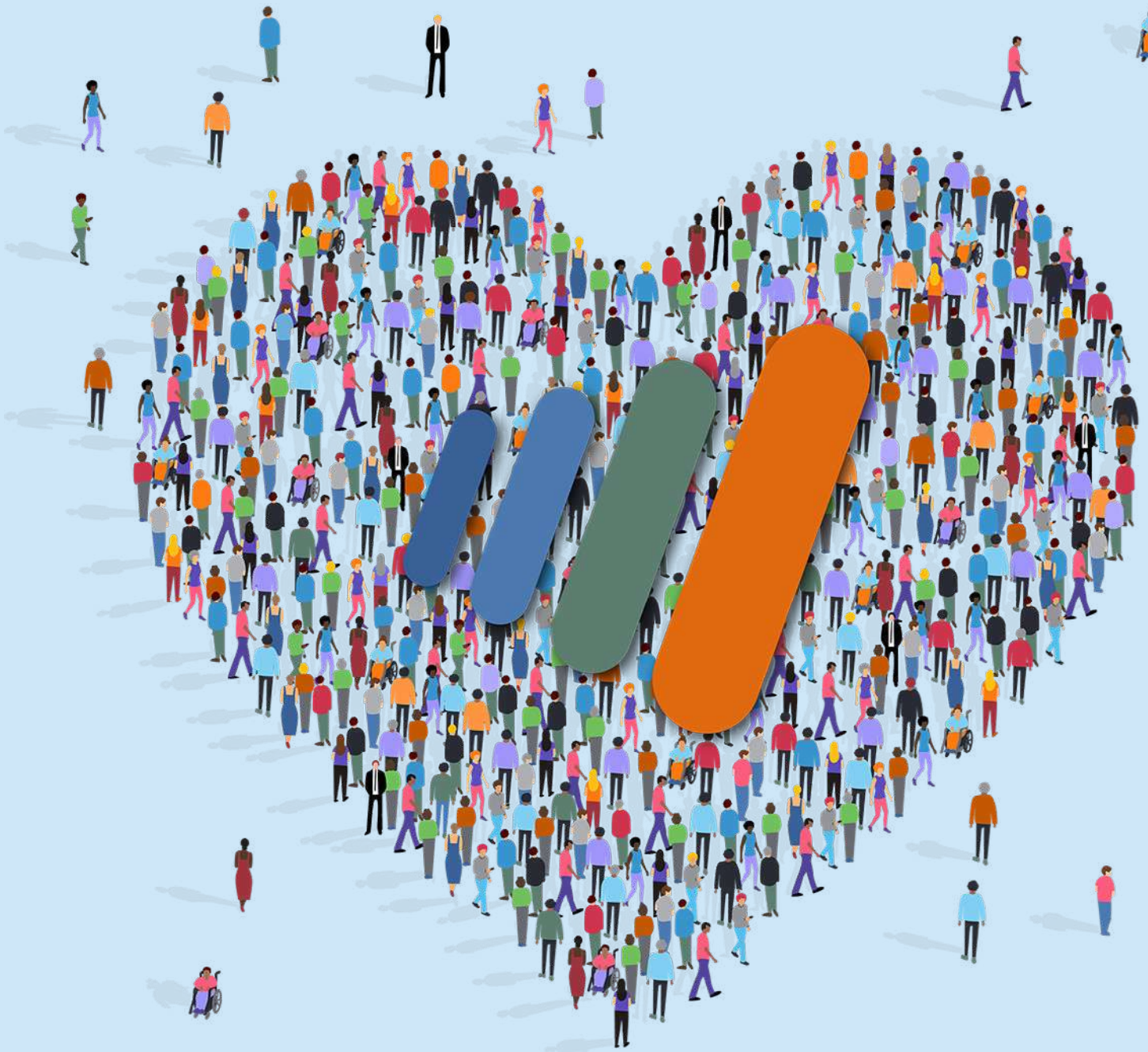


ManpowerGroup

Working to Change the World

2023-2024 ESG Report

Creating Global Impact, One Job At A Time

© 2024 ManpowerGroup. All Rights Reserved.

Explore Our ESG Report

Message From Our Leaders ____ 3-5

Creating Global Impact, One Job At A Time ____ 6-12

- Our Working to Change the World Plan ____ 7
- Our Brands. Our Breadth. ____ 8
- Stakeholder Engagement ____ 9-10
- Global Alignment & Collaboration ____ 11
- Partnerships Driving Impact at Scale ____ 12
- Awards and Recognition ____ 12

Planet ____ 13-19

- Our Climate Action Plan and 5 Levers ____ 15
- Our Progress ____ 16
- Our Stories ____ 17-19

People & Prosperity Plan ____ 20-28

- Our People & Prosperity Plan ____ 21-22
- Our Stories ____ 23-28

Principles of Governance ____ 29-35

Performance Data ____ 36-48

Message From Our Chairman & CEO

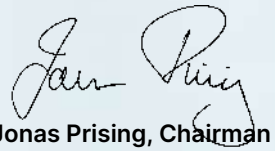
ManpowerGroup's purpose – that meaningful sustainable employment has the power to change the world - has never been more relevant or necessary. It drives our conviction that during the pivotal moment the world finds itself in – with advances in AI and transformative changes in the green agenda – we have a generational opportunity to build a global, connected, diverse workforce where everyone feels welcome and is encouraged to learn and grow.

We cannot underestimate the impact on work or workers of the transformative changes taking place in generative AI and the global green energy transition. We believe now is the time to take a human-centered approach to these – one that puts people first and shapes the future of work.

This year's *Working to Change the World* report tracks our progress in supporting People & Planet by building a skilled, global workforce to leverage innovation and emerging technologies for a better, greener tomorrow.

In its pages, you'll see how we are humanizing work in an increasingly digital world. We are working with under-represented communities to bring more people into the workforce while addressing acute talent shortages. We are upskilling the green workforce for tomorrow, while reducing our own emissions. And we are prioritizing mental health, equitable leadership and healthy work-life balance, to extend opportunity to all. We also underscore our commitment to diversity, equity, inclusion, and belonging to unlock under-represented talent pools. We are proud to extend these values within our company, to our clients, associates and the world.

This progress only happens thanks to the incredible efforts of our people, our valued clients and the millions of workers whose talents we deploy in meaningful and sustainable work. For all those people, I give my heartfelt thanks and encouragement to accelerate their efforts to build a better world through meaningful and sustainable work.



Jonas Prising, Chairman & CEO

A Message from Our Chief Sustainability Officer

Seventy-five years ago, our founder Elmer Winter didn't just launch a company. He launched a mission to help find the talent businesses needed to thrive and "be a tremendous instrument for good if in some way we can help make people employable."

It started in Milwaukee, WI, US with the purpose of finding work for women who were a surplus of talent as men returned from World War Two. And it scaled. More people into more jobs in more places across the US. And then to France, the UK and the rest of the world. Creating global impact, one job at a time.

Today, ManpowerGroup and our three global brands – Manpower, Experis and Talent Solutions – still carry that torch. Shining a light on talent. Improving people's employability and prosperity. And shaping the future of work for organizations and individuals that is greener and more digital.

We do this by embracing three key truths that guide the way we do business:

- Technology has the potential to be a net job creator, provided people have the right skills.
- Old skills can become new skills, often with a mere quarter-turn.
- It is possible to progress green strategies that support both People & Planet.

That is why we are committed to ensuring an equitable, people-centric and just transition throughout our value, chain aligned with the UN Guiding Principles on Business and Human Rights. And it is why we demand the highest standards of ourselves, set ambitious goals and commit to transparent reporting on progress not just pledges.

The theme of this year's report, *Creating Global Impact, One Job at a Time,* is testament to our past and our future. Because we believe that when we work with our people, our clients and partners that share our values, we are that tremendous force for good our founder imagined.

ESG is more than a reporting obligation. For ManpowerGroup, it is a framework to drive superior performance and deliver our *Working to Change the World Plan*. We invite you to join us.

Ruth Harper, Chief Sustainability Officer

2023 / 2024 Highlights

Planet

Recognized by **TIME Magazine as one of the World's Most Sustainable Companies** in 2024.

Direct emissions were reduced by 2% from 2022 to 2023 driven by an increase in renewable energy and electric vehicles.

Our Global **Headquarters in Milwaukee, Wisconsin** received Energy Star certification from the U.S. Environmental Protection Agency (EPA) and is now **100% powered by renewable electricity.**

On track for **43% of total electricity used by our facilities in the United States will be to be renewably sourced** by the end of 2024.

Reduced our gas powered fleet and **increased our EV fleet to more than 500**.

People & Prosperity

Our Executive Leadership Team now includes 30% women, 40% racially diverse and 70% non-US born members; and 32 women sit on our 95-person Global Leadership Team.

Working to train, develop and place up to 10M people into green jobs by 2030 to accelerate the green transition and support our clients' global sustainability initiatives.

Impacted nearly 30,000 refugees globally in 2023 (10,000+ in US, 20,000 in Europe), an 85% increase from 2022, advancing towards our **3-year goal of supporting 48,000 refugees.**

Experis Academy joined the ServiceNow RiseUp program and conducted its first bootcamp to **recruit, train and place candidates from across Europe in high-demand ServiceNow roles.**

More than 240,000 people across 12 countries are now learning new skills and developing in their careers thanks to **Manpower's MyPath platform.**

Young people in **ManpowerGroup's Not in Employment, Education or Training (NEET)** focused programs in Italy and France have offered 2,4000-hours of training across 16 skills tracks.

