



# Working to Change the World

2022 – 2023 ESG Report

# Explore Our ESG Report

**Message From ESG Our Leaders** \_\_\_\_\_ 3-5

**Our Impact at Scale** \_\_\_\_\_ 6-10

Our Working to Change the World Plan – Our ESG Strategy \_\_\_\_\_ 7

Global Alignment and Collaboration \_\_\_\_\_ 8

Our Stakeholders \_\_\_\_\_ 9

Partnerships Driving Impact \_\_\_\_\_ 10

Awards and Recognition \_\_\_\_\_ 10

**Planet** \_\_\_\_\_ 11-16

Our Climate Action Plan \_\_\_\_\_ 13

Our Performance \_\_\_\_\_ 14

Our Stories \_\_\_\_\_ 15-16

**People & Prosperity** \_\_\_\_\_ 17-29

Our Approach \_\_\_\_\_ 19-20

Scope One: Our Employees \_\_\_\_\_ 21-23

Scope Two: Our Clients, Candidates & Associates \_\_\_\_\_ 24-26

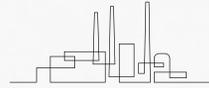
Scope Three: Our Supply Chain & Impact in the Community \_\_\_\_\_ 27-29

**Principles of Governance** \_\_\_\_\_ 30-36

**Performance Data** \_\_\_\_\_ 37-49



## Message From Our Chairman & CEO



Each year, millions of people trust us to support them in their careers and hundreds of thousands of companies put their talent strategy and workforce needs in our hands. We take this trust seriously and we are committed to our purpose that meaningful and sustainable employment has the power to change the world. This is how we can create a path for all to build prosperity, yielding greater equity, inclusion, opportunity, and a healthier, happier society.

That's why the theme of this year's *Working to Change the World* report is Impact at Scale, reflecting the significant opportunity we have to make a difference in the lives of people around the globe — from reskilling people for in-demand IT roles through our Experis IT Academies, unlocking potential with our Manpower MyPath program, and upskilling those who will power the green transition with our Manpower Academies.

This focus could not be timelier as we celebrate our 75th anniversary. ManpowerGroup has always been at the forefront of tracking labor market trends and, today we are witnessing the acceleration of automation, greater focus on an equitable green

transition, and the emergence of generative AI reshaping industries and economies. This convergence creates an opportunity for people to do more meaningful work, provided they have the right skills. We are committed to offering the guidance, upskilling and expertise to set them on a path to success and help them navigate a world of work that is becoming greener and more digital.

I am proud of the energy and enthusiasm with which our ManpowerGroup employees around the world are embracing this moment. The data and stories highlighted in this report demonstrate our uncompromising belief in the unique potential of people, and our commitment to preparing them for a future that is greater than the past.

I look forward to working with our people and partners to further advance our ESG goals in the coming year, and well into the future.

  
**Jonas Prising, Chairman & CEO**



## A Message from Our Chief Sustainability Officer

The people we impact, the planet they love, and the communities in which they live and work are what drives us in our purpose that meaningful and sustainable work has the power to change the world.

For us, ESG is a journey, in good times and during challenges, not an outcome or a bolt on. Our *Working to Change the World* report charts progress, yet the true impact is told through the millions of people working to make the world work in organizations that align with their values while learning new skills and contributing to more prosperous communities.

We have always seen the interconnection between the E and the S, and believed that positive climate action is also good for society and the economy. In this year's report we share our commitment to a people first green transition for the first time, outlining how we are working

with companies to prioritize people as they double down on their green goals. Many roles, from logistics to finance, will be impacted by the greening of jobs. There is an urgent need for employers to rethink how they hire, train, retain, and engage green talent to gain a competitive edge and we are dedicated to playing our part.

We are committed to progress, not pledges, and will never pause on our bias for action. Thank you to all who have played a part in the results in this report, and we invite our partners and stakeholders to join us in *Working to Change the World*.

Ruth Harper, Chief Sustainability Officer

# 2022 / 2023 Highlights

## Planet

Reduced direct emissions by **32%**, compared to 2019 baseline (Scope 1 and 2), bringing us closer to our 2045 Net Zero ambition.



Procured renewable electricity in key markets including Australia, France, Japan, Spain, and the UK. **We aim to procure 100% renewable energy in our key markets by 2030.**

**Converting fleet vehicles to electric in six countries,**

Belgium, France, Germany, Italy, the Netherlands, and the UK, adding more than 300 EVs in the past year.



## People & Prosperity

Partnered with InnoEnergy, committing to **train and upskill as many as 800,000 workers** for green jobs in the battery value chain across Europe by the end of 2025.



Announced ambition to train, upskill or **place as many as 10 million people for green jobs** by 2030.

Aspire to achieve **50% women in global leadership roles by 2025**, furthering our commitment to gender equity.



Expanded Manpower MyPath® and Experis Academy programs, building employability for growth jobs across industries. To date, **over 230,000+ lives have been transformed through our Manpower MyPath program.**

Launched programs to advance disability inclusion and LGBTQ+ employment in Italy, Singapore, Spain, and the UK, **continuing our commitment to champion Diversity, Equity, Inclusion and Belonging in the workplace.**



Pledged to train and place **over 45,000 refugees in jobs in Europe** over the next three years.

## Principles of Governance

Recognized as one of the **World's Most Ethical Companies by Ethisphere** for the 14th time.



Earned new EcoVadis ratings in 8 countries and globally in 2022, bringing our cumulative total of Platinum, Gold, Silver and Bronze ratings to **24+ countries.**



Developed comprehensive **guidelines for ethical and responsible use of artificial intelligence (AI).**

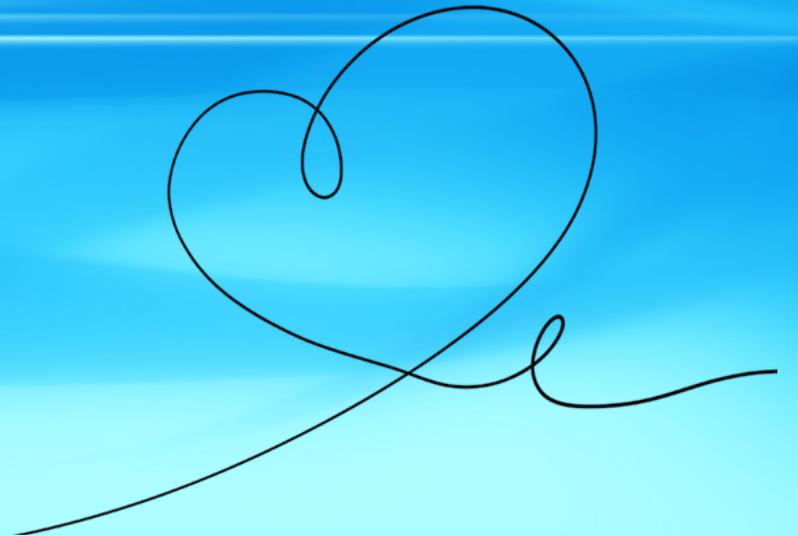


Honored by the Human Rights Campaign as **one of the best places to work for LGBTQ+ equality.**



# Impact at Scale

Focusing on where we can make a difference. Together.





## Working to Change the World Plan

Our three strategic pillars guide us toward one overarching goal — to deliver on our purpose that meaningful and sustainable work has the power to change the world.



### Environmental (E)

Delivering on our validated science-based targets to reduce emissions by 2030 and reach net-zero by 2045



### Social (S)

Being Creators of Talent at Scale and finding meaningful work for all



### Governance (G)

Setting high ethical standards for our industry and creating long-term value for all stakeholders

### The Scope of This Report

This report was developed using quantitative performance data from January 1 to December 31, 2022, as well as events throughout the first half of 2023. It is in alignment with the Global Reporting Initiative (GRI) Standards, the Sustainability Accounting Standards Board (SASB) and the World Economic Forum (WEF) Stakeholder Capitalism Metrics.

This report also serves as our Communication on Progress (CoP) for our commitment to the United Nations (UN) Global Compact, and aligns with UN Sustainable Development Goals (SDGs).

The data in this report was gathered from our global operations across more than 70 countries and territories, unless otherwise noted.



## Global Alignment & Collaboration

We have actively engaged with the United Nations since we signed the UN Global Compact sustainability principles in 2006. In 2015, the UN established 17 Sustainable Development Goals (SDGs). We are committed to promoting all of them, yet we are hyper-focused on those we can impact most.



Photo: ManpowerGroup Headquarters in Milwaukee, Wisconsin



We take seriously our responsibility to do all we can in working to change the world for all — our employees, associates, candidates, clients, suppliers, vendors, partners, communities, and society at large.

We engage with our stakeholders to understand issues most important to them and have mapped those by highest priority.

This will drive our disclosure and implementation strategy.



## Partnerships Driving Impact at Scale

We are committed to positive social outcomes and that's reflected in the organizations with which we partner — leading NGOs, global brands and associations, each with its own legacy of making the world a better place to live and work.



Signatory to the **United Nations Global Compact** since 2006



Strategic Partner of the **World Economic Forum**



Founding member of the **World Employment Confederation**



Partner of **JA Worldwide** for more than two decades



Member of **World Business Council for Sustainable Development**



Member of the **Tent Partnership for Refugees**

Photos: (Above) Chairman & CEO, Jonas Prising, and Chief Commercial Officer, Becky Frankiewicz, at the 2023 World Economic Forum Annual Meeting in Davos, Switzerland, (Right) Our employees celebrating LGBTQ+ Pride in Singapore

## Awards & Recognitions

We are proud to be recognized for our ethical, responsible business practices and our commitment to driving positive change in the communities we serve.

