Mexico, Netherlands, Norway, Spain, Sweden, United Kingdom and United States. Examples of employability, skills development and inclusion programs are provided from several additional markets, including China, Malaysia, and Thailand.	
G4-7	Nature of ownership and legal form	<a href="#">2015 Annual Report</a>	
G4-8	Markets served, including geographic breakdown, sectors, and types of customers	<a href="#">2015 Annual Report 10-K</a>	
G4-9	Scale of the organization	<a href="#">2015 Annual Report</a>	
G4-10	Workforce demographics	<a href="#">Sustainability Datasheet</a>	6
G4-11	Percentage of employees covered by collective bargaining agreements	<a href="#">Sustainability Datasheet</a>	1, 3
G4-12	Description of organization's supply chain	<a href="#">Procurement and Supply Chain</a> We engage a wide variety of suppliers around the world to provide the facilities and services we need to operate our business – from large global technology providers to small local recruiters of specialized talent.	
<b>COMMITMENTS TO EXTERNAL INITIATIVES</b>			
G4-14	Explanation of how the precautionary approach is addressed	Each year, as part of our strategic three-year planning process, we undertake an enterprise risk analysis and outline global and regional mitigation strategies to address significant risks. This process demonstrates our commitment to a precautionary approach.	
G4-15	Endorsement of externally developed charters, principles, initiatives	At the global level, ManpowerGroup endorses the United Nations Global Compact, UN Guiding Principles on Business and Human Rights, Universal Declaration of Human Rights, Athens Ethical Principles, World Economic Forum Partners Against Corruption Initiative, World Economic Forum CEO Climate Leaders, and the World Employment Confederation Code of Conduct. At the local level, our country operations also endorse various regional and national charters, principles and initiatives.	1-10
G4-16	Memberships in associations and/or national/international advocacy organizations	Better Business Bureau, Business Ethics Leadership Alliance, Committee for Economic Development (Director), G100 Network, HR Policy Association (Board Member), International Confederation of Private Employment Agencies (Board Member), Junior Achievement (Board Member), National Academy of Human Resources, National Association of Corporate Directors, NYSE Listed Company Advisory Board, Personnel Roundtable (Executive Committee Member), United States Council for International Business, World Economic Forum Global Agenda Councils on Gender Parity (Co-Chair) and Future of Jobs (Chair)	1-6, 10

# Global Reporting Initiative (GRI) Index

GRI Code	Brief Requirement	Reference or Short Answer	Global Compact
<b>IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES</b>			
G4-17	Entities included in organization's financial statements and reporting	<a href="#">2015 Annual Report, Material Aspects and Boundaries</a>	
G4-18	Process for defining report content and aspect boundaries	<a href="#">Material Aspects and Boundaries</a>	
G4-19	Material aspects identified	<a href="#">Material Aspects and Boundaries</a>	
G4-20	Aspect boundary within the organization for material aspects	<a href="#">Material Aspects and Boundaries</a>	
G4-21	Aspect boundary outside the organization for material aspects	<a href="#">Material Aspects and Boundaries</a>	
G4-22	Effect of and reasons for restatements of information provided in previous reports	2012-14 energy consumption data and related greenhouse gas emissions have been restated based on corrected scope of raw data used for calculations	
G4-23	Significant changes from previous reporting period in scope and aspect boundaries	No significant changes	
<b>STAKEHOLDER ENGAGEMENT</b>			
G4-24	List of stakeholder groups engaged by the organization	<a href="#">Stakeholder Engagement</a>	
G4-25	Basis for identification and selection of stakeholders	<a href="#">Stakeholder Engagement</a>	
G4-26	Approaches to stakeholder engagement	<a href="#">Stakeholder Engagement</a>	
G4-27	Key topics and concerns raised through stakeholder engagement	<a href="#">Stakeholder Engagement</a>	
<b>REPORT PROFILE</b>			
G4-28	Reporting period	Data is reported for the 2015 calendar year. Programs and initiatives are inclusive of activities through June 2016.	
G4-29	Date of most recent previous report	Our 2014 Corporate Sustainability Report was published in September 2015.	
G4-30	Reporting cycle	Annual	
G4-31	Contact point for questions	joann.strickon@manpowergroup.com	
G4-32	In accordance option	Core	
G4-33	Policy and current practice with regard to seeking external assurance	Financial data has been assured by external auditors. See <a href="#">2015 Annual Report</a> . The decision to seek assurance or verification of non-financial data and reporting is currently taken at the local operational level. A limited amount of the environmental data used to estimate global impact has been assured.	
<b>GOVERNANCE</b>			
G4-34	Governance structure of the organization	<a href="#">Corporate Governance</a>	
<b>ETHICS AND INTEGRITY</b>			
G4-56	Description of values, principles, standards and norms of behavior	<a href="#">ManpowerGroup Code of Business Conduct and Ethics</a>	10
<b>ECONOMIC</b>			
<b>Aspect: Economic Performance</b>			
G4-DMA	Management approach	<a href="#">2015 Annual Report</a>	
G4-EC1	Direct economic value generated	<a href="#">2015 Annual Report, Making an Impact, Sustainability Datasheet</a>	
G4-EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	<a href="#">CDP Response</a>	7
<b>Aspect: Indirect Economic Impacts</b>			
G4-DMA	Management approach	<a href="#">Our Sustainability Plan</a>	
G4-EC8	Significant indirect economic impacts	<a href="#">Our Sustainability Plan</a>	