Principles of Governance

Recognized as **one of the World's Most Ethical Companies by Ethisphere for the 15th time.**

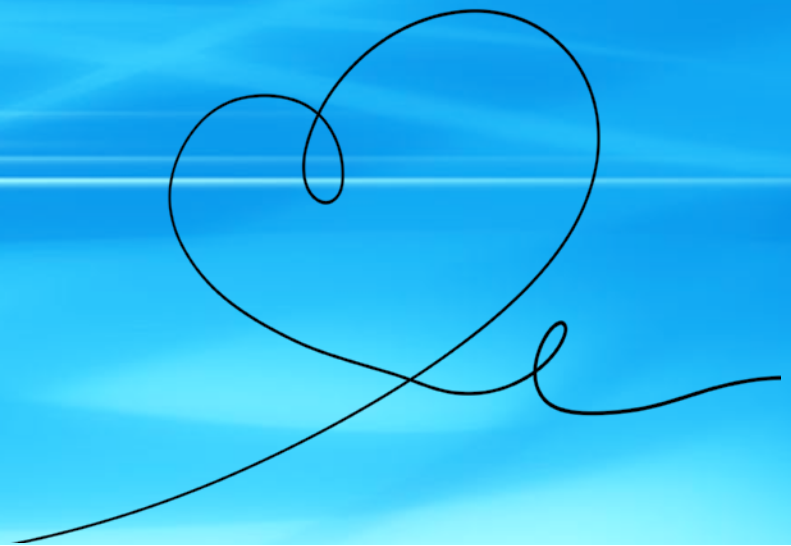
Achieved a Platinum medal in the 2023 EcoVadis assessment, improving from our previous gold rating and placing us in the top 1% of all rated companies worldwide, and earned new medals for 13 countries, expanding our EcoVadis coverage to 25+ countries overall.

Continued to update our **comprehensive ethical AI guidelines.**

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

CREATING GLOBAL IMPACT, ONE JOB AT A TIME

We are committed to scaling our efforts to bring meaningful and sustainable employment to people and communities around the world – *one job at a time*.



Our Working to Change the World Plan

Our *Working to Change the World Plan* - and its three pillars - is embedded in our business strategy – caring for the Planet, amplifying our impact on People & Prosperity, and adhering to strong Principles of Governance with new awareness and urgency.

Environmental (E)

Delivering on our 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

The 4th annual Working to Change the World Report includes data collected from January 1, 2023 to December 31, 2023 and examples of our strategy in action from 2023 and 2024.

Our Brands. Our Breadth.

Our family of global brands – Manpower, Experis and Talent Solutions – provides innovative workforce solutions to hundreds of thousands of organizations every year, while helping millions of people find meaningful, sustainable work. We know that clients today are seeking more specialized skills and more integrated, tech-enabled solutions to complex workforce challenges. The diversification of our brands and our global footprint enables us to capture new opportunities and pivot to meet growing demand for higher margin offerings to solve complex workforce challenges.

Manpower is a global leader in contingent staffing and permanent resourcing, providing companies with strategic and operational flexibility and creating talent at scale. Our Talent agents and specialized recruiters leverage data-driven insights to assess, guide and place people into meaningful, sustainable employment and our PowerSuite® tech platform enables assessment and matching to predict performance potential. Our Manpower MyPath® skilling program provides rapid skills development at scale with on-the-job training, market-based certifications and coaching for roles in growth sectors. More than 11,000 of our clients are actively engaged in Manpower MyPath across sectors including Engineering, Finance, Supply Chain and Life Sciences and over 240,000 Manpower associates have participated to date. Our latest campaign #huManpower is shining a light on talent across the world. www.manpower.com

Experis ManpowerGroup is the global leader in IT Professional Resourcing, Solutions and Services. Experis accelerates growth for organizations by attracting, assessing, and placing specialized technology talent into in-demand roles, delivering mission-critical projects that enhance the competitiveness of the organizations and the people we serve. Through Experis Academy, we provide intensive "business-ready" training and coaching to new graduates, as well as customized skills development to prepare existing employees for high-demand tech roles in Enterprise Applications, Business Transformation, Cloud and Infrastructure, and Digital Workspace. www.experis.com

Talent Solutions ManpowerGroup delivers integrated and data-driven workforce solutions to help clients more effectively attract, acquire, develop and retain qualified talent. Our best-in-class global offerings — RPO, TAPFIN-MSP and Right Management — are seamlessly integrated with our PowerSuite® HR tech stack to deliver workforce solutions that span the talent lifecycle across multiple countries at scale. www.mpgtalentsolutions.com

Photo: (Left) ManpowerGroup's strong and distinct brands were on display at the New York Stock Exchange in May.

Stakeholder Engagement

To truly create impact at scale, we must address the issues that are of most importance to our B2C and B2B stakeholders – our employees, associates and candidates, clients, partners, community and investors.

Our stakeholders are broad and our relationships deep. That's why we are always listening to their perspective, tracking what is important and taking action to make sustainable progress on the issues that matter most. That's how we create a ripple effect, driving impact at scale – one job at a time.

Through open dialog, we are committed to listening to the priorities of all our stakeholders to focus on the areas where we can have greatest impact. Throughout 2023 and 2024 we have been preparing to begin a Double Materiality Assessment process. This is how we listen to the priorities of our stakeholders and shape a future of work that works for all.

Engagement Channels

Employees

- Annual and pulse surveys
- Business resource groups
- European works councils
- All-employee townhalls
- Future Leader Program
- Accelerated Leader Program
- Right Coach Coaching

Associates & Candidates

- Experis Academies
- Manpower MyPath
- Net Promoter System
- Manpower App
- Assessment, coaching, mentorship and training

Clients

- Market insights
- Thought leadership
- Virtual and in-person events
- Account review meetings
- Audits and assessments
- Net Promoter System
- Exchange Events

Suppliers, Partners & Vendors

- Vendors aligned with our values and committed to good corporate citizenship
- Comprehensive onboarding process

Community & Society

- ManpowerGroup Foundations
- Global and national partners
- Community partners
- Global, regional and country associations
- Chambers of commerce
- Non-profit and NGO board seats
- Global engagement forums

Investors

- Annual proxy statements
- Annual and quarterly financial statement reporting
- Investor and analyst dialogue
- ESG assessments and ratings
- Quarterly earnings calls
- Year-in-review

Global Alignment & Collaboration

ManpowerGroup signed the United Nations Global Compact for Sustainability Principles in 2006 and has been a committed partner ever since. We have adopted the UN's 17 Sustainable Development Goals (SDGs), with particular emphasis on those we can impact most.

Photo: Ruth Harper (second from left) and Head of Global Strategic Communications & Partnerships, Emma Almond (far right), with Sanda Ojiambo (center) and members of her team.

In 2024, Sanda Ojiambo, CEO of the United Nations Global Compact and UN Assistant Secretary-General and her team visited ManpowerGroup's Milwaukee HQ to further our shared commitment and ongoing partnership to enhance global living and working conditions for all.

Partnerships Driving Impact at Scale

We recognize the importance of strong and lasting partnerships to address global issues in sustainable and scalable ways. From skilling millions of people around the world, to preparing the next generation of talent for growth jobs, our best work is done when we partner with others who share our vision and align with our purpose.

ManpowerGroup has partnered with the World Economic Forum for over twenty years. In 2024, our Davos delegation, led by Jonas Prising and Becky Frankiewicz, collaborated with global leaders to address workforce challenges, promote a people-first green transition, and champion business's role in "Rebuilding Trust."

We are pleased to convene business leaders to outline an action agenda to tackle inequality in the Business Council for Tackling Inequality's annual report. This year we are leading discussions on a *People-Centric Approach for the Just Transition* and advising companies on the development of green skills as part of our role the WBCSD Chief People Officer Network to enhance HR's role in corporate sustainability.

ManpowerGroup collaborates with the World Employment Confederation, shaping policies and programs for key industry issues. At this year's WEC conference in Lisbon, we joined job seekers, employers and policymakers from 32 nations to discuss equality, regulation and work access.

We've partnered with Junior Achievement for more than two decades across 21 markets, focusing on work readiness for Gen Z and our CEO Jonas Prising is the Global Chair of JA Worldwide. In 2024, we joined a 13-member JA Europe consortium to document and standardize in-demand soft skills as part of the EU-funded EmPass program and upskilled young people for green jobs in Italy and Spain.

Through our partnerships with TENT and Welcome.US, we connect refugees with training and sustainable employment opportunities. In partnership with Accenture, we collaborate with employers, resettlement agencies and NGOs to attract and hire refugees. Our efforts have positively impacted over 30,000 refugees globally through mentorship, upskilling, and job placement.

Awards & Recognitions

How others see us is important and we transparently share our data for external organizations to assess. The accolades and recognitions we receive are testament to the work of our talented teams around the world. Being recognized for these efforts by those we admire motivates us to do even more to scale our impact.

World's Most Sustainable Companies 2024, by Time Magazine

Recognized as one of the World's Most Sustainable Companies in 2024 for our commitments to climate action. Secured the 96th position among 500 ranked companies and emerged as the top performer in the workforce solutions industry.

CDP – B

Maintained a strong CDP (formerly Carbon Disclosure Project) score, receiving a B rating in 2023, which reflects our continued commitment to transparently disclosing our emission performance and our ongoing journey to net-zero.

World's Most Ethical 15th Time

Named one of the World's Most Ethical Companies for the 15th time – remaining the only company in our industry to be recognized for more than a decade for playing a critical role in driving positive change in societies and communities around the world.

EcoVadis – Global Platinum

Achieved a Platinum medal in the 2023 EcoVadis assessment, improving from our previous gold rating and placing us in the top 1% of all rated companies worldwide, and earned new medals for 13 countries, expanding our EcoVadis coverage to 25+ countries overall.