First in our industry to have our 2030 emission reduction goals validated by the **Science Based Targets** initiative (SBTi)

Earned new **Platinum, Gold and Silver EcoVadis ratings** in 8 countries, bringing our cumulative total to 24+ countries & at the Global level

Recognized as a best place to work in the US by the **Disability Equality Index** for the 7th consecutive year

Received a perfect score on the **Corporate Equality Index for LGBTQ+** inclusion for the 7th consecutive year

Named one of the **World's Most Ethical Companies** for the 14th time — more than any organization in our industry



# Planet

Delivering on our validated, science-based targets to reduce emissions by 2030 and reach net-zero by 2045 or sooner





## Measure, Reduce, Offset

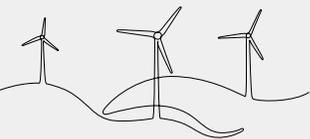
As a global company, we believe it's imperative to measure our impact across our entire value chain and do our part to reduce emissions wherever we can. Our emissions reduction goals are validated by the Science-Based Targets initiative (SBTi), and we continue to pursue the transition to net-zero by 2045 or sooner.



## Our Climate Action Plan

Our 2030 emissions goals are validated by the SBTi. They align with the goals of the Paris Climate Agreement, confirming our plans to help limit global warming to 1.5°C.

In our Climate Transition Plan, we focus on five levers to deliver impact at scale.



*"We believe what matters is measured, and what is prioritized and communicated gets done." -Jonas Prising, Chairman & CEO*

### Our Climate Action Levers



# Our Performance

We continue to make good progress on our climate action to reduce emissions. We are committed to shaping new practices and behaviors that enable us to manage and reduce our highest impact activities.

## Direct Emissions (Scope 1 & 2)

Our 2022 emissions were 32% lower than our 2019 emissions. Like many organizations, as our employees returned to the workplace, direct emissions based on travel increased by 12% from 2021 to 2022.

## Value Chain Emissions (Scope 3)

Our value chain emissions increased by 13% from 2021 to 2022 due to an uptick in business activity. Business travel increased by 134% as client and in-person meetings resumed even at a post-pandemic lesser level. In 2022, we implemented data quality and calculation methodology improvements, including the removal of Associate Commutes based on the latest SBTi guidance, and the addition of Well-to-Tank (WTT) emissions to Employee Commute, in line with best practice reporting standards.

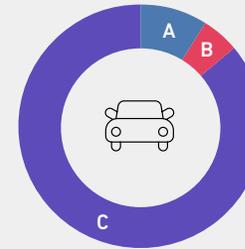
We also adjusted our calculation methodology for Purchased Goods & Services to CEDA 6 from CEDA 5, which increased accuracy for each country's emissions contribution.

### Methodology

Data is collected across markets that represent more than 85% of global revenue in 16 key markets. To account for 100% of our operations, missing values of reporting countries are modeled, and the total is extrapolated for non-reporting countries utilizing data on revenue and full-time-equivalent. Our emissions footprint is completed by external consultants, leveraging guidance from the GHG Protocol. We are continuously working to increase data transparency, quality, and coverage of our emissions reporting and are pleased with our progress.

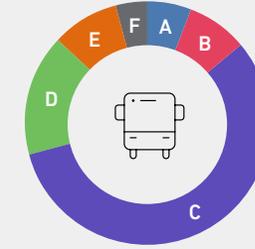
## Progress to Reduce Our Emissions

2021 GHG Emissions - by Scope



- A | Scope 1 - 9%
- B | Scope 2 - 5%
- C | Scope 3 - 86%

2021 GHG Emissions - by Source



- A | Office - 6%
- B | Fleet - 8%
- C | Purchased Goods & Services - 57%
- D | Employee Commute - 16%
- E | Business Travel - 9%
- F | Other - 4%

## Trending Absolute GHG Emissions (TCO2E)

	2019	2022	% change from 2019 baseline
Scope 1	21,499	19,359	-10%
Scope 2 (market-based)	22,096	10,316	-53%
Scope 3	285,375	181,711	-36%
<b>Total</b>	<b>328,970</b>	<b>211,386</b>	<b>-36%</b>



## Increasing Renewable Energy

Reducing the amount of energy we use and procuring renewable electricity to make up for the remainder is a key focus of our strategy.

We are procuring renewable electricity in many of our key markets including Australia, France, Japan, Spain, and the UK. Belgium, and the Netherlands are pursuing ambitious plans through power generation from solar panels.

In France, we have developed an Energy Sobriety Plan to tackle energy efficiency. In addition to utilizing LED and motion sensor lighting, the plan includes switching off lighting overnight, eliminating sign board lighting, and adjusting HVAC and water heater temperature controls. We are leveraging similar initiatives in other markets.

In 2022, we saved 1,225 tCO<sub>2</sub>e through the purchase of renewables, which is equal to the emissions from 154 homes over the course of an entire year.



## Electrifying Our Fleet

We are converting our fleet to electric vehicles (EVs) in six key markets where we have the largest fleet presence – the Netherlands, Belgium, UK, Germany, Italy, and France — and are making strong headway, adding 307 EVs in the past year.

In Belgium, we are launching a Mobility Plan, incentivizing employees to give up company cars and choose green commuting options. The Plan also includes a program to install EV charging stations at employees' homes — 33 charging stations are currently operational.





## Decarbonizing Our Commute

With 30,000 employees worldwide, commuting represents 19% of our Scope 3 emissions, which is why we are working to enable our people to choose greener commuting alternatives.

In 2022, we conducted our second annual Commuter Survey with 43,500 responses, a 167% increase over the previous year and now also including key markets: the U.S. and Japan.

- In other ManpowerGroup markets, including Australia, Germany, and the Netherlands, mobility cards are being offered to employees to subsidize their daily commutes
- Our offices in France and Switzerland have removed parking availability and relocated closer to public transportation hubs

*Photos: (Above) Employees in Sweden embracing their bicycle commutes as part of our ongoing efforts to promote greener commuting alternatives across the globe.*

## Minimizing Business Travel

Business travel remains below pre-pandemic levels and new behaviors have become a permanent feature of work. Our employees are now leveraging our Eco Responsible Travel Policy, making better decisions on when and how they travel.

We encourage the use of technology to reduce travel, and when not feasible, we help people opt for lower-emission choices.



## Engaging Suppliers to Reduce Impact

The goods and services we purchase make up the majority of our Scope 3 emissions, at 66%. We recognize the importance of engaging with our suppliers to reduce our GHG footprint and to reach our 2030 goals.

- In Norway, we require all large suppliers to obtain environmental certification within the next three years, and to set reduction targets for emissions
- In Italy, we're moving to inkjet printers that reduce power consumption and CO2 generation emissions by 56%. All used print cartridges and waste ink collectors are recycled and repurposed where possible



# People & Prosperity

Social Impact in a Changing World of Work





## **We are at an inflection point, a transformational moment in the world of work.**

The trends we have been tracking for some time – shifting demographics, the rise of individual choice, technological disruption, and client sophistication — are accelerating, and the demand for new and innovative workforce solutions and people with the skills to adapt is more robust than ever.

Employers need skilled workforces and people need inclusive organizations that will help them unlock their true potential and develop skills for long working lives.

ManpowerGroup was built for this moment. Enabling people to build their employability, feel included, contribute to a higher purpose, and work in ways that suit their personal lives is within our reach and we are ready to step up to the challenge.



## Our People & Prosperity Plan

For us, the S of ESG is about People & Prosperity. How we become Creators of Talent at Scale, championing Diversity, Equity, Inclusion, and Belonging (DEIB), and improving employability and prosperity for all. This is how we create an environment in which people can thrive — fair wages, wellbeing, skills development and work/life balance for all.

That's why **we believe in net positive employment**, where people are better off while they are working with us — or even if they leave us — than they were when they first came to us. At the same time when talent shortages are at record highs, net positive employment is how we ensure companies access the diverse pipeline of skilled talent they need to be successful.

For us, that means reskilling and upskilling so people have more marketable skills and more career opportunities, while ensuring that organizations have the talent they need. By increasing people's employability, we provide them with greater control of their prosperity and earnings potential and create **Meaningful Work for All**.