# Global Reporting Initiative (GRI) Index

GRI Code	Brief Requirement	Reference or Short Answer	Global Compact
<b>SOCIAL - LABOR PRACTICES AND DECENT WORK</b>			
<b>Aspect: Employment</b>			
G4-DMA	Management approach	<a href="#">Great People. Great Place. Great Results</a> <a href="#">Measuring our Performance</a>	6
G4-LA1	Employee hires and turnover	<a href="#">Sustainability Datasheet</a>	
<b>Aspect: Training and Education</b>			
G4-DMA	Management approach	<a href="#">Our Sustainability Plan</a> , <a href="#">Great People. Great Place. Great Results</a> .	
G4-LA10	Programs for skills management and lifelong learning	<a href="#">Our Sustainability Plan</a> , <a href="#">Great People. Great Place. Great Results</a> .	
G4-LA11	Performance and career development reviews	100% of employees participate in performance and career development reviews at least annually.	
<b>Aspect: Diversity and Equal Opportunity</b>			
G4-DMA	Management approach	<a href="#">Our Sustainability Plan</a> , <a href="#">Parity Begins at Home</a>	1, 6
G4-LA12	Composition of governance bodies and breakdown of employees	<a href="#">ManpowerGroup Leadership</a> , <a href="#">Sustainability Datasheet</a>	
<b>Aspect: Supplier Assessment for Labor Practices</b>			
G4-DMA	Management approach	<a href="#">Procurement and Supply Chain</a>	1, 6
G4-LA14	Suppliers screened using labor practice criteria	All new suppliers are requested to sign our Supplier Code of Conduct. As of December 2015, suppliers that had signed the Code represented 90% of significant supplier spend in key markets.	
<b>SOCIAL - HUMAN RIGHTS</b>			
<b>Aspect: Investment</b>			
G4-DMA	Management approach	<a href="#">The Inside Story on Award-Winning Ethical Standards</a> , <a href="#">2014 Corporate Sustainability Report: Human Rights &amp; Fair Labor</a>	1-6
G4-HR2	Employee training on human rights policies or procedures relevant to our operations	All employees are required to train and certify on our Code of Business Conduct and Ethics, which includes human rights topics such as discrimination, privacy, forced labor, and safe and respectful workplace. Additional training on specific policies and procedures is provided at the local level, in accordance with local laws and regulations and as appropriate to individual roles.	
<b>Aspect: Assessment</b>			
G4-DMA	Management approach	<a href="#">The Inside Story on Award-Winning Ethical Standards</a>	1-6
G4-HR9	Operations subject to human rights reviews or impact assessments	<a href="#">The Inside Story on Award-Winning Ethical Standards</a>	
<b>Aspect: Supplier Human Rights Assessment</b>			
G4-DMA	Management approach	<a href="#">Procurement and Supply Chain</a>	1-6
G4-HR10	Suppliers screened using human rights criteria	All new suppliers are requested to sign our Supplier Code of Conduct. As of December 2015, suppliers that had signed the Code represented 90% of significant supplier spend in key markets.	
<b>SOCIAL - SOCIETY</b>			
<b>Aspect: Local Communities</b>			
G4-DMA	Management approach	<a href="#">Our Sustainability Plan</a>	1, 6
G4-SO1	Operations with local community engagement and development programs	<a href="#">Our Sustainability Plan</a>	
<b>Aspect: Anti-Corruption</b>			
G4-DMA	Management approach	<a href="#">2015 Annual Report 10-K &gt; Risk Factors</a> , <a href="#">The Inside Story on Award-Winning Ethical Standards</a> , <a href="#">ManpowerGroup Anti-Corruption Policy</a>	10
G4-SO3	Operations assessed for risks related to corruption	As part of our annual enterprise risk assessment, we analyze all business units for potential risks related to corruption, and develop mitigation plans for significant risks.	
G4-SO4	Communication and training on anti-corruption policies and procedures	<a href="#">ManpowerGroup Anti-Corruption Policy</a> , <a href="#">ManpowerGroup Business Ethics Learning Center</a>	