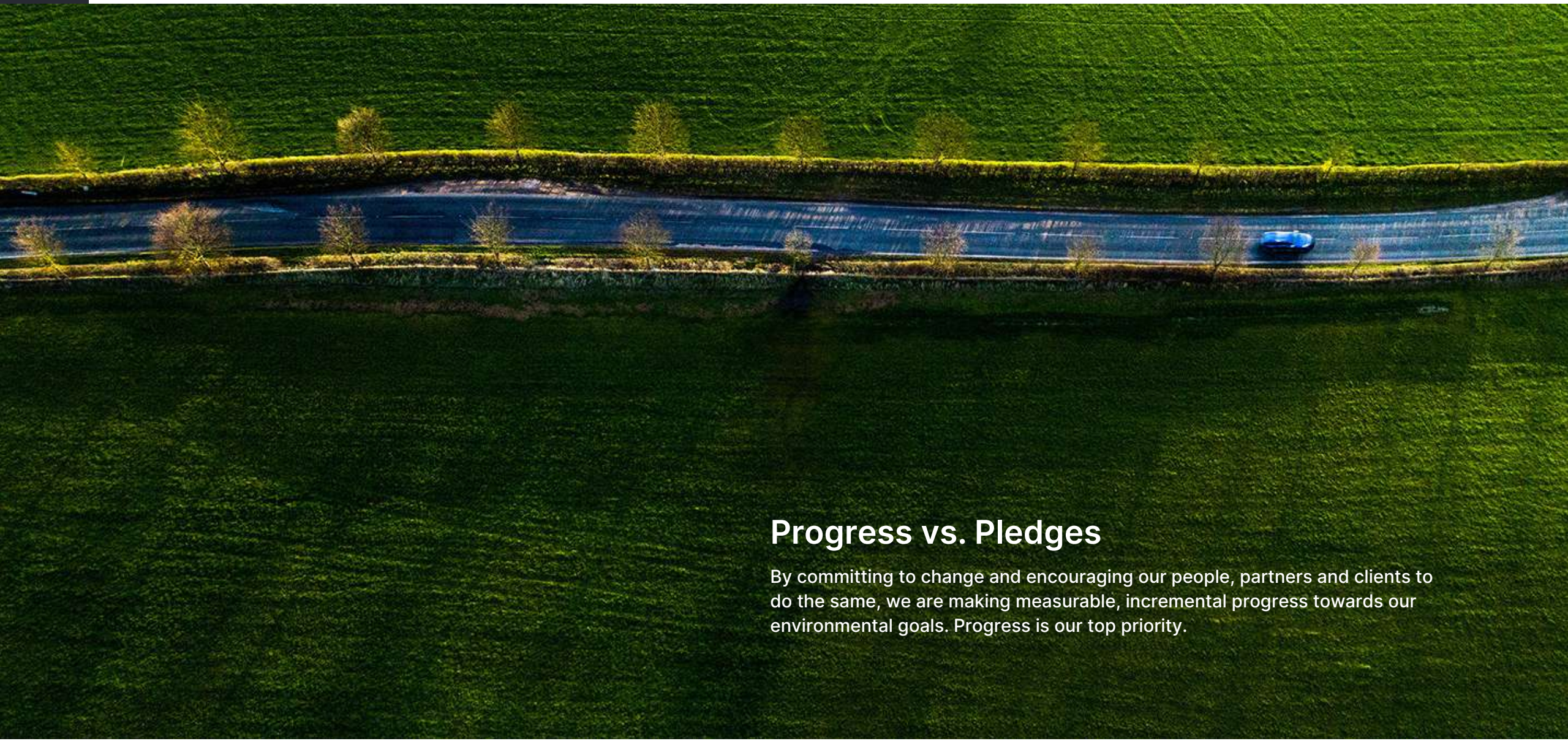
Photo: Chairman & CEO Jonas Prising (Right) and Chief Commercial Officer Becky Frankiewicz (left) share ManpowerGroup's perspective on a People First Green Transition and the World Economic Forum Annual Meeting in Davos, Switzerland

Planet

About our Environmental Mission

"We are proud to be the first in our industry to have our climate goals validated by the Science Based Target initiative (SBTi). Our Planet Leaders and teams around the world are taking decisive action to implement Climate Transition Plans across five key levers: increasing renewable energy use, decarbonizing our commutes, electrifying our fleet, promoting eco-responsible business travel, and scaling our impact throughout our supply chain."

-Natalie Lau, Director Global Sustainability Strategy & ESG Reporting



Progress vs. Pledges

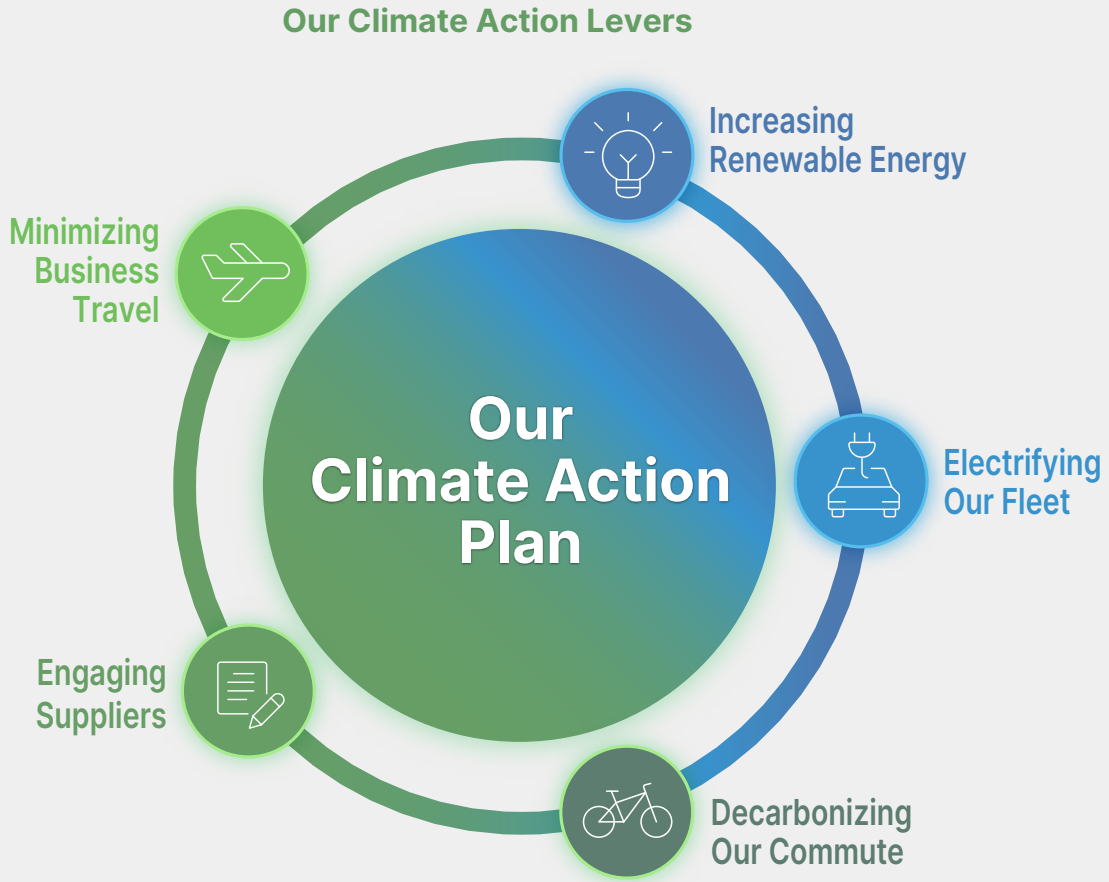
By committing to change and encouraging our people, partners and clients to do the same, we are making measurable, incremental progress towards our environmental goals. Progress is our top priority.

Our Climate Action Plan and Five Levers

Our Climate Action Plan focuses our efforts and initiatives on the five levers we have identified to deliver impact at scale.

Our 2030 emissions goals are validated by the Science Based Target initiative (SBTi) and aligned to the Paris Climate Agreement, reflecting our commitment to help limit global warming to 1.5°C.

This is part of our ambition to reach net-zero by 2045 or sooner.



We are Making Good Progress On Our Climate Action Plans

We have detailed climate roadmaps for our largest markets, accounting for 85% of our emissions. We are committed to shaping new practices and behaviors that enable us to manage our highest impact activities and achieve our goals.

ManpowerGroup has set Science-Based Targets to reduce absolute scope 1 and 2 GHG emissions 60% by 2030, reduce absolute scope 3 emissions 30% by 2030 – all part of our ambition to achieve Net Zero by 2045 or sooner.

Highlights by Scope:

Scope 1 & 2: Achieved overall reduction by 2% by shifting to more renewable energy sources.

Scope 3: Achieved overall reduction by 12%, primarily driven by a reduction in emission intensive capital expenditures, air travel reductions, and better supplier-specific data.

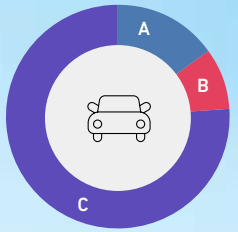
As we begin to implement the country roadmaps, which were introduced in 2023, we expect to see an acceleration in emission reduction progress across our five key pillars. For more information on how we will be reaching our near-term 2030 targets, please see our Climate Transition Plan that details our decarbonization roadmap.

See page 39 for methodology

Progress to Reduce Our Emissions

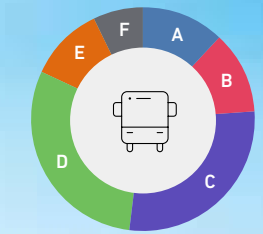
As a professional services company, our emissions are small compared to manufacturing, utilities – however we are committed to reducing by focusing on our major sources – office footprint, corporate travel, and shifting our fleets to EVs.