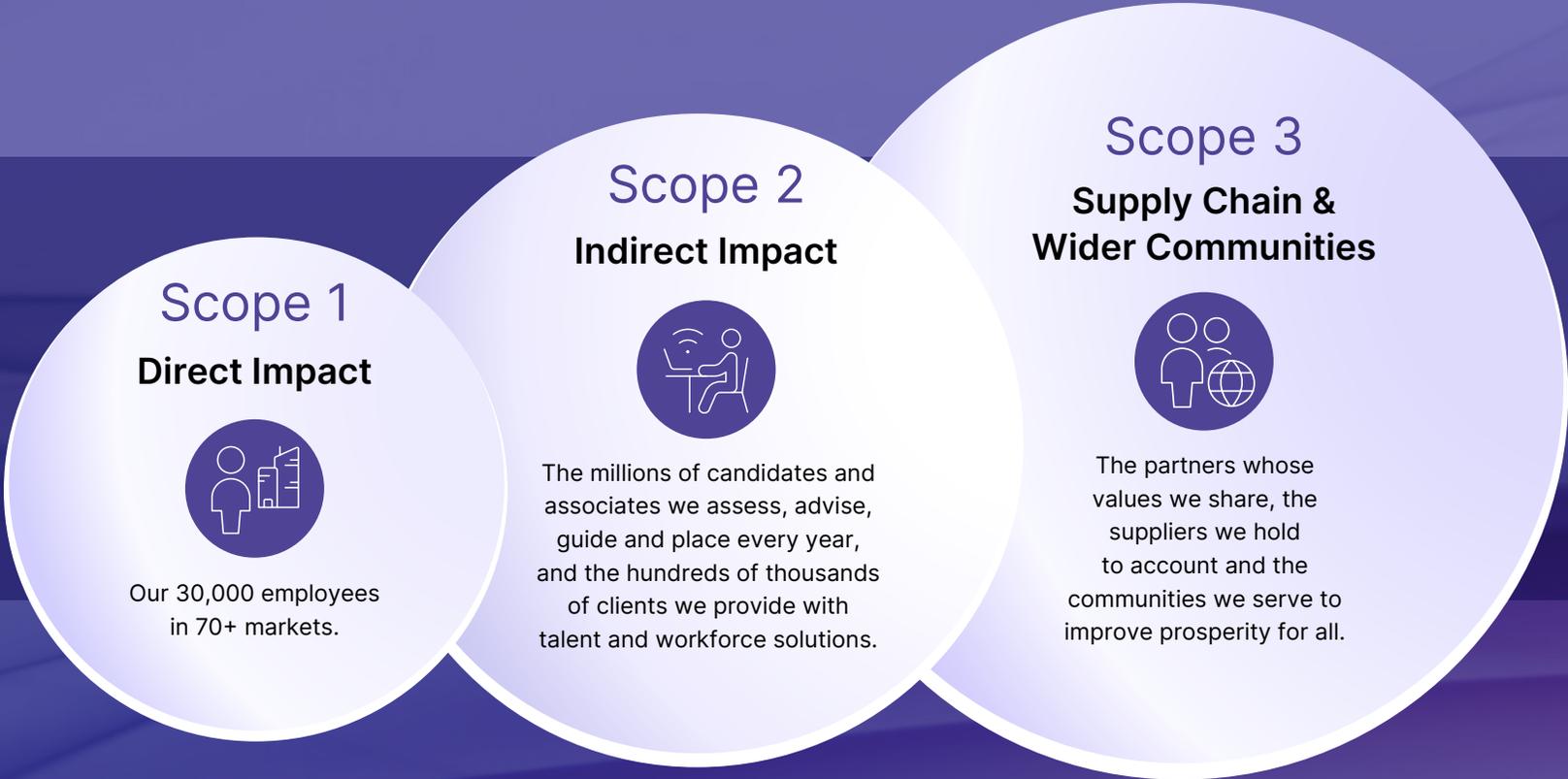
To create impact at scale, we believe the S of ESG needs a data-driven, science-based approach with as clear a focus on metrics and reporting as the E — and even faster progress.

## Our People & Prosperity Levers



# How We Can Apply a People-First, Science-Based Approach to Social Impact

Organizations can align on measuring and reporting on progress on social impact by following a similar science-based approach to measuring the E of ESG: Scope One within our direct control, Scope Two indirect control, and Scope Three, the wider supply chain and communities in which they operate.





## Scope 1

### Direct Impact — Our ManpowerGroup Employees

Our success in creating value and delivering Impact at Scale depends on our ability to leverage the potential of our 30,000 ManpowerGroup employees throughout the more than 70 countries and territories in which we operate.

#### Progress On Gender Parity — Expanding our Ambitions

Our primary DEIB goal globally is to support gender diversity at a leadership level.

In addition, countries select a second diversity dimension and report on progress against that goal. Examples include: First Nations representation in Australia, people with disabilities in Japan, young people in Mexico, LGBTQ+ in the Netherlands, age diversity in Spain, and racial and ethnic diversity in the U.S.

To make progress on our gender goals – we know what matters is measured so progress on gender parity is included in the scorecards of our leadership. In 2019, we set a goal to achieve 40% women in global leadership by 2025. We have since extended our commitment and we now aspire to achieve 50% women in global leadership by the same year.

Some countries have already exceeded that goal – Italy has 67% women in leadership, Sweden 60%, and France 42%. And other

countries continue to make progress. For example, in Japan female leadership increased from 6% in 2021 to 15% by the end of 2022.

#### We have strong plans in place to achieve our goals:

- Measuring our progress and setting KPIs to accelerate gender equality
- Building our leadership succession pipeline by ensuring women have clear career paths mapped out for them by their managers/teams
- Growing and developing female talent through our three Es – Education, Experience, and Exposure
- Sponsorship and mentorship, because we know the value of having someone in your corner advocating for you

#### Diversity Starts at the Top

##### Board of Directors

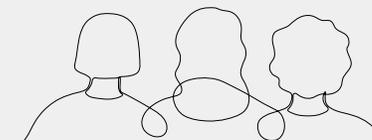
- Exceeded 30% gender diversity for more than 10 years
- 17% racially diverse
- 42% non-U.S. born

##### Executive Leadership Team

- 27% women
- 36% racially diverse
- 72% non-U.S. born

##### Global Leadership Team

- 33% of the top 93 leaders in the company are women



## Creating a Diverse Culture

*“Culture is the glue that holds a company together. It must exist outside the building — it is not a physical place or one person — it’s how we all think and act, our beliefs and behaviors.”*

*—Becky Frankiewicz, Chief Commercial Officer*

Our DEIB strategy is closely linked to our company culture, purpose and values. We design, deliver and scale our programs so we can recognize our individual biases, develop inclusive behaviors, and build a company culture that works for everyone.

Helping our employees understand that bias operates systemically and must be addressed at the individual and institutional levels is part of creating an inclusive culture.

In the U.S., UK and Italy 1,500 employees have completed inclusion training delivered through micro-learning sessions, nudges and Learning Circles where people come together to interact, understand and grow. New employees complete dedicated, experiential DEIB training as a key element of our onboarding process.

*Photos: (Top) Syneathia LaGrant, VP Talent & Development, (Middle) ManpowerGroup employees celebrate international women’s day in Milwaukee, (Bottom) Becky Frankiewicz, Chief Commercial Officer*



Our Employees

*“Being creators of talent starts with our own people. We are committed to guiding our employees to learn new skills to develop in their careers – whether they stay with us or move on. This is our promise to our people.”*

*—Syneathia LaGrant, VP Talent & Development*

## Growing Leaders from Within

Our three global leadership programs prepare and accelerate leaders to be successful in future roles through a combination of assessment, coaching, exposure to senior leadership, stretch projects, and targeted training and development.

We know this approach works — upon completion 60% of participants make positive career moves after one year and 68% within two years.

### Our Three Global Leadership Development Programs:

**future**  
LEADER PROGRAM

Supports high performance in transition from individual contributor to first level leaders

**accelerated**  
LEADERSHIP PROGRAM

Engage and set foundation for accelerated development of potential future senior leaders

**strategic**  
LEADERSHIP PROGRAM

Prepare participants for global leadership role by providing development to ensure future success

## Mental Health Matters



Employee wellbeing and resilience have shot to the top of the agenda for companies all over the world.

- Almost half of workers feel stressed or burned out on most days<sup>1</sup>
- Eighty eight percent of workers wish their managers better understood the challenges they face outside of work — from caring for children and elderly parents to financial concerns<sup>1</sup>

It starts with culture and leadership. Our top global leaders have been trained on the importance of a “Culture of Care” for all people, and to model our **Clarity, Care, Grow** standards with their teams.

- In the UK, we train people to become Mental Health First Aiders, dedicated to removing the stigma around mental health at work and identifying the symptoms of burnout and other concerns
- In Sweden, managers undergo mental health training to recognize stress and other issues in the workplace



Photo: Chief People & Culture Officer Michelle Nettles

*“Recent disruptions have forced us all to consider what we really value, and we have a once-in-a-generation opportunity to rethink the way people work and live. We have to be aware of the burden our employees are carrying and be actively committed to battling the stigma around mental health in the workplace.”*

*-Michelle Nettles, Chief People and Culture Officer*

<sup>1</sup> What Workers Want: From Surviving to Thriving at Work, <https://go.manpowergroup.com/whatworkerswant>



Our Employees

## From Recruiters to Talent Agents

Through custom training, 3,700 recruiters have become Talent Agents. Experts in assessment, data and coaching, they’re now empowered to offer associates personalized career guidance to help them advance at work and increase their earning potential.

## Building Next-Gen Sales Skills

We have more than 3,200 active learners in our Global Sales Academy, participating in curated online micro learnings on topics including ESG and data and insight. We are now preparing to scale this training to non-English speaking countries in the coming months.





## Scope 2

### Indirect Impact — Our Candidates, Associates & Clients

Each year across more than 70 countries and territories, we are creating talent at scale by providing millions of workers with guidance, advice, assessments, coaching, upskilling, reskilling and pathways to sustainable employment.

Through our Manpower MyPath program and Manpower and Experis Academies, and our worldwide network of dedicated Talent Agents and recruiters, we mentor, coach and guide hundreds of thousands of people on paths to employment that align with their passion and shine a light on their potential.



## Creating Opportunity in the Evolving World of Work

Through our Manpower MyPath program, our dedicated Talent Agents provide personalized and data-driven guidance, development, training so our Manpower Associates can upskill for jobs in growth sectors including advanced manufacturing, information technology, supply chain and customer service. Associates benefit from learning new skills

and building their employability, while clients can access a growing pool of in-demand talent.