## Global Reporting Initiative (GRI) Index

GRI Code	Brief Requirement	Reference or Short Answer	Global Compact
<b>SOCIAL - SOCIETY</b>			
<b>Aspect: Public Policy</b>			
G4-DMA	Management approach	<a href="#">Workforce Insights, ManpowerGroup Anti-Corruption Policy</a>	
G4-SO6	Political contributions	Company policy prohibits the use Company funds, property, or other resources to make any contribution or provide a thing of value to any political candidate, political party, or party official.	10
<b>Aspect: Anti-Competitive Behavior</b>			
G4-DMA	Management approach	<a href="#">ManpowerGroup Code of Business Conduct and Ethics</a>	
G4-SO7	Legal actions for anti-competitive behavior	<a href="#">2015 Annual Report 10-K &gt; Risk Factors</a> . In 2013 we were informed that the French competition authority had commenced an investigation, which remains ongoing, into us and a number of our competitors in France.	
<b>Aspect: Supplier Assessment for Impacts on Society</b>			
G4-DMA	Management approach	<a href="#">Procurement and Supply Chain</a>	
G4-SO9	Suppliers screened using criteria for impacts on society	All new suppliers are requested to sign our Supplier Code of Conduct. As of December 2015, suppliers that had signed the Code represented 90% of significant supplier spend in key markets.	10
<b>SOCIAL - PRODUCT RESPONSIBILITY</b>			
<b>Aspect: Product and Service Labeling</b>			
G4-DMA	Management approach	<a href="#">Measuring Our Performance</a>	
G4-PR5	Results of surveys measuring customer satisfaction	<a href="#">Measuring our Performance, Sustainability Datasheet</a>	
<b>Aspect: Customer Privacy</b>			
G4-DMA	Management approach	<a href="#">Privacy Policy</a>	
G4-PR8	Substantiated complaints regarding breaches of customer privacy and losses of customer data	During the reporting year, there have been no substantiated complaints regarding breaches of customer privacy or losses of customer data.	
<b>ENVIRONMENTAL</b>			
<b>Aspect: Energy</b>			
G4-DMA	Management approach	<a href="#">Sustainability Datasheet</a>	7
G4-EN3	Energy consumption within the organization	<a href="#">Sustainability Datasheet</a>	8
G4-EN5	Energy intensity	<a href="#">Sustainability Datasheet</a>	
G4-EN6	Reduction of energy consumption	<a href="#">Sustainability Datasheet</a>	8, 9
<b>Aspect: Emissions</b>			
G4-DMA	Management approach	<a href="#">Sustainability Datasheet</a>	7
G4-EN15	Direct (Scope 1) greenhouse gas emissions	<a href="#">Sustainability Datasheet</a>	8
G4-EN16	Indirect (Scope 2) greenhouse gas emissions	<a href="#">Sustainability Datasheet</a>	
G4-EN18	Greenhouse gas emissions intensity	<a href="#">Sustainability Datasheet</a>	
G4-EN19	Reduction of greenhouse gas emissions	<a href="#">Sustainability Datasheet</a>	8, 9

## Stakeholder Engagement

We regularly engage with our core stakeholders to understand their concerns and ensure our reporting addresses their areas of greatest interest.