2023 GHG Emissions - by Scope



A | Scope 1 - 15%
B | Scope 2 - 9%
C | Scope 3 - 76%

2023 GHG Emissions - by Source



A | Office - 12%
B | Fleet - 12%
C | Purchased Goods & Services - 28%
D | Employee Commute - 30%
E | Business Travel - 11%
F | Other - 7%

Trending Absolute GHG Emissions (TCO2E)

	2019	2023	% change from 2019 baseline
Scope 1	21,499	19,682	-8%
Scope 2 (market-based)	22,096	11,280	-49%
Scope 3	285,375	98,719	-65%
Total	**328,970**	**129,681**	**-61%**

Increasing Renewable Energy

In addition to being LEED certified (LEED Gold NC 2009), our Global HQ in Milwaukee, WI, US is now 100% powered by electricity from renewable sources. In January 2023, we joined utility providers' ***Energy for Tomorrow*** program to source energy generated by wind, solar and other renewable sources, while also retrofitting the lighting in our 280,000 square foot headquarters to reduce consumption.

Installing LED lighting and occupancy sensor technology reduced lighting energy consumption by an estimated 65%, which helped reduce overall electricity consumption by 18% in just one year. These efficiency gains earned our Global HQ the Environmental Protection Agency's (EPA) Energy Star certification in 2024. Our building is now in the top 25% of HQ buildings across the US in terms of efficiencies.

We are always exploring how we can do more, especially in our largest markets

- The energy conservation measures implemented at our HQ in 1H 2024 are expected to reduce consumption by an estimated 336,640 kWh annually, and we are evaluating future updates to our building automation systems, equipment and operations.
- Our new France HQ in La Défense Paris, incorporates the latest design innovations to create a modern workspace that is as beautiful and functional as it is energy efficient.
- We are accelerating energy action across our global operations and have increased our global renewable electricity consumption by 27% since 2022.
- Our operations in Belgium, France, Germany, Japan, and the Netherlands now incorporate renewable electricity sourcing into their overall consumption plans.
- We are on track to convert 35 branch offices in the United States to renewable electricity this year. By the end of 2024, an estimated 43% of total US electricity consumption will be renewably sourced.

Electrifying Our Fleet

- We continue to convert our fleet to electric vehicles (EVs), focusing on countries with the largest fleet presence: the Netherlands, Belgium, the UK, Sweden, Germany, Italy, and France. In 2023 we added 152 EVs, growing our total EV fleet to 537 vehicles, while also removing 342 gas-powered vehicles from the road.
- The Netherlands has shrunk its overall fleet by 86% while continuing to transition their remaining fleet to electric vehicles. In Belgium, we added 29 new EVs in 2023, representing a 193% increase from 2022. We aim to transition 100% of our fleet in Netherlands, Belgium and the UK to energy efficient vehicles and to electrify most of our fleet in France, Italy and Germany by 2030.

@RebootYourCommute

Relocation of the French HQ making a dramatic impact on commuters

Jeremy biking to the London office

Fernanda from the Subway in Madrid

Poland's "Get On The Bike Challenge"

Maria Car Sharing in Spain

Sandra from a Train Station in Germany

Decarbonizing the Commute

- The relocation of our new France HQ in October 2023 to the more accessible La Défense area has made a dramatic impact on how employees commute to the office. In 2022, 70% of our employees commuted to the France HQ by car. In 2024, 68% of our employees changed their commute to utilize public transportation, biking or on foot.
- Overall emissions from employee commutes decreased by 3% in 2023, with more employees seeking greener modes of transportation. Germany and Italy both saw increases in train, metro and tram commuting and a reduction in total distances travelled – helping reduce commuting emissions.
- Earlier this year, teams in Germany and Poland launched the "Get On The Bike Challenge" to encourage more people to bike to work. The friendly competition between countries, to see which could ride the most miles, helped reinforce green commute behaviors, while providing a fun and healthy way for employees to get involved. Over 100 employees took "#GetOnTheBike Challenge", riding a total combined distance of 19,429 km.

Photos: (Above) Our colleagues around the world are rebooting their commutes by seeking greener modes of transportation, such as train, tram, bus, biking and walking.

Minimizing Business Travel

By emphasizing responsible travel initiatives and less air travel overall, we reduced business travel emissions by 20% last year. This is an encouraging trend, as our teams continue to embrace technology to collaborate and engage with clients in real-time. Our focus on reduction, efficiency, and cost-savings is creating global impact.

- **In the US, total travel emissions decreased by 4%.** A travel restriction during part of the year reduced air emissions by 12% year-over-year, while total distance traveled dropped by 38%.
- **A new travel policy adopted by Manpower and Experis brands in France** encourages employees to use trains for all travel under 300 km/round trip, with exceptions to be validated by a member of the leadership team.

Where business travel is still occurring, we have seen a switch from first/business class to economy and adoption of greener transport options, resulting in reduced emissions. We continue to embed greater consideration into why and how we travel in our decision-making.

Photos: Employees at our Global Headquarters and around the world partnered to reduce business travel by 20% last year. (Right) Our French team continues to make important inroads with its supplier engagement initiatives.

Engaging Suppliers

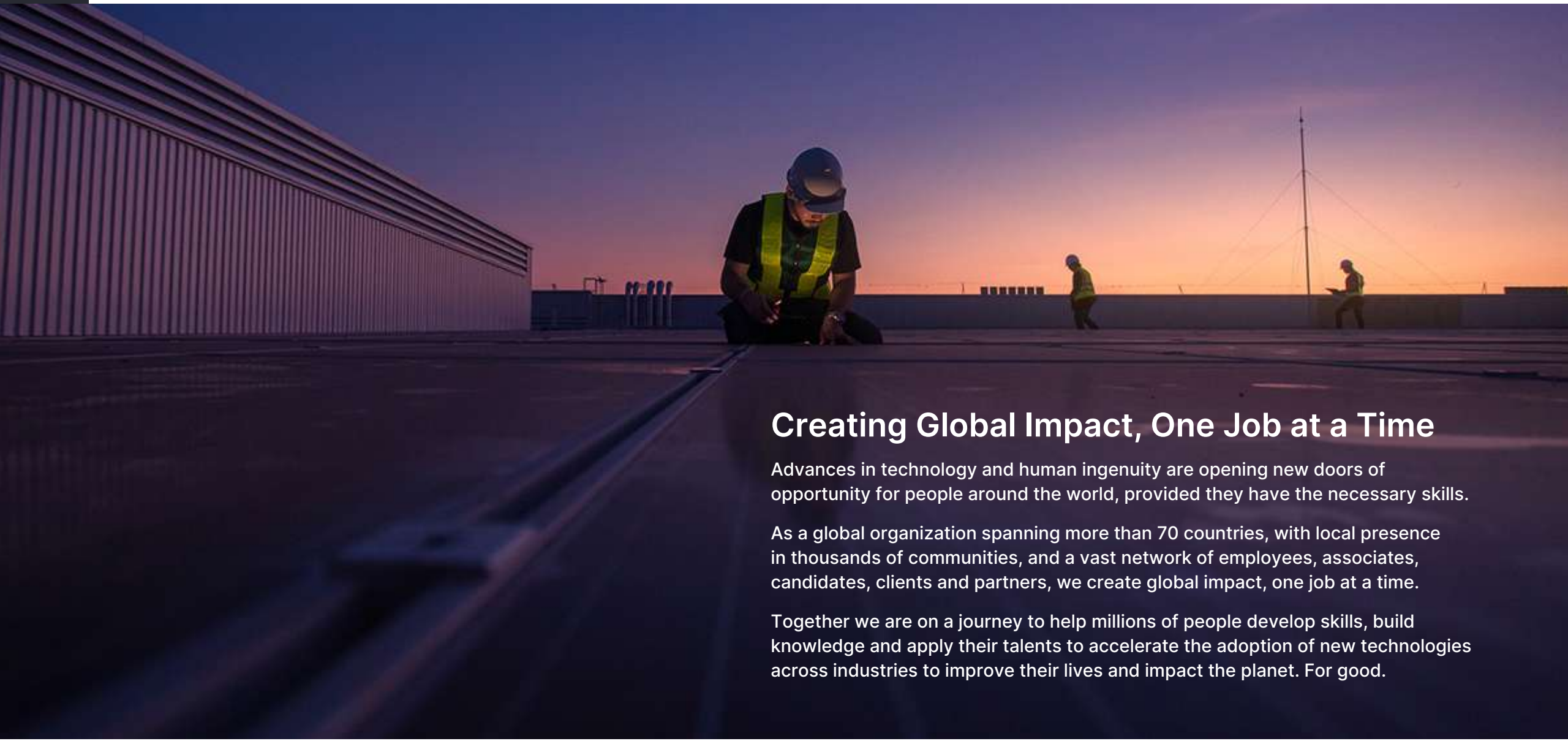
- Engaging with our suppliers is key to reducing our GHG footprint and reaching our 2030 goal to reduce our Scope 3 emissions by 30%.
- In 2023, we launched a supplier engagement pilot in three of our largest markets: France, the UK and the United States, to better understand emissions from our largest suppliers. The pilot gave us access to more accurate, supplier-specific data from top suppliers, decreasing our reliance on spend-based emissions estimates.
- We aim to scale this program to include more suppliers in more countries. Having access to accurate supplier-emissions data from an array of suppliers will help inform future collaborative efforts, as well as the development of a procurement roadmap to help our suppliers align with our emission reduction goals.

People & Prosperity

Creating Opportunity for All

We believe sustainable skills development must be open to all. We are committed to helping people from all backgrounds enter and excel in the workforce: addressing the talent shortage while building prosperity for individuals, families and their communities.

-Syneathia LaGrant, VP Talent & Development



Creating Global Impact, One Job at a Time

Advances in technology and human ingenuity are opening new doors of opportunity for people around the world, provided they have the necessary skills.

As a global organization spanning more than 70 countries, with local presence in thousands of communities, and a vast network of employees, associates, candidates, clients and partners, we create global impact, one job at a time.

Together we are on a journey to help millions of people develop skills, build knowledge and apply their talents to accelerate the adoption of new technologies across industries to improve their lives and impact the planet. For good.