MyPath has impacted over 230,000 lives to date and MyPath associates now represent 38% of our associate talent pool, across nearly 13,000 clients and 15 markets.



## Manpower MyPath to Success

- Through MyPath, we're leveraging aggregate data to continuously improve our ability to measure existing performance while predicting future potential
- MyPath participants form our growing pool of in-demand, motivated talent, with higher retention, loyalty and reassignment rates: They're 36% more likely to be reassigned than non-MyPath people. In Japan and the UK - two of our largest markets - 90% of MyPath associates are reassigned
- MyPath Associates are more engaged, satisfied and likely to recommend - NPS (Net Promoter Score) is consistently 5 points higher than those who don't participate in MyPath
- We're committed to being Creators of Talent at Scale globally, identifying potential, closing skills gaps: This is how we improve employability, and building a more resilient, future-ready workforce



Candidates,  
Associates & Clients



## A Human Focus on Tech Transformation

The demand for tech talent continues to outpace supply, as organizations compete for skilled people to design, deploy and drive adoption of next-generation technologies. Our Experis business is also creating talent at scale. Experis is committed to being a talent engine building knowledge by upskilling our recruiters and associates so they are expert on emerging tech, skills and the talent availability organizations need to deploy their tech investments and leverage return on those investments.

- **Experis Academy** provides intensive business-ready tech training and coaching in Enterprise Applications, Cloud and Infrastructure, Business Transformation Services, and Digital Workspace for newcomers to the tech industry and to those upskilling or changing roles. In 2022, we trained over 3,200 people for over 250 clients
- **The Academy now offers more remote learning options in the Metaverse.** Our immersive onboarding platform welcomed its first cohort of students who learnt UX skills in the Virtual Experis Academy. The goal is to train 10,000 candidates annually, making high-quality IT training accessible to all via an Omni-channel approach to experiential learning
- **Our Talent Solutions PowerSuite™ Next for Career Transitions** provides personalized virtual coaching, curated self-help resources, upskilling and job matching to help people who have been let go develop their skills, build their confidence and find the next step in their career

## Green Means Growth



The green transition is shaping hiring strategies worldwide and we're providing the insights and practical solutions to guide companies through these changes, along with the training and education people need to develop advanced green skills and take advantage of new opportunities for themselves and their families.

- 70% of employers are currently hiring for or planning for green jobs and skills
- 66% of manufacturing roles will need to be modernized, updated, or retooled to address the green transition
- ManpowerGroup commits to training, developing, and placing as many as 10 million people into green jobs by 2035



## Leading on DEIB

Providing Meaningful Work for All means ensuring everyone is welcomed in and knows their contributions are valued. We are proud of our programs to create equal opportunity for all workers, regardless of gender, identity, physical, or mental abilities.

- In the **UK**, we are training and placing people with autism in tech jobs
- In **Italy**, our Disability Inclusion program has impacted 570 people since 2022
- In **Spain**, our Diversity Matters program helps disabled students advance in their career
- In **Singapore**, #PridePass, a comprehensive job aggregator site, connects progressive and inclusive companies with LGBTQ+ workers



Candidates,  
Associates & Clients



Photo: Our employees were on hand to promote our green programming at EIT InnoEnergy's 2023 Business Booster event in Amsterdam.

## Partnering for Impact — Empowering as many as 800,000 People for Green Jobs by 2026

We're working with EIT InnoEnergy to prepare workers across Europe to fill new roles in renewable energy, electrification, battery technology, green hydrogen and more by 2026.

Through our MyPath program and EIT InnoEnergy's Skills Institute, we will provide a combination of virtual and in-person training across Europe for opportunities in 70 new in-demand roles — from assemblers to highly skilled design engineers — helping to drive progress toward the European Green Deal.

The program will help career-changers certify for green jobs while providing entry-level workers with the skills they need to embark on promising new employment pathways.



## Scope 3

# Impact across our Supply Chain & Wider Communities

We believe we can create a ripple effect by partnering with others to scale our impact. Through our work with community organizations, industry bodies, governments, NGOs, charities, and education systems we amplify our impact, from young people still in or emerging from education to people in underrepresented groups or those returning to the labor market.





## A Path to Prosperity for Refugees

We are committed to helping displaced people find employment and a path forward to a better future.

Through our ongoing relationship with the Tent Partnership for Refugees and Welcome.US, we have made progress in helping refugees settle and find work.

In 2023, we committed to supporting 45,000 refugees across Europe by working with clients to place 30,000 individuals into meaningful jobs, while training another 15,000 through our Manpower MyPath program and Exeris Academy. These efforts will help refugees grow their skills, access better employment opportunities, and build new lives for themselves and their families.

- **U.S.** – In 2022 our, Chairman & CEO Jonas Prising co-hosted Tent’s U.S. Business Summit on Refugees where we committed to connecting 3,000 refugees to employment opportunities over three years. To achieve this, we will open our Manpower MyPath program and Exeris Academy to provide refugees with training and professional guidance
- **Netherlands** – In 2023, Exeris and Tent launched the first IT track “Back to IT” in which refugees are prepared for tech opportunities within service desk support via a three-week crash course
- **Sweden** – In March 2023, we supported 1,000 refugees from Ukraine with coaching and work placements
- **Germany** – In 2022, we placed 1,640 refugees into meaningful and sustainable work
- **Poland** – Since the beginning of the war in Ukraine, Poland has employed 9,000 people from Ukraine with 4,000 engaged via screening and interviews through the Manpower MyPath “Win Development” program which includes language training and upskilling directly connected to in-demand roles
- **Italy** – In 2022, Italy placed or trained more than 2,000 refugees via our Manpower Human Age Institute Foundation with 762 others benefitting from dedicated training from our partnership with our industry body Accoglienza & Lavoro in collaboration with UNHCR
- **Belgium** – Through the Cross Border Connection project, we built a pool of 250 skilled refugee workers serving 189 clients in a wide range of sectors, including food, manufacturing and hospitality



Photo: Chairman & CEO Jonas Prising speaking at the Tent U.S. Business Summit



## Creating Opportunity Never Gets Old

Our focus on providing a pathway to meaningful employment for all extends to people at every stage of their careers. We help young workers develop the skills they need to succeed, and ensure older workers are able to contribute their valuable skills and experiences throughout their working life.

- **JA Worldwide Mentoring Partnership** – reached 5,594 students in 2022, with the involvement of 327 ManpowerGroup volunteers across 20 countries
- **Young Enterprise Fiver Challenge** – a UK program that gives children ages 5-11 the guidance and resources they need to build a business over four weeks using just £5. Participants learn entrepreneurial skills such as creativity, communication, teamwork, planning and problem solving. In 2023 alone, over 22,000 children have taken part, supported by ManpowerGroup volunteers
- **The Rural Youth Program** – provides training for young people across five states in India. Once complete, over 3,500 rural youth will have been placed into work, with another 5,000 prepared to move into the employment market
- **Manpower’s Mature Worker Program** – focused on senior workers in the U.S. that has helped over 5,000 people access career development and work opportunities since January 2022, with 1,000 fully interviewed and 21% placed into meaningful work
- **ManpowerGroup Japan’s Senior Talent Staffing Service** – supports senior talent and clients utilizing experienced employees nearing retirement, has increased 25% in 2023 compared to 2022, placing people into roles including skilled engineers, researchers, customer service/call center specialists and IT/telecommunications



Photo: ManpowerGroup employees in Uruguay provide mentoring to JA students

# Principles of Governance

Committed to leading our industry with the highest ethical standards





## Our Goal

Trust, transparency and accountability are foundational to delivering on our purpose and our promise to create value for all stakeholders. We are committed to running a responsible and transparent business, setting high ethical standards for our industry and supply chain, and embracing corporate governance best practices.