Key Stakeholders	How We Learn About Their Concerns	Primary Concerns						
		Business Strategy & Performance	Innovation	Ethical/ Responsible Business & Employment Practices	Talent Attraction & Retention	Skills Development, Employability, Careers	Diversity	Social Purpose / Impact
ManpowerGroup Leadership	<ul style="list-style-type: none"> <li>Strategic execution framework</li> <li>Enterprise risk assessment</li> <li>Communications with organization</li> </ul>	✓	✓	✓	✓	✓	✓	✓
Clients	<ul style="list-style-type: none"> <li>Meetings &amp; account reviews</li> <li>Net Promoter Score (NPS) &amp; satisfaction surveys</li> <li>Assessments and questionnaires</li> <li>Market research</li> <li>RFIs &amp; RFPs</li> </ul>		✓	✓	✓		✓	
Candidates & Associates	<ul style="list-style-type: none"> <li>Interviews</li> <li>NPS &amp; satisfaction surveys</li> <li>Market research</li> </ul>			✓		✓	✓	✓
Employees	<ul style="list-style-type: none"> <li>ManpowerGroup Annual People Survey</li> <li>Collaboration groups &amp; posts (Google +)</li> <li>eNPS</li> </ul>	✓		✓		✓	✓	✓
Investors & Shareholders	<ul style="list-style-type: none"> <li>Meetings &amp; inquiries</li> <li>Analyst questionnaires</li> </ul>	✓	✓	✓	✓			
Community	<ul style="list-style-type: none"> <li>Partnership meetings</li> <li>Board membership</li> <li>Volunteer activity</li> </ul>			✓			✓	✓

## Material Aspects and Boundaries

GRI-G4 Category	GRI-G4 Aspect	Entities Included in Reporting	Aspect Boundary
ECONOMIC	Economic Performance	All operations	Inside
	Indirect Economic Impacts	Key markets representing 80% of operations	Inside
ENVIRONMENTAL	Energy	All operations	Inside
	Emissions	All operations	Inside
SOCIAL Labor Practices and Decent Work	Employment	Key markets representing 80% of operations	Inside
	Training and Education	Key markets representing 80% of operations; Employability program partner organizations	Inside, Outside
	Diversity and Equal Opportunity	All operations	Inside
	Supplier Assessment for Labor Practices	Key markets representing 80% of operations; Suppliers in key markets	Inside, Outside
SOCIAL Human Rights	Investment	All operations	Inside
	Assessment	All operations	Inside
	Supplier Human Rights Assessment	Key markets representing 80% of operations; Suppliers in key markets	Inside, Outside
SOCIAL Society	Local Communities	Key markets representing 80% of operations; Community partner organizations	Inside, Outside
	Anti-Corruption	All operations	Inside
	Public Policy	All operations	Inside
	Anti-Competitive Behavior	All operations	Inside
	Supplier Assessment for Impacts on Society	Key markets representing 80% of operations; Suppliers in key markets	Inside, Outside
SOCIAL Product Responsibility	Product and Service Labeling	Key markets representing 80% of operations	Inside
	Customer Privacy	All operations	Inside