People & Prosperity Plan

People and Talent are Core to Our Business

Our People & Prosperity approach is built around Creating Talent at Scale and providing Meaningful Work for everyone, everywhere.

This is how we define and develop the skills people and organizations need today, while predicting and preparing future skill sets: tech skills, green skills, human skills and more. We then scale skills training through our Manpower MyPath program, our Experis Academy and through our global partnerships.

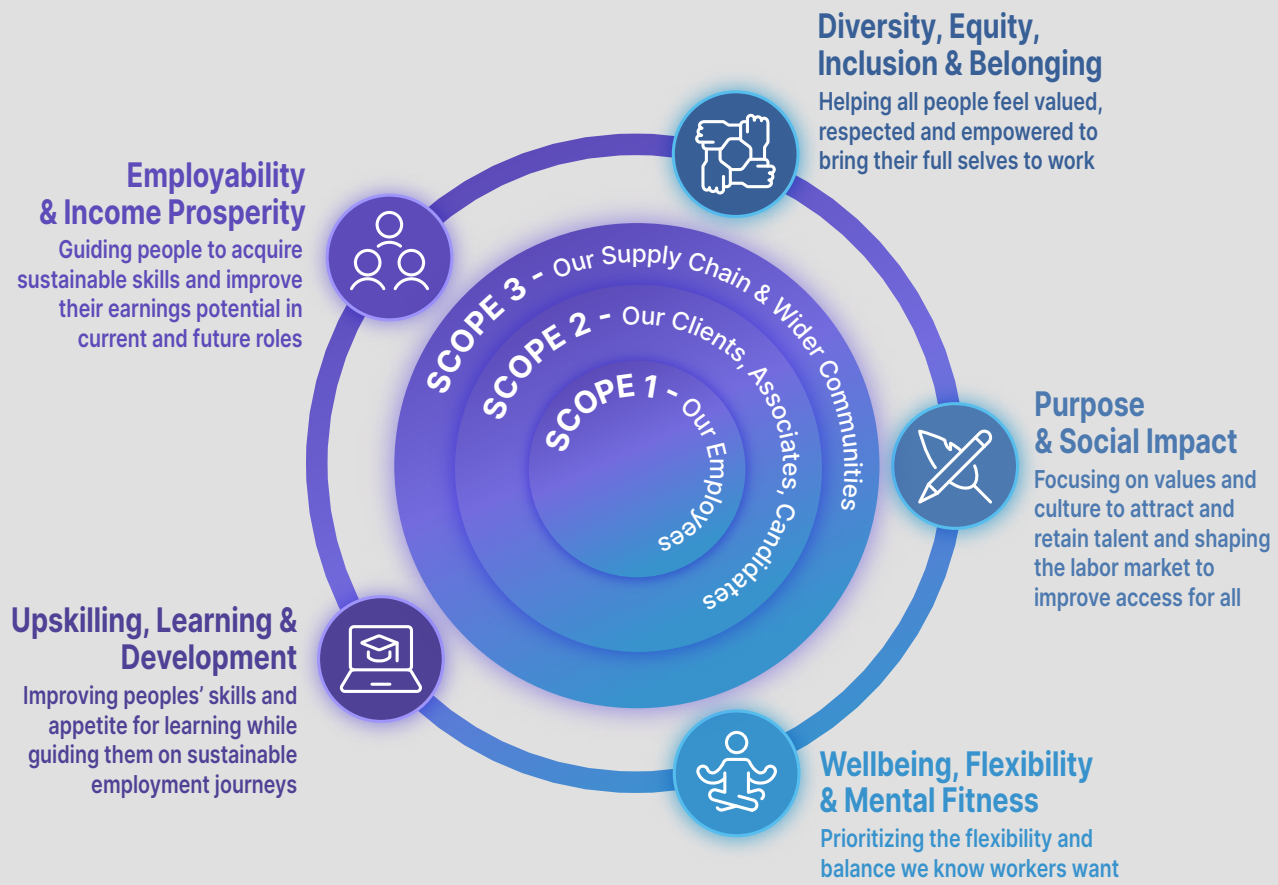
Our *Working to Change the World* report demonstrates this commitment and features examples of how we are opening the doors to meaningful work and prosperity for refugees, women, and young workers, as well as veterans, the disabled and vulnerable groups around the world.

To measure our progress, we have adopted a similar science-based approach to measuring emissions. 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 – Our Employees (30,000 in 70+ markets)
- SCOPE 2 – The millions of candidates and associates we assess, advise, guide and place every year, and the hundreds of thousands of clients we provide with talent and workforce solutions.
- SCOPE 3 – The partners whose values we share, the suppliers we hold to account and the communities we serve to improve prosperity for all.

Our People & Prosperity Levers

Creators of Talent at Scale & Meaningful Work for All



Helping All People Feel Valued

We believe all people deserve to feel safe, respected, and able to thrive in the workplace. Our Diversity, Equity, Inclusion, and Belonging (DEIB) commitment is making a positive impact on the culture of our organization and society at large.

Our primary focus, shared across every market, is to achieve gender parity at all levels of our organization. As of today:

- Women account for 65% of our global workforce.
- 33 women sit on our 90-person Global Leadership Team
- The composition of our Executive Leadership Team is 30% women, 40% racially diverse and 70% non-US born.

We also identify and pursue second dimension diversity opportunities within our local markets to create positive impact that aligns with community priorities such as:

- Expanding First Nations representation in Australia through the RE/D program
- Building support structures for people with disabilities in Japan
- Increasing LGBTQ+ visibility in the Netherlands
- Addressing age diversity in Spain

Photos: (Top) Women from our Board of Directors and Executive Leadership Team at the New York Stock Exchange. (Bottom) Our huManpower campaign shines a light on the unique skills, passion, and immense value our diverse people bring to the workforce – demonstrating the impact they are making in workplaces around the world.

Prioritizing the Flexibility and Balance Workers Want

When we are enabled to be our best selves, we can do our best work.

Feeling mentally well is the foundation for healthy relationships. We are intent on prioritizing balance and making it easy for people to ask for and receive help inside and outside of work.

Around the world, we are creating new and innovative programs that focus on the well-being of workers, and their families and communities.

Always-On Access To Mental Wellbeing

Living Well is a holistic health and well-being program developed by ManpowerGroup Australia that extends benefits from our partners BUPA and Sonder to all employees and their families. From day one on the job. Everyone can benefit from 24/7 access to mental health services, tools and medical professionals.

The program features the app-based wellness tool from Sonder that uses gentle digital 'nudges' to help people create and stick-to healthy habits like meditation and regular well checks; provides all employees access to on-site workshops and seminars from insurance provider Bupa, and integrates resources from Infinite Presence to ensure ManpowerGroup maintains a trained Mental Health First Aid Cohort to support mental health at work.

Employees already report improvements in our annual surveys thanks to Living Well.

"Living Well is how we walk the talk to promote a culture of belonging in which everyone values their own and others' wellbeing."

–Teresa Bakaouka, DEIB Lead, ManpowerGroup Australia

Creating A Working Mindset – People First

ManpowerGroup UK created Working Mindset, a pastoral program to help young employees (under 25) balance work and personal life to overcome feelings of isolation. The six-week program fosters a culture of openness through shared experiences, dialog and storytelling to encourage self-discovery, management and growth.

For its ability to promote understanding and trust among co-workers and create a more supportive workplace, Working Mindset received a Highly Commended designation at this year's Movement to Work Annual Award, a government program that recognizes employers who offer quality youth employability opportunities for those aged 16-30 facing barriers to work. The program is so popular that it is now offered to any ManpowerGroup UK employee, with plans underway to adapt and expand the program globally.

"Working Mindset helps our people develop a mental wellness toolbox that boosts confidence, builds resilience and creates connection and trust with their colleagues."

–Shelly Larsen-McHugh, Early in Careers Program Manager, ManpowerGroup UK

Improving People's Skills and Appetite for Learning

ManpowerGroup is committed to filling the green talent pipeline. We have set an ambitious goal to train, develop and place up to 10M people into green jobs by 2030. New workers will need new skills, while many existing workers can fill new green roles by updating their existing skills by a mere quarter turn. By addressing both, we can support the needs of established and emerging sectors to grow the market at speed and deliver global impact at scale.

Building and Filling the Green Talent Pipeline: ManpowerGroup and InnoEnergy

Our partnership with EIT InnoEnergy helps people build green skills to power the green transition. Together we help clients in Europe rapidly reskill valued employees and recruit additional green-skilled talent to meet their growing needs.

We have embedded our global workforce solutions expertise into InnoEnergy's green-skills intelligence and training programs to pursue our shared objective to upskill and train 800,000 people in the European battery value chain by 2025. Now, we can offer new and current workers access to 38 InnoEnergy certification programs in 10 languages.

The Impact of Upskilling

Magdalena Miszcak, the 50,000th person to complete the InnoEnergy Skills Institue battery technology training program, represents a new generation of leaders eager to make a difference in the world by pursuing green opportunities.

Magdalena holds a degree in Chemical Engineering from Wroclaw University of Science and Technology and was pursuing a master's degree when she entered the InnoEnergy Skills Institute to learn the electrical engineering aspects of battery performance, capacity, and use.

Magdalena now applies her Battery Management Systems certification, combined with her chemical engineering degree, to her daily work for Mercedes-Benz, Manufacturing, Poland.

Photo: (Above) Magdalena Miszcak in Poland became the 50,000th person to complete the InnoEnergy Skills Institue battery technology training program.

Guiding People to Acquire Sustainable Skills & Improve Their Earning Potential

Fast-growing industries have rapidly changing needs. We are expanding our global reach and resources to help workers master new skills, apply them effectively and repeat the cycle to outpace market demand.

Through our Manpower MyPath program, Experis Academies and our worldwide network of dedicated Talent Agents and recruiters, we mentor, coach and guide thousands of people to new opportunities and careers.