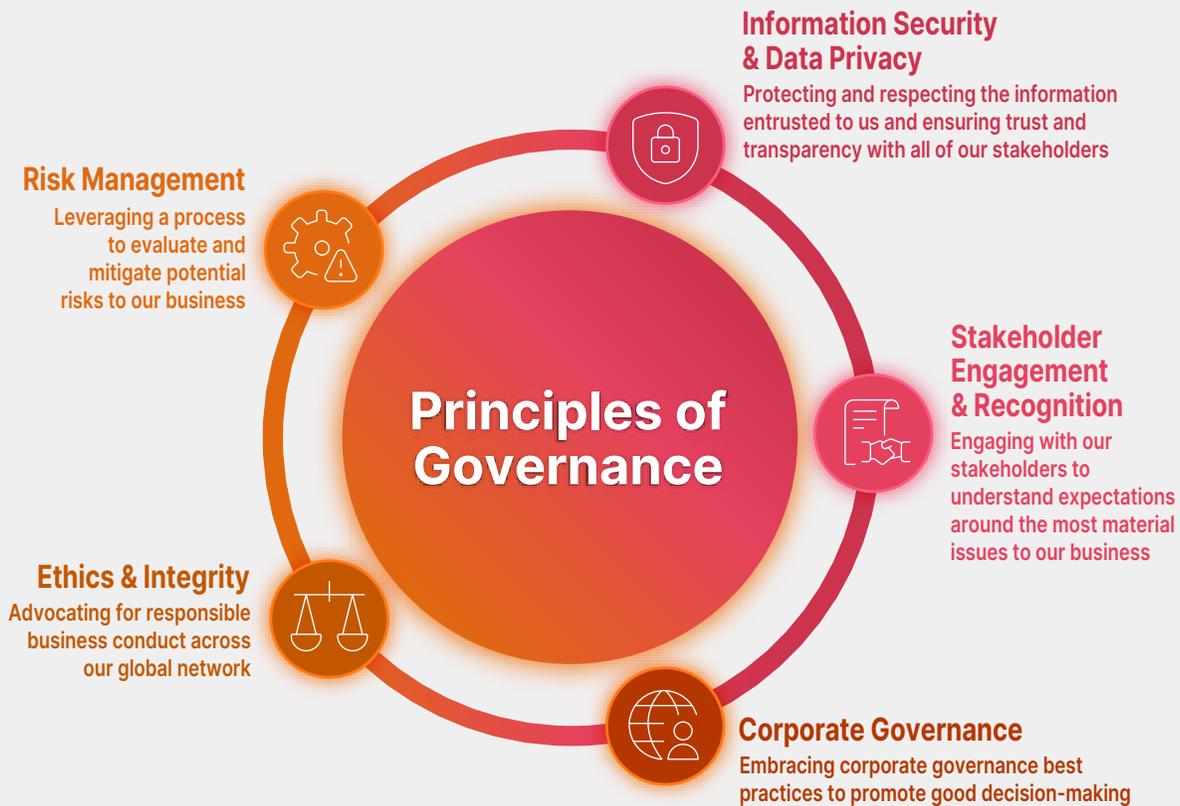


## Our Plan

Our extensive global reach — working across more than 70 countries and territories with hundreds of thousands of employers — gives us the opportunity to promote and advocate for the highest ethical standards for business conduct and responsible employment across regions and industries around the world.



## Our Principles of Governance Levers



## Corporate Governance

*Good corporate governance promotes good decision-making.*

ESG is one of our top priorities, which is why it is overseen at the Board Director level by our Governance and Sustainability Committee.

The Governance and Sustainability Committee tracks sustainability trends, reviews our ESG performance and disclosures, and, along with the Audit Committee, our Enterprise Risk Management (ERM) process at least twice a year.

Our Executive ESG Steering Committee — in place for over two years — reports directly to the CEO and includes our Chief Sustainability Officer, Chief People & Culture Officer, Chief Financial Officer, and General Counsel.

We've also added ESG to the performance scorecard of our Chairman & CEO, which will now include oversight of our ESG program and publicly stated science-based emission reduction targets.

## Risk Management



*Our Enterprise Risk Management (ERM) process is how we evaluate and respond to evolving business risks, while ensuring we maintain the highest standards of ethics and accountability.*

### Enterprise Risk Management

Designed to establish a standard framework to ascertain risk from the bottom-up, our ERM defines roles and responsibilities based on the 2017 Committee of Sponsoring Organizations (COSO) framework. Our VP of Enterprise Risk coordinates our global ERM strategy, program design and training of our country and regional risk teams, and our Board of Directors approves all aspects of ERM with support from the Audit Committee. We also continue to integrate ESG into Enterprise Risk Management.

### Risk Disclosures

We disclose the business risks we track through the ERM process in our ManpowerGroup Form 10-K. These include ESG-related risks, from evolving government regulations and client expectations to the global talent shortage and developments regarding people and culture. Our assessment of risk due to climate change aligns with the framework set by the Task Force on Climate-Related Financial Disclosures (TCFD). In 2023, we submitted our climate risk disclosures in our CDP response for the 13th year.

# Ethics & Integrity

*Leveraging our global influence to set high standards of ethics, business conduct and responsibility in the treatment of workers.*

## Human Rights

We believe employment brings meaning and value to a person's life. As a global organization, we are in a position to advance that belief by placing millions of people and working with hundreds of thousands of organizations around the world, influencing the treatment of workers across continents.

We are a signatory to the UN Global Compact, support the International Labour Organization's declared Fundamental Principles and Rights at Work, and are committed to respecting human rights within our own company, as well as those with whom we partner.

Our Human Rights Policy outlines our zero-tolerance toward forced labor and modern slavery. In key markets including Australia and the UK, we've generated additional country-specific modern slavery compliance statements. Moreover, we leverage our industry leadership to advocate for ethical recruitment practices, employment flexibility and security, as well as opportunities for vulnerable populations to develop skills and participate in the workforce.



*"At the heart of our guidelines lies a crucial message – balance. We acknowledge that AI is a powerful tool, but it can never replace the quintessential qualities of human creativity, intuition, and empathy. The key to achieving the best outcomes lies in striking the right equilibrium between tech and human capabilities."*

*-Richard Buchband, General Counsel & Secretary*

## Code of Conduct & Business Ethics

Values and ethical business practices extend to the behavior we expect from our employees. Through our 24/7 Business Ethics Hotline, any employee or third party can report an ethics concern. The hotline is available globally in over 20 languages. All the reports are reviewed by the Ethics & Compliance Team and shared with the Audit Committee of the Board of Directors.

We hold our supply chain partners to the same standards. Through our Supplier Code of Conduct, we outline key practices and expectations around business principles, culture, social responsibility, and sustainability.

## Ethical AI & Innovation

In the rapidly evolving world of AI, we find ourselves on the brink of a transformative era that promises to reshape the way we live, work, and interact with the world around us. Just as importantly, technology is set to provide us with a deeper, more meaningful understanding of human potential.

The opportunities are immense, but as with any emerging technology, AI raises ethical and equity concerns. In 2021, we convened our AI New Projects Review Committee – led by our General Counsel, Chief Innovation Officer, and Chief Information Security Officer – to review and map innovations against the following priorities: data privacy, cyber security, human oversight, explainability, technical robustness, and legal accountability.

In 2023, our AI New Projects Review Committee introduced a set of comprehensive guidelines to encapsulate our commitment to innovation, and to share our experiences and insights within our organization, and across the broader AI landscape. These guidelines empower our employees to harness the potential of AI, ensuring they use it ethically and responsibly as a tool for growth.

## Information Security & Data Privacy

*Diligence and vigilance in a world of evolving cyber threats.*



### Employee Education & Awareness

As online security and privacy issues continue to multiply, we regularly update our programs to educate employees and help them maintain their vigilance. Awareness campaigns including digital training courses focused on data protection, privacy and information security, as well as email phishing exercises, help keep our people alert to the growing prevalence of cyber threats.

Our email system integrates phishing alarm technology to help employees report concerns, while our Information Security Incident Management Policy clearly outlines the communication and escalation process for events related to privacy.

### Cyber Security Governance & Framework

Our comprehensive global information security framework aligns with the internationally recognized ISO 27001 standard. All of the data centers in our key markets (80% of our business) are certified to ISO 27001, as are several of our largest country operations representing 37% of worldwide revenues.

## Stakeholder Engagement & Recognition

*Understanding stakeholder expectations, emerging trends, and the actions we need to take to foster better corporate governance.*

### Stakeholder Engagement Strategy

Ours is a culture of trust and transparency, which we achieve through responsible corporate governance as well as active, ongoing engagement with all our stakeholders — investors, employees, clients, associates and governing bodies. We work with them to tap into emerging trends and expectations with respect to ESG, gain a clear understanding of the issues that matter most, and of what they expect of us as a corporate citizen. Our stakeholder engagement strategy and ESG strategy are therefore linked. This will remain important as we progress toward more focused strategic areas and continue to identify key emerging trends.

### Industry Leadership

ManpowerGroup is a founding member of the World Employment Confederation (WEC), the voice of the global employment industry. In 2023, our General Counsel for Northern Europe was appointed Vice President and we have increased the number of leaders in elective positions at WEC.

Through the WEC, we participate in stakeholder initiatives, and our executives serve on both global and local federation boards.

In addition, our relationships with independent international organizations, as well as think tanks, NGOs, and academia, give us multiple forums to promote more inclusive, open and sustainable labor markets.

# Global Recognition

We are consistently recognized for our ethical, responsible business practices and our commitment to driving positive change, including the following corporate awards from the past year:

## Planet



First in our industry to have our 2030 emission reduction goals validated by the Science Based Targets initiative (SBTi), as part of our transition to net-zero by 2045 or sooner



Received an ESG Risk Rating of 9.8 and was assessed by Morningstar Sustainalytics to be at negligible risk of experiencing material financial impacts from ESG factors



MCSI ESG Rated A Leader Status



Earned new EcoVadis ratings in 8 countries and globally in 2022, bringing our cumulative total of Platinum, Gold, Silver and Bronze ratings to 24+ countries & at the Global level



Named to the DJSI - the gold standard for corporate sustainability leaders for 14 consecutive years



Received A- rating in the Carbon Disclosure Project submission, demonstrating our commitment to transparently reporting our emissions performance



Named one of America's Climate Leaders 2023 by USA Today

## People & Prosperity



Recognized as a best place to work in the U.S. by the Disability Equality Index for the eighth consecutive year



America's Most Responsible Company 2023 (and 2024)



Ranked in the top half among the Wall Street Journal's Top 250 Best-Managed Companies by the Drucker Institute



Named one of the World's Most Ethical Companies for the 14th time – more than any organization in the industry

## Principles of Governance



ManpowerGroup leaders named to Staffing Industry Analysts 2022 Staffing 100 Europe, 2022 Staffing 100 North America & Latin America



ManpowerGroup Talent Solutions named global RPO leader by Everest Group for 13th year and TAPFIN named Global Leader in contingent workforce solutions for 10th year



Experis recognized as Leader and Star Performer by Everest Group in the PEAK Matrix® Assessment 2023



Right Management named a Global Leader and Star Performer in Everest Group's Outplacement and Career Transition Services PEAK Matrix® Assessment