## Process for Determining Material Aspects and Reporting Topics



### INVENTORY



### REVIEW

- Regulatory environment
- World of Work trends
- Competitor reporting



### PRIORITIZE

Relevance to our business and interest from / impact on stakeholders



# Sustainability Datasheet

ECONOMIC	2015	2014	2013	GRI Code	Notes on Methodology and Data Scope
<b>Financial Performance</b>					
**Revenues from services (\$ million)	<b>19,329.9</b>	20,762.8	20,250.5	G4-EC1	As reported in 2015 Annual Report
**Gross profit (\$ million)	<b>3,295.8</b>	3,488.2	3,366.7	G4-EC1	
**Operating profit (\$ million)	<b>689.9</b>	719.9	511.9	G4-EC1	
**Net earnings (\$ million)	<b>419.2</b>	427.6	288	G4-9 G4-EC1	
<b>Trusted and Ethical Partner</b>					
**Client Net Promoter Score	<b>24</b>	28	21	G4-PR5	In 2015, we adopted Net Promoter Score (NPS) as our standard global measure of client and candidate satisfaction and loyalty and rolled out this approach in our key markets representing approximately 80% of our business. 2015 NPS is a weighted average of scores in markets representing 78% of our business. 2014 and 2013 are from 37% of our business, while 2012 is from 30% of the business.
**Candidate Net Promoter Score	<b>17</b>	–	–	G4-PR5	Weighted average of scores from markets representing 54% of business. Not tracked at the global level prior to 2015.
**Significant supplier spend covered by Supplier Code of Conduct	<b>90%</b>	88%	88%	G4-LA14 G4-HR10 G4SO9	Data from key markets representing approximately 80% of our business.
Number of suppliers covered by Supplier Code of Conduct	<b>9564</b>	2742	2210	G4-LA14 G4-HR10 G4SO9	Includes significant and non-significant suppliers in key markets.
Employees completing training on ManpowerGroup Code of Business Conduct and Ethics	<b>98%</b>	98%	98%	G4-HR2 G4-SO3 G4-SO4	All employees are required to complete the online training annually and score 100% on the comprehension test. Given employee turnover, we expect a 95% completion rate.
Employees completing training on ManpowerGroup Anti-Bribery Policy	<b>100%</b>	100%	100%	G4-SO3 G4-SO4	In 2015, all employees were required to complete training on our updated Anti-Bribery policy. Prior to 2015, training was required for all employees in sensitive roles and/or higher-risk countries.
Employees agree ethical practice guidelines are clearly communicated	<b>92%</b>	91%	89%	G4-HR2	Data from ManpowerGroup Annual People Survey (open to all employees, 80%+ response rate).
Operations with quality, social accountability or other similar certification	<b>80%</b>	–	–	–	Data from key markets. Certification types include ISO9001, SA8000, EFQM, etc. Not tracked at the global level prior to 2015.

## \*\*Key Performance Indicators

# Sustainability Datasheet

## SOCIAL

	2015	2014	2013	GRI Code	Notes on Methodology and Data Scope
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### Community & Employability Investment

Investment in employability programs	\$70M	\$58M	\$64M	G4-EC1 G4-EC7 G4-EC8 G4-LA9 G4-LA10	Data from key markets where tracked, representing approximately 68% of revenues. Data is not fully representative, as not all markets currently track investments or participation.
Number of volunteer hours	72,000	59,000	35,000	G4-EC8 G4-SO1	Data from key markets where tracked, representing approximately 40% of revenues.

### Demographics

Total number of employees	28,000	27,000	26,000	G4-9 G4-10	
Women employees	65%	60%	65%	G4-10 G4-LA12	
Women in all management roles	55%	55%	57%	G4-LA12	Data from key markets representing approximately 80% of revenues.
Women in senior leadership roles	31%	31%	30%	G4-LA12	Data from key markets representing approximately 80% of revenues (previously reported as "women in Global Leadership Team").
**Women in key & executive leadership	21%	17%	--	G4-LA12	Not tracked according to this criteria prior to 2014.
Executive leaders of non-US origin	71%	77%	69%	G4-LA12	The majority of country operations are headed by individuals who are native to the country.
Minority employees (US only)	19%	19%	22%	G4-LA12	It is illegal to track and report on this information in many countries outside the US. In the US, this information is self-reported at will by employees, and tracked according to Equal Employment Opportunity Commission guidelines.
Minorities in all management roles (US only)	17%	14%	14%	G4-LA12	
Employees represented by trade unions / collective bargaining agreements	43%	43%	51%	G4-11	Data from key markets where it is legal to track, representing approximately 70% of our business.
Associates represented by trade unions / collective bargaining agreements	56%	55%	48%	G4-11	

### Employee Development & Engagement

Average number of hours in formal training	22	11	16	G4-LA9	Data from key markets representing approximately 80% of revenues.
**Mid- and senior-level openings filled through internal promotions	51%	49%	84%	G4-LA1	Data from key markets representing approximately 80% of revenues.
**Employees fully or partially engaged	95%	93%	92%		Data from ManpowerGroup Annual People Survey (open to all employees, 80%+ response rate); % of respondents answering favorably to at least 2 out of 4 engagement-related indicators. Percentage of employees fully engaged (responding favorably to all 4 engagement indicators) increased from 58% to 60% in 2015.
**Employee retention	76%	78%	80%	G4-LA1	Data from key markets, representing approximately 80% of revenues.