We also leverage technology and AI to make smart, fast decisions, debias recruiting, and expand our understanding of the world of work, so that those trained today remain employable for life.

RiseUp with servicenow | Creating New Opportunities for Sustainable Work

In 2023, ManpowerGroup became a Placement Partner for the ServiceNow RiseUp training program, to fill the global talent pipeline needed to support one of the world's fastest growing business software platforms.

Our Experis Academy ServiceNow training program uses focused recruitment, intense training, comprehensive placement services and on-going career support to meet specific client needs.

In January 2024, our first 12-week ServiceNow bootcamp kicked-off with candidates recruited from throughout Europe. Participants not only became proficient in ServiceNow, but also practiced soft skills required to succeed in a fast-paced service environment, like creative problem-solving, communication and critical thinking.

We are now scaling the Experis Academy ServiceNow model across Europe and the US.

MyPath – Where Prosperity and Inclusivity Converge

COMMUNICATOR ManpowerGroup

PRODUCER ManpowerGroup

TEAM PLAYER ManpowerGroup

ACHIEVER ManpowerGroup

PROBLEM SOLVER ManpowerGroup

LEARNER ManpowerGroup

Our Manpower MyPath program helps associates focus their skills development and training, and pursue opportunities in high-growth sectors like advanced manufacturing, information technology, supply chain and customer service.

For recruiters, MyPath provides insight into an individual's experiences, motivations, interests, talents and strengths. They can see possibilities, rather than limitations, and help people move up and earn more with accelerated training and coaching specifically designed to help them get that next great job.

Almost 36% of our current talent pool (more than 240,000 people) and nearly 13,000 clients across 12 markets have engaged with MyPath.

Our recently launched MPower Recruit training program connects MyPath and inclusive recruiting, training, and placement practices. More than 900 ManpowerGroup leaders have been certified, strengthening our culture of inclusiveness worldwide.

Shaping the Labor Market to Improve Access for All

Helping people access meaningful work has been our deeply rooted purpose for more than 75 years.

This includes serving vulnerable communities displaced by conflict, distanced from educational opportunities or marginalized by society.

Our investments in upskilling and reskilling programs and partnerships with global organizations help extend our reach and deliver access to meaningful work and new opportunities for all.

Scaling Impact Through Partnership with the Human Age Institute

- The ManpowerGroup Human Age Institute brings together public and private organizations to create the largest talent and social-sustainability platform in Spain. Together, we focus on five key areas to scale impact: Fair & Sustainable Employment, Learning & Development, Diversity & Inclusion, Well-being and Social Commitment.
- With more than 1,000 partner companies, including global enterprises like HP, CISCO, Fujitsu, Janssen, Samsung and Steelcase as well as leading universities and academic institutions, we are connecting underrepresented and overlooked groups with sustainable work throughout Europe.

The Human Age Institute has helped thousands of people understand and develop the soft- and hard-skills to last a lifetime.

Rethinking Digital With CISCO

- Rethinking Digital is a training and development program developed with CISCO to enhance the digital talent pool.
- More than 2,000 Rethinking Digitial Scholarships have been awarded since 2020, providing a vital resource for individuals to expand their professional credentials, search for a new technology job, or acquire up-to-date technology skills.

Supporting NEETS

- As part of its focus on making all young people employable, the Institute has emphasized reaching and supporting NEETS: young people currently not in education, employment or training.
- Human Age Institute-sponsored programs underway in Italy and France encompass 16 skills training and education tracks. Hundreds of young people have already participated in NEETS programs, accumulating more than 2,400 hours of training.

The Power of Paying it Forward: Olesia and Esmat

Through our work with the TENT Partnership and Welcome.US, ManpowerGroup has committed to helping tens of thousands of refugees find meaningful work. For people uprooted from home and community, work can provide peace of mind, security, connection, and the opportunity to contribute to their new community.

Olesia Belko and Esmat Gulistani are central to our refugee efforts, serving as advocates and allies to their communities as they pay it forward.

Esmat fled Afghanistan as a child, returning as an adult to work alongside international organizations to rebuild his country. In 2016, he was relocated to the United States under a Special Immigrant Visa.

"Even though I had worked with Americans for 15 years, America was not just a different country. It was a different planet," explains Esmat.

In February 2022, Olesia was a young professional in Ukraine when war arrived at her doorstep. She packed some belongings and joined tens of thousands of fellow refugees at the border.

Olesia eventually arrived in Amsterdam where her English fluency helped her navigate society and find work. When she was introduced to ManpowerGroup, she found even more. "From the beginning, I really wanted to help other people from my country."

Today, as a CORE Recruiter for ManpowerGroup Netherlands, Olesia connects displaced Ukrainians to new opportunity. She also shares her experience with business leaders to promote understanding and foster support for refugees everywhere.

"Every month almost 100,000 Ukrainians become refugees like me. I want to do all I can to help them feel connected, find a community and make a home until they can return home."

Esmat, like many refugees in America, found that his professional experience didn't translate to immediate opportunity. So, he worked as a security guard, security analyst and even a long-haul truck driver during the COVID pandemic.

He also volunteered as a refugee advocate at job fairs and conferences, where he saw ManpowerGroup's presence and its commitment to the refugee community.

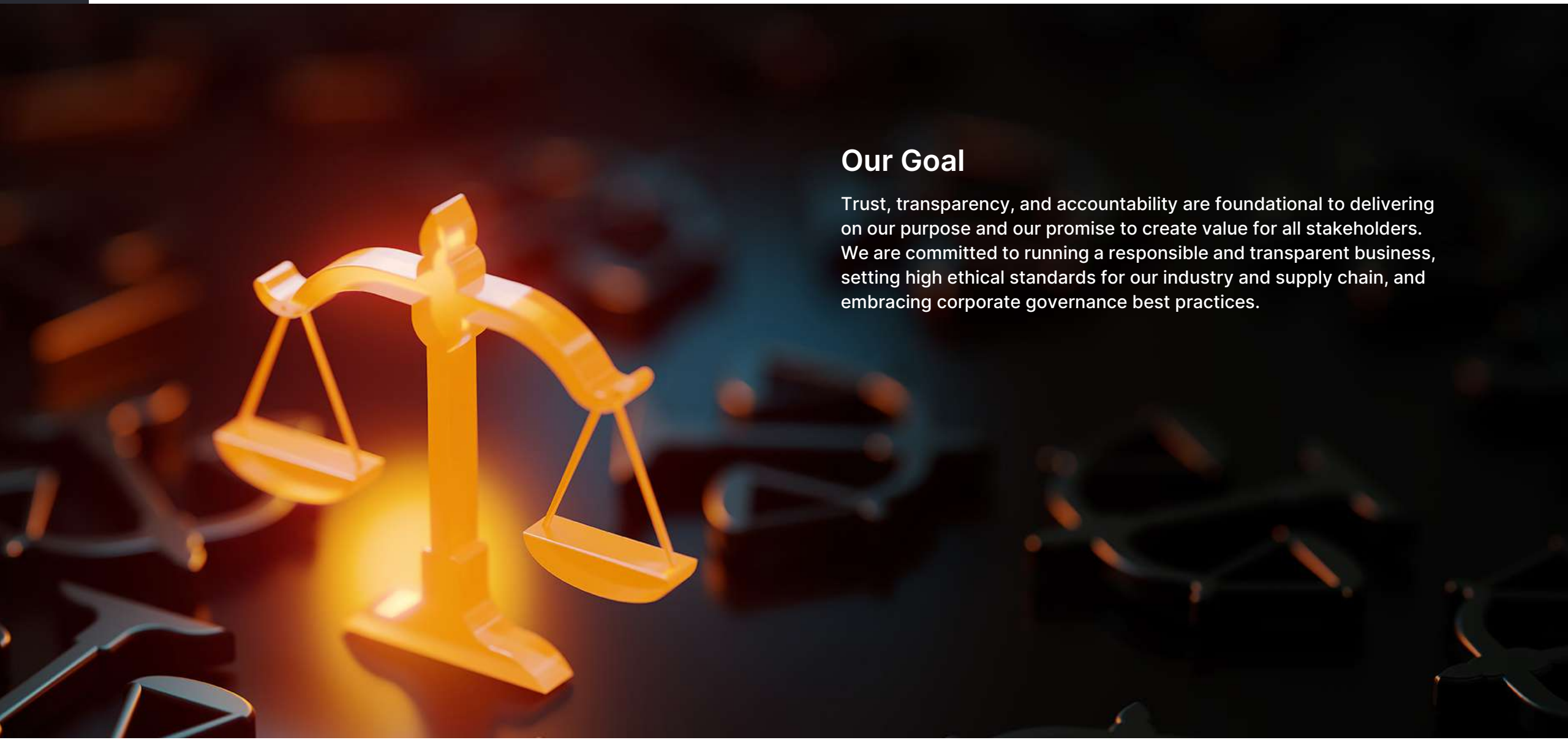
Now a Community Mobilizer and I&D Sourcing Specialist for ManpowerGroup US, Esmat applies his personal experience to shape how we engage with, train and support refugees.

"As a refugee, you know you stand out," explains Esmat. "As a company, we recognize that challenging social dynamic, and work hard to build trust with people who feel out of place and vulnerable. Trust builds hope. Hope leads to help."

Photos: (Above) In our efforts to help tens of thousands of refugees find meaningful work, Esmat Gulistani applies his first-hand experience to shape how we engage with, train and support them in their career journeys. Olesia and colleague Jeffrey van Meerkerk join an event the US Embassy The Hague organized by the Tent Partnership for Refugees and the Dutch American Chamber of Commerce, Inc.