# KPIs & Disclosures

Progress against our KPIs in 2023 & aligning to GRI, SASB and Stakeholder Capitalism Metrics



# ManpowerGroup 2022 Key Performance Indicators

## Employee Demographics<sup>1</sup>

Employees worldwide, full-time equivalent (FTE)	30,900
Employees represented by unions <sup>2</sup> , works councils and/or collective bargaining agreements	44%

## Global Workforce Breakout

By Region		By Age Bracket		By Level	
Americas	30%	18-35	45%	Senior Leadership <sup>3</sup>	0.3%
Asia Pacific & Middle East	17%	36-49	36%	Leadership	4%
Northern Europe	22%	50+	18%	Field & Functional Management	18%
Southern Europe	31%			Individual Contributor	78%

## Global Workforce - Female Representation

	2020	2021	2022
Global Leadership	31%	33%	33%
All management roles	55%	54%	57%
All levels of the organization	60%	59%	61%
New hires <sup>4</sup>	47%	58%	57%
Promotions <sup>4</sup>	66%	66%	69%

## Culture & Capabilities

	2020	2021	2022
Employee Engagement Index score <sup>5</sup>	63%	65%	65%
Total investment in employee development (million \$USD) <sup>4</sup>	\$10	\$12	\$15
Average hours in training & development per FTE <sup>6</sup>	16	18	16
Employees participating in training & development programs <sup>4</sup>	95%	100%	100%
Positions filled through internal promotions <sup>4,7</sup>	53%	47%	54%
Total turnover – at all levels <sup>4,8</sup>	20%	25%	32%
Voluntary turnover – at all levels <sup>4,8</sup>	11%	18%	23%
Total turnover– management level and above <sup>4,7</sup>	11%	16%	18%
Voluntary turnover – management level and above <sup>4,7</sup>	6%	10%	13%

## Health & Safety Performance Indicators

	2020	2021	2022
Markets with health & safety certification (% worldwide revenues) <sup>9</sup>	45%	46%	43%
Employee absentee rate (unplanned absences as a percentage of total scheduled work days) <sup>10</sup>	3	5	2
Employee recordable incident rate (number of recordable incidents among employees per million hours worked) <sup>11</sup>	3	2	3
Employee lost-time incident rate (number of lost-time injury events among employees per million hours worked) <sup>12</sup>	–	1	1
Associate recordable incident rate (number of recordable injury events among associates on assignment per million hours worked) <sup>13</sup>	23	22	22
Associate lost-time incident rate (number of lost-time injury events among associates on assignment per million hours worked) <sup>13</sup>	20	18	18

## ManpowerGroup 2022 Key Performance Indicators

### Social Impact Investment

	2020	2021	2022
Investment in associate training (million \$USD) <sup>4</sup>	\$58.5	\$77.5	\$56.4
Associates participated in skills training & development programs <sup>4</sup>	235,394	190,384	174,013

### Trust & Transparency

	2020	2021	2022
Employees trained on ethics policies <sup>14</sup>	100%	100%	100%
Trusted and Ethical Culture Index <sup>5</sup>	85%	89%	86%
Client Net Promoter Score <sup>15</sup>	48	37	45
Associate Net Promoter Score <sup>16</sup>	55	51	50
Number of countries assessed by EcoVadis	24	24	24
Percentage of key markets assessed by EcoVadis	75%	81%	91%
Percentage of business represented by assessed countries	80%	80%	87%

### Environmental Performance

	2020	2021	2022
Markets with ISO14001 certification (% worldwide revenues) <sup>9</sup>	21%	24%	23%
Total energy consumption (MWh)	132,032	102,967	127,144
Non-renewable energy consumption (MWh)	123,956	85,401	115,671
Renewable energy consumption (MWh)	8,067	17,567	11,474
Percentage of energy from renewable sources in key markets	13%	45%	32%
Direct operational (Scope 1) GHG emissions (tCO <sub>2</sub> e)	13,314	18,608	19,359
Indirect operational (Scope 2 location-based) GHG emissions (tCO <sub>2</sub> e)	14,244	9,076	11,540
Indirect operational (Scope 2 market-based) GHG emissions (tCO <sub>2</sub> e)	13,038	7,844	10,316
Indirect value chain (Scope 3) GHG emissions (tCO <sub>2</sub> e) <sup>17</sup>	264,592	160,619	181,711
Scope 1 + 2 (market-based) emissions per \$million revenue	1.46	1.28	1.50
Scope 1 + 2 (market-based) emissions per FTE	1.05	0.88	0.96
Water consumption (MIO m <sup>3</sup> )	0.05	0.26	0.36
Total waste generated (t) <sup>18</sup>	698	554	2,997
Percentage of waste recycled	28%	36%	47%

# ManpowerGroup 2022 Key Performance Indicators

## Notes on Performance Data

1. Unless otherwise noted, Employee Demographics data covers all countries of operation vs. key markets only.
2. Prior year data not comparable, as calculation methodology has been updated to be more representative of our global operations.
3. Our definition of Senior Leadership changed in 2022, representing only the top approx. 100 leaders on the Global Leadership Team (GLT).
4. In key markets representing approximately 80% of worldwide employee population and revenues.
5. Percentage of employees responding to all Index indicators on the ManpowerGroup Annual People Survey (MAPS).
6. Includes online training hours via PowerYou platform and time spent on annual ethics and data privacy training by all employees worldwide
7. For management and leadership levels.
8. A significant percentage of our roles are entry level, and we expect a high level of turnover as these jobs are typically a pathway to other careers.
9. Percentage of worldwide revenues in countries with certified management systems.
10. In key markets where data is tracked, representing approximately 60% of worldwide employees. Absenteeism rates vary significantly between countries, with a low of 0 to a high of 8. Absenteeism data is not tracked in some countries, including the US, where our Paid Time Off policy enables employees to take scheduled or unscheduled time off as needed for any reason.
11. The definition of “recordable injury event” varies widely between countries, with some required to report any incident no matter how minor and others reporting only those that require medical treatment or result in lost time. Therefore, recordable incident rates vary widely between countries, with a low of 0 and a high of 10 events per million hours worked.
12. The definition of “lost-time injury” varies widely between countries, with some required to report all COVID-related absences as lost-time incidents and others reporting only those that require medical treatment. Therefore, lost-time injury vary widely between countries.
13. Aggregated from data reported by key markets representing approximately 70% of associates on assignment.
14. All ManpowerGroup internal staff employees are required to complete annual training on the ManpowerGroup Code of Business Conduct and Ethics, Anti-Corruption Policy, and information security and data privacy standards.
15. Weighted average of Manpower & Experis client NPS in key markets.
16. Weighted average of Manpower associate & Experis professional NPS in key markets.
17. Scope 3 includes indirect impacts from office and fleet energy use, business travel, employee commutes and estimated work-from-home emissions.
18. Hazardous waste is not applicable for our business and is therefore 0.

# GRI Disclosure 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 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.

ManpowerGroup Inc. has reported the information cited in this GRI content index for the period January 1, 2022 - December 31, 2022 with reference to the GRI Standards.

GRI Indicators		ManpowerGroup
<b>Gri 102: General Disclosures</b>		
102-1	Legal name of organization	ManpowerGroup Inc.
102-2	Primary brands and services	<a href="#">2022 Annual Report Form 10-K</a>
102-3	Headquarters	100 Manpower Place, Milwaukee, WI 53212 USA
102-4	Countries of operations	ManpowerGroup operates in 75+ countries and territories <a href="#">ManpowerGroup Subsidiaries and Affiliates</a> The largest countries of operation are detailed in the <a href="#">2022 Annual Report Form 10-K</a>
102-5	Nature of ownership	<a href="#">2022 Annual Report Form 10-K</a>
102-6	Markets served	<a href="#">2022 Annual Report Form 10-K</a>
102-7	Scale of organization	<a href="#">2022 Annual Report Form 10-K</a>
102-8	Information on employees	2022-23 ESG Report - Key Performance Data Table <a href="#">2022 Annual Report Form 10-K</a>
102-9	Supply chain	<a href="#">ESG Perspectives - Sourcing and Supply Chain</a>
102-10	Significant changes to the organization	<a href="#">2022 Annual Report Form 10-K</a>
102-12	External initiatives	2022-23 ESG Report - Global Alignment & Collaboration
102-13	Association memberships	2022-23 ESG Report - Global Alignment & Collaboration
102-14	Statement from a senior decision-maker	2022-23 ESG Report - Introduction
102-15	Key impacts, risks and opportunities	<a href="#">2022 Annual Report Form 10-K</a> 2022-23 ESG Report - Stakeholder Engagement

## GRI Disclosure Index

GRI Indicators		ManpowerGroup Reporting
102-16	Values, principles, standards and norms of behavior	<a href="#">Code of Business Conduct and Ethics</a>
102-17	Mechanisms for advice and concerns about ethics	<a href="#">Business Ethics Hotline</a>
102-18	Governance structure	2022-23 ESG Report - Corporate Governance
102-20	Executive level responsibility for ESG topics	2022-23 ESG Report - Corporate Governance
102-43	Approach to stakeholder engagement	2022-23 ESG Report - Stakeholder Engagement
102-45	Entities included in consolidated financial statements	<a href="#">2022 Annual Report Form 10-K</a>
102-46	Defining report content and topic boundaries	2022-23 ESG Report - About this Report
102-47	Relevant topics identified	2022-23 ESG Report - About this Report
102-48	Restatements of information	2022-23 ESG Report - Planet <a href="#">2023 CDP Report C5.1c</a>
102-49	Changes from previous reporting period	2022-23 ESG Report - Planet <a href="#">2023 CDP Report C5.1b</a>
102-50	Reporting period	Performance indicator data is reported for the 2022 calendar year. All other information is inclusive of activities up to the date of publishing, November 2023.
102-51	Date of most previous report	September 2022
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	<a href="mailto:Natalie.Lau@manpowergroup.com">Natalie Lau, Director of ESG, Natalie.Lau@manpowergroup.com</a>
102-54	Claims of reporting in accordance with GRI Standards	We use the GRI standards to inform our ESG reporting.
102-56	External assurances	Financial reporting has been assured by an external auditor.
<b>GRI 103: Management Approach</b>		
103-1	Explanation of material topics	The introduction to each section of our <a href="#">2020 ESG Report</a> explains the relevance of each material topic to our business and our stakeholders.
103-2	Management approach	Management approach for each material topic is included within each of ManpowerGroup's ESG Perspectives which can be found at the bottom of our <a href="#">Sustainability Reports and Policies</a> page.