### Health, Safety & Wellness

Key market operations with wellness programs	69%	81%	69%	G4-DMA	% of business, by revenues.
Key market operations with health & safety certification	35%	40%	38%	G4-DMA	% of business, by revenues. Health & safety certification is typically held in markets where a majority of clients are active in higher-risk industries, such as logistics and construction.
Reportable injury frequency rate among employees	3.8	3.81	2.97	G4-LA6	Data from key markets, representing approximately 80% of revenues.
Reportable injury frequency rate among associates	32.5	29.27	23.36	G4-LA6	

### \*\*Key Performance Indicators

# Sustainability Datasheet

## ENVIRONMENT

	2015	2014	2013	GRI Code	Notes on Methodology and Data Scope
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### Environmental Management (% of markets, by revenue)

ISO 14001 (or similar) environmental management system certification	10%	11%	11%	G4-DMA	Decision to obtain certification is undertaken at the local level.
HQs in LEED (or similar) certified buildings	53%	53%	48%	G4-DMA	Includes Australia, Czech Republic, France, Germany, Norway, Sweden and US.
Markets with ongoing energy/emissions reduction initiatives	32%	60%	55%	G4-DMA	Most of the initiatives to reduce energy consumption in our offices have already been completed.

### Energy Consumption (MWh)

Total energy consumption	125,257	174,038	142,100	G4-DMA G4-EN3	As a professional services company, we use energy to power our offices and our sales fleets. Given that we operate entirely in leased office spaces, we have access to raw data in only a few markets. We use available data to estimate our global energy consumption. See Scope of Raw Data reported below.  2013-14 amounts restated based on corrected scope of raw data used for calculations.
Energy consumption in offices	69,972	73,884	82,702	G4-EN3	11% of 2015 fuel consumption raw data and 8% of 2015 electricity consumption raw data verified by Carbon Clear (for UK operations).
Energy consumption by fleets	55,285	100,154	59,398	G4-EN3	3% of 2015 raw data verified by Carbon Clear (for UK operations)
Energy intensity per employee	4.25	6.02	5.58	G4-EN5	
Percentage electricity from renewable sources	17%	9%	10%	G4-EN3	Certificates available in some markets.

### Greenhouse Gas Emissions (metric tons CO2e)

Scope 1 (direct) emissions	19,565	30,082	16,072	G4-EN15	Greenhouse Gas Protocol tools and raw data from key markets are used to estimate direct and indirect global emissions. Scope 3 emissions from business travel are not available at this time.
Scope 2 (indirect) emissions	11,741	15,579	16,869	G4-EN16	
Scope 1 + 2 emissions	31,306	45,661	32,941	G4-EN18	
Scope 1 + 2 emissions intensity per employee	1.12	1.72	1.27	G4-EN18	
Scope 1 + 2 emissions intensity per \$M revenue	1.6	2.2	1.8	G4-EN18	

### Water, Waste & Recycling

Water consumption (cubic meters)	171,051	136,522	264,570	G4-DMA, G4-EN8	As a professional services company operating wholly in leased offices, our water consumption is limited to sanitary and domestic use. Similarly, waste is primarily from paper use and other office-related activities. We have standard processes in place to return or recycle all electronic equipment, so that it does not enter the waste stream. In many of our markets, water and waste are managed either by the building owner or by the municipality, and we do not have access to associated data. Where we ar
Amount of waste recycled (metric tons)	4,911	2,960	5,175	G4-DMA G4-EN23	
Amount of waste not recycled (metric tons)	3,792	2,452	2,235	G4-DMA G4-EN23	
Percentage of waste recycled	55%	55%	70%	G4-EN23	

### Scope of Raw Data Used to Estimate Global Impact (% of employees represented)

Natural gas consumption in offices	42%	42%	34%	G4-DMA	Energy is included in the lease for many of our offices, and data is not available.
Heating oil consumption in offices	43%	46%	44%	G4-DMA	
Electricity consumption in offices	56%	52%	36%	G4-DMA	
Energy consumption by fleets	74%	78%	69%	G4-DMA	The majority of our fleets are leased. At the time of publication, data was not available from fleet suppliers in a number of markets.
Water consumption	12%	19%	9%	G4-DMA	2015 water consumption data for France - our largest market - was not available at the time of publication.
Waste recycled	21%	20%	13%	G4-DMA	Recycling is managed by the municipality in many markets, and data is not available
Waste not recycled	10%	13%	8%	G4-DMA	Waste collection is managed by the municipality in many markets, and data is not available