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

Information Security & Data Privacy
Protecting and respecting the information entrusted to us and ensuring trust and transparency with all of our stakeholders

Risk Management
Leveraging a process to evaluate and mitigate potential risks to our business

Stakeholder Engagement & Recognition
Engaging with our stakeholders to understand expectations around the most material issues to our business

Ethics & Integrity
Advocating for responsible business conduct across our global network

Corporate Governance
Embracing corporate governance best practices to promote good decision-making

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 of 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 regularly.

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 Audit Advisory Services 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 2024 we will submit our climate risk disclosure in our CDP response for the 14th 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.

Our AI New Projects Review Committee will issue an updated version of our comprehensive AI 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 42% 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. Our General Counsel for Northern Europe is 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

MCSI ESG Rated A Leader Status

Earned a platinum medal at the global level and gained new medals for 13 countries in 2023, extending our EcoVadis presence to 25+ countries

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

Received a B rating in CDP's climate questionnaire, affirming our dedication to emissions disclosure and our path to net zero.

Named to TIME's list of the World's Most Sustainable Companies for 2024, ranking 96th among 500 companies and the leading performer in our industry)

People & Prosperity

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

America's Most Responsible Company 2023 and 2024

One of the World's Most Ethical Companies for the 15th time – more than any organization in the industry

Named America's Best Large Employers and Best Recruiting and Staffing Firms in 2023

Received a perfect score on the Corporate Equality Index for the eight consecutive year

Principles of Governance

ManpowerGroup leaders named to Staffing Industry Analysts 2023 Staffing 100 Europe, 2024 Staffing 100 North America & Latin America

ManpowerGroup Talent Solutions named global RPO leader by Everest Group for 14th 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 2023

Manpower named a Global Leader and Star Performer in Everest Group's PEAK Matrix® Assessment 2023

KPIs & Disclosures

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

ManpowerGroup 2023 Key Performance Indicators

Unless otherwise noted, data represents 100% of worldwide operations

Employee Demographics

Employees worldwide, full-time equivalent (FTE)	27,900
Employees represented by unions, works councils and/or collective bargaining agreements	58%

Global Workforce Breakout

By Region		By Age Bracket		By Level	
Americas	30%	18-35	39%	Senior Leadership	0.3%
Asia Pacific & Middle East	17%	36-49	40%	Leadership	3%
Northern Europe	22%	50+	21%	Field & Functional Management	20%
Southern Europe	31%			Individual Contributor	77%

Global Workforce - Female Representation

	2021	2022	2023
Global Leadership	33%	33%	34%
All management roles	54%	57%	57%
All levels of the organization	59%	61%	61%
New hires[1]	58%	57%	56%
Promotions[1]	66%	69%	74%

Culture & Capabilities

	2021	2022	2023
Employee Engagement Index score[2]	65%	65%	71%
Total investment in employee development (million $USD)[1]	$12	$15	$17
Average hours in training & development per FTE[3]	18	16	18
Employees participating in training & development programs[1]	100%	100%	100%
Positions filled through internal promotions[1, 4]	47%	54%	52%
Total turnover – at all levels[1, 5]	25%	32%	29%
Voluntary turnover – at all levels[1, 5]	18%	23%	19%
Total turnover– management level and above[1, 4]	16%	18%	19%
Voluntary turnover – management level and above[1, 4]	10%	13%	11%

Health & Safety Performance Indicators

	2021	2022	2023
Markets with health & safety certification (% worldwide revenues)[6]	46%	43%	47%
Employee absentee rate (unplanned absences as a precentage of total scheduled work days)[7]	5	2	3
Employee recordable incident rate (number of recordable incidents among employees per million hours worked)[1, 8]	2	3	5
Employee lost-time incident rate (number of lost-time injury events among employees per million hours worked)[1, 9]	1	1	2
Associate recordable incident rate (number of recordable injury events among associates on assignment per million hours worked)[10]	22	22	18
Associate lost-time incident rate (number of lost-time injury events among associates on assignment per million hours worked)[10]	18	18	15

ManpowerGroup 2023 Key Performance Indicators

Social Impact Investment

	2021	2022	2023
Investment in associate training (million $USD)[1]	$77.5	$56.4	$49.0
Associates participated in skills training & development programs[1]	190,384	174,013	233,131

Trust & Transparency

	2021	2022	2023
Employees trained on ethics policies[11]	100%	100%	100%
Client Net Promoter Score[12]	37	45	41
Associate Net Promoter Score[13]	51	50	52
Number of countries assessed by EcoVadis[14]	24	24	25
Percentage of business represented by assessed countries[14]	80%	87%	88%
Percentage of key markets assessed by EcoVadis[14]	81%	91%	92%

Environmental Performance

	2021	2022	2023
Markets with ISO14001 certification (% worldwide revenues)[6]	24%	23%	23%
Total energy consumption (MWh)	102,967	127,144	135,237
Non-renewable energy consumption (MWh)	85,401	115,671	120,488
Renewable energy consumption (MWh)	17,567	11,474	14,749
Percentage of energy from renewable sources in key markets[4]	45%	32%	43%
Direct operational (Scope 1) GHG emissions (tCO2e)	18,608	19,359	19,682
Indirect operational (Scope 2 location-based) GHG emissions (tCO2e)	9,076	11,540	12,268
Indirect operational (Scope 2 market-based) GHG emissions (tCO2e)	7,844	12,280	11,280
Indirect value chain (Scope 3) GHG emissions (tCO2e)[15]	157,125	112,483	98,719
Scope 1 + 2 (market-based) emissions per $million revenue	1.28	1.60	1.64
Scope 1 + 2 (market-based) emissions per FTE	0.88	1.02	1.11
Water consumption (MIO m3)	0.26	0.36	0.29
Total waste generated (t)[16]	554	2,997	3,647
Percentage of waste recycled	36%	47%	60%

ManpowerGroup 2023 Key Performance Indicators

Notes on Performance Data

1. In key markets representing approximately 80% of worldwide employee population and revenues.
2. Our new all-employee survey, "Amplify Your Voice", uses a new format to measure employee engagement: 1-5 scores are expressed as a percentage, based on the average response. Prior year data is measured based on the percentage of employees responding favorably to all Index indicators on the ManpowerGroup Annual People Survey (MAPS). 2023 data is therefore not comparable to prior years.
3. Includes online training hours via PowerYou platform and time spent on annual ethics and data privacy training by all employees worldwide
4. For management and leadership levels.
5. 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.
6. Percentage of worldwide revenues in countries with certified management systems.
7. 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 12. 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.
8. 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 13 events per million hours worked.
9. 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 rates vary widely between countries.
10. Aggregated from data reported by key markets representing approximately 70% of associates on assignment.
11. 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.
12. Weighted average of Manpower & Experis client NPS in key markets.
13. Weighted average of Manpower associate & Experis professional NPS in key markets.
14. This represents the cumulative total of countries that have undergone an EcoVadis assessment in the past and is not the number of assessments within a particular year.
15. Scope 3 includes indirect impacts from office and fleet energy use, business travel, employee commutes and estimated work-from-home emissions. Rebaseline is in progress to support comparability of data.
16. Hazardous waste is not applicable for our business.

GHG Emissions - Methodology

- Data is collected across 16 key markets that collectively represent more than 85% of ManpowerGroup global revenue. 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.
- We continue to advance our methodology to align to best practice. This year we advanced our market-based residual emissions factors and have begun collecting supplier-specific emissions data to move away from spend calculations. Where we are still using spend calculations, we have also seen the CEDA emission factor for furniture reduce due to more accurate source information.
- We recognize the need for comparable data to show meaningful progress towards our emissions goals. We are therefore looking to re-baseline in the near future to reflect new methodology advancements and ensure we properly demonstrate our progress-to-date.

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.

Statement of Use	ManpowerGroup Inc. has reported the information cited in this GRI content index for the period January 1, 2023 - December 31, 2023 with reference to the GRI Standards.
GRI 1 Used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	None

GRI Indicators		ManpowerGroup
GRI 2: General Disclosures 2021		
2-1	Organizational details	2023 Annual Report Form 10-K ManpowerGroup Subsidiaries and Affiliates
2-2	Entities included in the organization's sustainability reporting	2023 Annual Report Form 10-K 2024 CDP Report
2-3	Reporting period, frequency and contact point	Data is reported annually. Performance indicator data is reported for the 2023 calendar year. All other information is inclusive of activities up to the date of publishing, September 2024. Contact: Natalie Lau, Global Director of ESG at Natalie.Lau@manpowergroup.com
2-4	Restatements of information	2022-23 ESG Report - Planet 2024 CDP Report
2-5	External assurance	Financial reporting has been assured by an external auditor.
2-6	Activities, value chain and other business relationships	2023 Annual Report Form 10-K ManpowerGroup ESG Perspectives - Sourcing and Supply Chain
2-7	Employees	2023-24 ESG Report - Key Performance Data Table 2023 Annual Report Form 10-K
2-9	Governance structure and composition	2023-24 ESG Report - Corporate Governance

GRI Disclosure Index

GRI Indicators		ManpowerGroup Reporting
2-13	Delegation of responsibility for managing impacts	2023-24 ESG Report - Corporate Governance
2-22	Statement on sustainable development strategy	2023-24 ESG Report - Message From Our Leaders
2-23	Policy commitments	Code of Business Conduct and Ethics ManpowerGroup Human Rights Policy
2-24	Embedding policy commitments	Code of Business Conduct and Ethics ManpowerGroup Human Rights Policy ManpowerGroup ESG Perspectives - Human Rights ManpowerGroup Supply Chain Business Partner Policy
2-26	Mechanisms for seeking advice and raising concerns	Business Ethics Hotline
2-28	Membership associations	2023-24 ESG Report - Global Alignment & Collaboration
2-29	Approach to stakeholder engagement	2023-24 ESG Report - Stakeholder Engagement
GRI 3: Material Topics 2021		
3-1	Process to determine material topics	2023-24 ESG Report - Stakeholder Engagement
3-2	List of material topics	2023-24 ESG Report - Stakeholder Engagement
3-3	Management of material topics	Management approach for each material topic is included within each of ManpowerGroup's ESG Perspectives which can be found at the bottom of our Sustainability Reports and Policies page.
GRI 201: Economic Performance 2016		
201-1	Direct economic value generated and distributed	2023 Annual Report Form 10-K
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.
GRI 203: Indirect Economic Impacts 2016		
203-2	Significant indirect economic impacts	2023-24 ESG Report - People & Prosperity ManpowerGroup ESG Perspectives - Human Rights and Human Capital