# GRI Disclosure Index

GRI Indicators		ManpowerGroup Reporting
<b>GRI 201: Economic Performance</b>		
201-1	Direct economic value generated and distributed	<a href="#">2022 Annual Report Form 10-K</a>
201-2	Financial implications and other risks and opportunities due to climate change	Climate-related risks and opportunities are disclosed in our annual response to CDP, which are publicly available on the CDP site and our corporate website. <a href="#">2023 CDP Report</a>
<b>GRI 203: Indirect Economic Impacts</b>		
203-2	Significant indirect economic impacts	2022-23 ESG Report - People & Prosperity ManpowerGroup ESG Perspectives - <a href="#">Human Rights</a> and <a href="#">Human Capital</a>
<b>GRI 205: Anti-Corruption</b>		
205-1	Operations assessed for risks related to corruption	ManpowerGroup's global Audit Advisory Services team performs an annual Country Risk Profile Analysis, including corruption risk, across all countries of operation.
205-2	Communication and training on anti-corruption and actions taken	2022-23 ESG Report - Principles of Governance, Key Performance Data Table ManpowerGroup <a href="#">ESG Perspectives - Ethics</a>
205-3	Confirmed incidents of corruption and actions taken	In 2022, there were no confirmed incidents of corruption.
<b>GRI 302: Energy</b>		
302-1	Energy consumption within the organization	2022-23 ESG Report - Planet, Key Performance Data Table
302-3	Energy intensity	2022-23 ESG Report - Planet, Key Performance Data Table
302-4	Reduction of energy consumption	2022-23 ESG Report - Planet, Key Performance Data Table
<b>GRI 305: Emissions</b>		
305-1	Direct (Scope 1) GHG Emissions	2022-23 ESG Report - Planet, Key Performance Data Table
305-2	Energy indirect (Scope 2) GHG emissions	2022-23 ESG Report - Planet, Key Performance Data Table
305-3	Other indirect (Scope 3) GHG emissions	2022-23 ESG Report - Planet, Key Performance Data Table
305-4	GHG emissions intensity	2022-23 ESG Report - Planet, Key Performance Data Table
305-5	Reduction of GHG emissions	2022-23 ESG Report - Planet, Key Performance Data Table

## GRI Disclosure Index

GRI Indicators		ManpowerGroup Reporting
<b>GRI 401: Employment</b>		
401-1	Employee hires and turnover	2022-23 ESG Report - People & Prosperity, Key Performance Data Table
401-3	Parental leave	<a href="#">2020 ESG Report pages 4-10</a>
	Employee engagement	2022-23 ESG Report - People & Prosperity, Key Performance Data Table
<b>GRI 403: Health &amp; Safety</b>		
403-1	Operational health and safety management system	ManpowerGroup <a href="#">ESG Perspectives - Health and Safety</a>
403-2	Hazard identification and risk assessment	ManpowerGroup <a href="#">ESG Perspectives - Health and Safety</a>
403-5	Worker training and health and safety	ManpowerGroup <a href="#">ESG Perspectives - Health and Safety</a>
403-6	Promotion of employee health	2022-23 ESG Report - People & Prosperity, Key Performance Data Table ManpowerGroup <a href="#">ESG Perspectives - Health and Safety</a>
403-7	Prevention and mitigation of occupational health and safety impacts directly related to business relationships	ManpowerGroup <a href="#">ESG Perspectives - Health and Safety</a>
403-9	Work-related injuries	2022-23 ESG Report - People & Prosperity, Key Performance Data Table
<b>GRI 404: Training &amp; Education</b>		
404-1	Average hours of training per year per employee	2022-23 ESG Report - People & Prosperity, Key Performance Data Table
404-2	Programs for upskilling and career management	2022-23 ESG Report - People & Prosperity, Key Performance Data Table
<b>GRI 405: Diversity &amp; Equal Opportunity</b>		
405-1	Diversity of governance bodies and employees	2022-23 ESG Report - People & Prosperity, Key Performance Data Table <a href="#">2022 Annual Report Form 10-K</a> <a href="#">2023 Proxy Statement</a>
405-2	Ration of remuneration of women to men	ManpowerGroup <a href="#">ESG Perspectives - Diversity, Equity, Inclusion and Belonging</a>

## GRI Disclosure Index

GRI Indicators		ManpowerGroup Reporting
<b>GRI 406: Nondiscrimination</b>		
406-1	Incidents of discrimination and corrective actions taken	As stated in our <a href="#">Code of Business Conduct and Ethics</a> , we encourage all employees to report concerns to their managers or through our Ethics Hotline. All allegations of harassment or discrimination are thoroughly investigated and action is taken at the most appropriate level. Allegations received through the <a href="#">Business Ethics Hotline</a> are reported to the Audit Committee of the Board of Directors. We do not require employees to take sexual harassment claims to private arbitration.
<b>GRI 412: Human Rights Assessment</b>		
412-2	Employee training on human rights policies or procedures relevant to our operations	ManpowerGroup <a href="#">Human Rights Policy</a> ManpowerGroup <a href="#">ESG Perspectives - Human Rights</a>
412-1	Human right review/impact assessment	ManpowerGroup <a href="#">Human Rights Policy</a>
412-3	Significant agreements or contracts that include human rights clauses	ManpowerGroup <a href="#">ESG Perspectives - Sourcing and Supply Chain</a>
<b>GRI 413: Local Communities</b>		
413-1	Operations with local community engagement and development programs	2022-23 ESG Report - People & Prosperity ManpowerGroup ESG Perspectives - <a href="#">Human Rights</a> and <a href="#">Human Capital</a>
<b>GRI 415: Public Policy</b>		
415-1	Political contributions	The use of company funds for political contributions is strictly prohibited by the ManpowerGroup <a href="#">Code of Business Conduct and Ethics</a> . In 2022 ManpowerGroup did not make any political contributions.
<b>GRI 418: Customer Privacy</b>		
418-1	Substantiated complains regarding breaches or customer privacy and losses of customer data	<a href="#">2022 Annual Report Form 10-K</a>

# SASB Disclosure Index

The Sustainability Accounting Standards Board (SASB) is a nonprofit focused on helping companies identify and publicly disclose the financially material sustainability topics that matter most to their investors. SASB has developed industry-specific reporting recommendations, including accounting and activity metrics, to guide businesses' public reporting.

This Index is intended to provide a roadmap to ManpowerGroup's disclosures on the topics identified in the SASB Professional & Commercial Services Sustainability Accounting Standard Version 2018-10.

Accounting Metrics		ManpowerGroup Reporting
<b>Data Security</b>		
SV-PS-230a.1	Description of approach to identifying and addressing data security risks	2022-23 ESG Report - Principles of Governance
SV-PS-230a.2	Description of policies and practices relating to collection, usage, and retention of customer information	<a href="#">ManpowerGroup Global Privacy Note</a>
SV-PS-230a.3	(1) Number of data breaches, (2) percentage involving customers' confidential business information (CBI) or personally identifiable information (PII), (3) number of customers affected	Any Material data security breaches would be disclosed in our <a href="#">2022 Annual Report on Form 10-K</a> . In 2022, we had no material data security breaches and no client data has been affected.
<b>Workforce Diversity &amp; Engagement</b>		
SV-PS-330a.1	Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees	2022-23 ESG Report - People & Prosperity. Key Performance Data Table
SV-PS-330a.2	(1) Voluntary and (2) involuntary turnover rate for employees	2022-23 ESG Report - People & Prosperity. Key Performance Data Table
SV-PS-330a.3	Employee engagement as a percentage	2022-23 ESG Report - People & Prosperity. Key Performance Data Table
<b>Professional Integrity</b>		
SV-PS-510a.1	Description of approach to ensuring professional integrity	2022-23 ESG Report - Principles of Governance <a href="#">ManpowerGroup ESG Perspectives - Environment</a>
SV-PS-510a.2	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	Any Material legal proceedings would be disclosed in our <a href="#">2022 Annual Report on Form 10-K</a> . In 2022, we had no material monetary losses as a result of legal proceeding associated with professional integrity.
<b>Activity Metrics</b>		
SV-PS-000.A	Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract	We had approximately 30,900 full-time equivalent employees as of December 31, 2022. On average, we place 500,000 associates on temporary or project-based assignments with clients every day.
SV-PS-000.B	Employee hours worked, percentage billable	Not Applicable

# Stakeholder Capitalism Metrics Disclosure Index

The Stakeholder Capitalism Metrics (SCM) developed by the World Economic Forum (WEF) International Business Council define a core set of metrics and disclosures to align companies' mainstream reporting on performance against environmental, social and governance (ESG) indicators and track their contributions toward the Sustainable Development Goals (SDGs) on a consistent basis.

In January 2021, ManpowerGroup joined the International Business Council and committed to aligning our reporting to SCM Core metrics. In this index, we have provided links to data and disclosures that are currently available.

SCM Core Metrics & Disclosures	ManpowerGroup Reporting: Locations & Notes
<b>Principles of Governance</b>	
Governing Purpose	<b>Setting purpose</b> – The company's stated purpose, as the expression of the means by which a business proposes solutions to economic, environmental and social issues. Corporate purpose should create value for all stakeholders, including shareholders.
2022-23 ESG Report - ESG Strategy <a href="#">2023 Proxy Statement</a> 2022-23 ESG Report - CEO Letter	
Quality of Governing Body	<b>Governance body composition</b> – Composition of the highest governance body and its committees by: competencies relating to economic, environmental and social topics; executive or non-executive; independence; tenure on the governance body; number of each individual's other significant positions and commitments, and the nature of the commitments; gender; membership of under-represented social groups; stakeholder representation.
<a href="#">2023 Proxy Statement</a>	
Stakeholder Engagement	<b>Material issues impacting stakeholders</b> – A list of the topics that are material to key stakeholders and the company, how the topics were identified and how the stakeholders were engaged.
2022-23 ESG Report - Global Alignment 2022-23 ESG Report - Stakeholder Engagement	
Ethical Behavior	<b>Anti-corruption</b> 1. Total percentage of governance body members, employees and business partners who have received training on the organization's anti-corruption policies and procedures, broken down by region. a. Total number and nature of incidents of corruption confirmed during the current year, but related to previous years; and b. Total number and nature of incidents of corruption confirmed during the current year, related to this year. 2. Discussion of initiatives and stakeholder engagement to improve the broader operating environment and culture, in order to combat corruption.
2022-23 ESG Report - Ethics & Integrity, Key Performance Data Table <a href="#">ManpowerGroup Anti-Corruption Policy</a>	
Risk and Opportunity Oversight	<b>Protected ethics advance and reporting mechanisms</b> – A description of internal and external mechanisms for: 1. Seeking advice about ethical and lawful behaviour and organizational integrity; and 2. Reporting concerns about unethical or unlawful behaviour and lack of organizational integrity.
2022-23 ESG Report - Ethics & Integrity <a href="#">Business Ethics Hotline</a>	
Risk and Opportunity Oversight	<b>Integrating risk and opportunity into business process</b> – Company risk factor and opportunity disclosures that clearly identify the principal material risks and opportunities facing the company specifically (as opposed to generic sector risks), the company appetite in respect of these risks, how these risks and opportunities have moved over time and the response to those changes. These opportunities and risks should integrate material economic, environmental and social issues, including climate change and data stewardship.
<a href="#">2022 Annual Report Form 10-K</a>	

## Stakeholder Capitalism Metrics Disclosure Index

SCM Core Metrics & Disclosures		ManpowerGroup Reporting: Locations & Notes
<b>Planet</b>		
Climate Change	<b>Greenhouse gas (GHG) emissions</b> – For all relevant greenhouse gases (e.g. carbon dioxide, methane, nitrous oxide, F-gases etc.), report in metric tonnes of carbon dioxide equivalent (tCO2e) GHG Protocol Scope 1 and Scope 2 emissions.	Relevant GHG emissions are reported in our 2022-23 ESG Report - Planet, Key Performance Data Table. NOx, SOx, VOCs, PM, and HAP are not material to ManpowerGroup
Climate Change	<b>TCFD implementation</b> – Fully implement the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). If necessary, disclose a timeline of at most three years for full implementation.	We are aligned with the TCFD recommendations. In addition to setting a strong governance structure for climate oversight, our emission reduction targets have been verified by Science Based Targets Initiative (SBTi) and are in line with the 1.5C pathway. We are currently implementing our emission reduction roadmap, and are also working to conduct climate scenario analyses and develop a publicly facing climate transition plan.
Nature Loss	<b>Land use and ecological sensitivity</b> – Report the number and area (in hectares) of sites owned, leased or managed in or adjacent to protected areas and/or key biodiversity areas (KBA).	Land use, biodiversity, and conflict minerals are not material to ManpowerGroup.
Freshwater Availability	<b>Water consumption and withdrawal in water-stressed areas</b> – Report for operations where material: megalitres of water withdrawn, megalitres of water consumed and the percentage of each in regions with high or extremely high baseline water stress, according to WRI Aqueduct water risk atlas tool. Estimate and report the same information for the full value chain (upstream and downstream) where appropriate.	Total water consumption is reported in our 2022-23 ESG Report - Key Performance Data Table. ManpowerGroup has minimal water consumption, therefore water topics, such as wastewater discharge, water quality and high water stress areas, are not considered material to our business.
<b>People</b>		
Dignity and Equality	<b>Diversity and inclusion (%)</b> – Percentage of employees per employee category, by age group, gender and other indicators of diversity (e.g. ethnicity).	2022-23 ESG Report - People & Prosperity, Key Performance Data Table
	<b>Pay equality (%)</b> – Ratio of the basic salary and remuneration for each employee category by significant locations of operation for priority areas of equality: women to men, minor to major ethnic groups, and other relevant equality areas.	<a href="#">2020 ESG Report page 8</a>
	<b>Wage level (%)</b> 1. Ratios of standard entry level wage by gender compared to local minimum wage. 1. Ratio of the annual total compensation of the CEO to the median of the annual total compensation of all its employees, except the CEO.	ManpowerGroup complies with minimum wage laws in every jurisdiction in which we operate. We are subject to regulations that govern wage levels in many countries, as well as industry-level collective bargaining agreements in a few markets. We disclose CEO pay ratio in the <a href="#">2022 Annual Report Form 10-K</a> .
	<b>Risk for incidents of child, forced or compulsory labour</b> – An explanation of the operations and suppliers considered to have significant risk for incidents of child labour, forced or compulsory labour. Such risks could emerge in relation to: a. type of operation (such as manufacturing plant) and type of supplier; and b. countries or geographic areas with operations and suppliers considered at risk.	ManpowerGroup <a href="#">Human Rights Due Diligence Framework</a>

## Stakeholder Capitalism Metrics Disclosure Index

SCM Core Metrics & Disclosures		ManpowerGroup Reporting: Locations & Notes
Health and Well-being	<p><b>Health and safety (%)</b> – The number and rate of fatalities as a result of work-related injury; high-consequence work-related injuries (excluding fatalities); recordable work-related injuries; main types of work-related injury; and the number of hours worked.</p> <p>An explanation of how the organization facilitates workers' access to non-occupational medical and healthcare services, and the scope of access provided for employees and workers.</p>	2022-23 ESG Report - People & Prosperity, Key Performance Data Table ManpowerGroup offers health insurance to employees and associates in most jurisdictions where such benefits are not legally required. See <a href="#">2022 Annual Report Form 10-K</a> , page 9.
Skills for the Future	<p><b>Training provided (#, \$)</b> – Average hours of training per person that the organization's employees have undertaken during the reporting period, by gender and employee category (total number of hours of training provided to employees divided by the number of employees).</p> <p>Average training and development expenditure per full time employee (total cost of training provided to employees divided by the number of employees).</p>	2022-23 ESG Report - People & Prosperity, Key Performance Data Table
<b>Prosperity</b>		
Employment and Wealth Generation	<p><b>Absolute number and rate of employment</b></p> <ol style="list-style-type: none"> <li>Total number and rate of new employee hires during the reporting period, by age group, gender, other indicators of diversity and region.</li> <li>Total number and rate of employee turnover during the reporting period, by age group, gender, other indicators of diversity and region.</li> </ol>	2022-23 ESG Report - People & Prosperity, Key Performance Data Table
	<p><b>Economic contribution</b></p> <ol style="list-style-type: none"> <li>Direct economic value generated and distributed (EVG&amp;D), on an accruals basis, covering the basic components for the organization's global operations, ideally split out by: <ul style="list-style-type: none"> <li>• Revenues</li> <li>• Operating costs</li> <li>• Employee wages and benefits</li> <li>• Payments to providers of capital</li> <li>• Payments to government</li> <li>• Community investment</li> </ul> </li> <li>Financial assistance received from the government: total monetary value of financial assistance received by the organization from any government during the reporting period.</li> </ol>	2022-23 ESG Report - People & Prosperity, Key Performance Data Table <a href="#">2022 Annual Report Form 10-K</a> ManpowerGroup <a href="#">2020 Social Impact Report</a>
	<p><b>Financial investment contribution</b></p> <ol style="list-style-type: none"> <li>Total capital expenditures (CapEx) minus depreciation, supported by narrative to describe the company's investment strategy.</li> <li>Share buybacks plus dividend payments, supported by narrative to describe the company's strategy for returns of capital to shareholders.</li> </ol>	<a href="#">2022 Annual Report Form 10-K</a>
Innovation of Better Products and Services	<p><b>Total R&amp;D expenses (\$)</b> – Total costs related to research and development.</p>	<a href="#">2022 Annual Report Form 10-K</a>
Community and Social Vitality	<p><b>Total tax paid</b> – The total global tax borne by the company, including corporate income taxes, property taxes, non-creditable VAT and other sales taxes, employer-paid payroll taxes, and other taxes that constitute costs to the company, by category of taxes.</p>	<a href="#">2022 Annual Report Form 10-K</a>