GRI Disclosure Index

GRI Indicators		ManpowerGroup Reporting
GRI 205: Anti-Corruption 2016		
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	2023-24 ESG Report - Principles of Governance, Key Performance Data Table ManpowerGroup ESG Perspectives - Ethics
205-3	Confirmed incidents of corruption and actions taken	In 2023, there were no confirmed incidents of corruption.
GRI 302: Energy 2016		
302-1	Energy consumption within the organization	2023-24 ESG Report - Planet, Key Performance Data Table
302-3	Energy intensity	2023-24 ESG Report - Planet, Key Performance Data Table
302-4	Reduction of energy consumption	2023-24 ESG Report - Planet, Key Performance Data Table
GRI 305: Emissions 2016		
305-1	Direct (Scope 1) GHG emissions	2023-24 ESG Report - Planet, Key Performance Data Table
305-2	Energy indirect (Scope 2) GHG emissions	2023-24 ESG Report - Planet, Key Performance Data Table
305-3	Other indirect (Scope 3) GHG emissions	2023-24 ESG Report - Planet, Key Performance Data Table
305-4	GHG emissions intensity	2023-24 ESG Report - Planet, Key Performance Data Table
305-5	Reduction of GHG emissions	2023-24 ESG Report - Planet, Key Performance Data Table
GRI 401: Employment 2016		
401-1	Employee hires and turnover	2023-24 ESG Report - People & Prosperity, Key Performance Data Table
401-3	Parental leave	ManpowerGroup ESG Perspectives - Health and Safety
	Employee engagement	2023-24 ESG Report - People & Prosperity, Key Performance Data Table

GRI Disclosure Index

GRI Indicators		ManpowerGroup Reporting
GRI 403: Occupational Health and Safety 2018		
403-1	Operational health and safety management system	ManpowerGroup ESG Perspectives - Health and Safety
403-2	Hazard identification and risk assessment	ManpowerGroup ESG Perspectives - Health and Safety
403-5	Worker training and health and safety	ManpowerGroup ESG Perspectives - Health and Safety
403-6	Promotion of employee health	2023-24 ESG Report - People & Prosperity, Key Performance Data Table ManpowerGroup ESG Perspectives - Health and Safety
403-7	Prevention and mitigation of occupational health and safety impacts directly related to business relationships	ManpowerGroup ESG Perspectives - Health and Safety
403-9	Work-related injuries	2023-24 ESG Report - People & Prosperity, Key Performance Data Table
GRI 404: Training and Education 2016		
404-1	Average hours of training per year per employee	2023-24 ESG Report - People & Prosperity, Key Performance Data Table
404-2	Programs for upskilling and career management	2023-24 ESG Report - People & Prosperity, Key Performance Data Table
GRI 405: Diversity and Equal Opportunity 2016		
405-1	Diversity of governance bodies and employees	2023-24 ESG Report - People & Prosperity, Key Performance Data Table 2023 Annual Report Form 10-K 2024 Proxy Statement
405-2	Ration of remuneration of women to men	ManpowerGroup ESG Perspectives - Diversity, Equity, Inclusion and Belonging
GRI 406: Nondiscrimination 2016		
406-1	Incidents of discrimination and corrective actions taken	As stated in our Code of Business Conduct and Ethics, 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 Ethics Hotline are reported to the Audit Committee of the Board of Directors. We do not require employees to take sexual harassment claims to private arbitration.

GRI Disclosure Index

GRI Indicators		ManpowerGroup Reporting
GRI 413: Local Communities 2016		
413-1	Operations with local community engagement and development programs	2022-23 ESG Report - People & Prosperity ManpowerGroup ESG Perspectives - Human Rights and Human Capital
GRI 415: Public Policy 2016		
415-1	Political contributions	The use of company funds for political contributions is strictly prohibited by the ManpowerGroup Code of Business Conduct and Ethics. In 2023 ManpowerGroup did not make any political contributions.
GRI 418: Customer Privacy 2016		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	2023 Annual Report Form 10-K

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 2023-12.

Accounting Metrics		ManpowerGroup Reporting
Data Security		
SV-PS-230a.1	Description of approach to identifying and addressing data security risks	2023-24 ESG Report - Principles of Governance
SV-PS-230a.2	Description of policies and practices relating to collection, usage, and retention of customer information	ManpowerGroup Global Privacy Note
SV-PS-230a.3	(1) Number of data breaches, (2) percentage that (a) involve customers' confidential business information and (b) are personal data breaches, (3) number of (a) customers and (b) individuals affected	Any Material data security breaches would be disclosed in our 2023 Annual Report on Form 10-K. In 2023, we had no material data security breaches and no client data has been affected.
Workforce Diversity & Engagement		
SV-PS-330a.1	Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management, and (c) all other employees	2023-24 ESG Report - People & Prosperity, Key Performance Data Table
SV-PS-330a.2	(1) Voluntary and (2) involuntary turnover rate for employees	2023-24 ESG Report - People & Prosperity, Key Performance Data Table
SV-PS-330a.3	Employee engagement as a percentage	2023-24 ESG Report - People & Prosperity, Key Performance Data Table
Professional Integrity		
SV-PS-510a.1	Description of approach to ensuring professional integrity	2023-24 ESG Report - Principles of Governance ManpowerGroup ESG Perspectives - Ethics
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 2023 Annual Report on Form 10-K. In 2023, we had no material monetary losses as a result of legal proceedings associated with professional integrity.
Activity Metrics		
SV-PS-000.A	Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract	We had approximately 27,900 full-time equivalent employees as of December 31, 2023. 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
Principles of Governance		
Governing Purpose	**Setting purpose –** 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.	2023-24 ESG Report - Our Working to Change the World Plan 2024 Proxy Statement 2023-24 ESG Report - Message From Our Leaders
Quality of Governing Body	**Governance body composition –** 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.	2024 Proxy Statement
Stakeholder Engagement	**Material issues impacting stakeholders –** 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.	2023-24 ESG Report - Global Alignment & Collaboration 2023-24 ESG Report - Stakeholder Engagement
Ethical Behavior	**Anti-corruption** 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. otal 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.	2023-24 ESG Report - Ethics & Integrity, Key Performance Data Table ManpowerGroup Anti-Corruption Policy
	Protected ethics advance and reporting mechanisms – 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.	2023-24 ESG Report - Ethics & Integrity Business Ethics Hotline
Risk and Opportunity Oversight	**Integrating risk and opportunity into business process –** 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.	2023 Annual Report Form 10-K

Stakeholder Capitalism Metrics Disclosure Index

SCM Core Metrics & Disclosures		ManpowerGroup Reporting: Locations & Notes
Planet		
Climate Change	**Greenhouse gas (GHG) emissions –** 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 2023-24 ESG Report - Planet, Key Performance Data Table. NOx, SOx, VOCs, PM, and HAP are not material to ManpowerGroup.
	TCFD implementation – 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 as shown through our recently published Climate Transition Plan.
Nature Loss	**Land use and ecological sensitivity –** 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	**Water consumption and withdrawl in water-stressed areas –** 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 2023-24 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.
People		
Dignity and Equality	**Diversity and inclusion (%) –** 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
	Pay equality (%) – 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.	ManpowerGroup ESG Perspectives - Diversity, Equity, Inclusion and Belonging
	Wage level (%) 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 2023 Annual Report Form 10-K.
	Risk for incidents of child, forced or compulsory labour – 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 Human Rights Due Diligence Framework

Stakeholder Capitalism Metrics Disclosure Index

SCM Core Metrics & Disclosures		ManpowerGroup Reporting: Locations & Notes
Health and Well-being	**Health and safety (%) –** 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. 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.	2023-24 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 2023 Annual Report Form 10-K, page 9.
Skills for the Future	**Training provided (#, $) –** Average hours of training per person that the organization's employees have undertaken during the reporting period, by gender and employee category (total number of hours of training provided to employees divided by the number of employees). Average training and development expenditure per full time employee (total cost of training provided to employees divided by the number of employees).	2023-24 ESG Report - People & Prosperity, Key Performance Data Table
Prosperity		
Employment and Wealth Generation	**Absolute number and rate of employment** 1. Total number and rate of new employee hires during the reporting period, by age group, gender, other indicators of diversity and region. 2. Total number and rate of employee turnover during the reporting period, by age group, gender, other indicators of diversity and region.	2023-24 ESG Report - People & Prosperity, Key Performance Data Table
	Economic contribution 1. Direct economic value generated and distributed (EVG&D), on an accruals basis, covering the basic components for the organization's global operations, ideally split out by: • Revenues • Operating costs • Employee wages and benefits • Payments to providers of capital • Payments to government • Community investment 2. Financial assistance received from the government: total monetary value of financial assistance received by the organization from any government during the reporting period.	2023-24 ESG Report - People & Prosperity, Key Performance Data Table 2023 Annual Report Form 10-K
	Financial investment contribution 1. Total capital expenditures (CapEx) minus depreciation, supported by narrative to describe the company's investment strategy. 2. Share buybacks plus dividend payments, supported by narrative to describe the company's strategy for returns of capital to shareholders.	2023 Annual Report Form 10-K
Innovation of Better Products and Services	**Total R&D expenses ($) –** Total costs related to research and development.	2023 Annual Report Form 10-K
Community and Social Vitality	**Total tax paid –** 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.	2023 Annual Report Form 10-K