



ManpowerGroup®

# Working to Change the World:

A Sustainable Future for Workers

2020 Social Impact Report





## Embrace This Opportunity to Go Back to the Future, Not Return to the Past

*2020 has been one for the history books before it is even over. What started as a health crisis soon became an economic and social crisis, profound enough to impact the world forever almost overnight. Our ability to shift at speed – technologically, organizationally and personally – is a transformation of such magnitude that many of us are ambitious that the way we live, travel and work will be transformed for the better and for the long-term.*

*At the same time, social and racial unrest has given rise to populism and activism that has extended to all corners of the globe. The pandemic has served as a stark reminder of the importance and urgency with which we must address the inequities that exist across so many lines – income and race, gender and age, politics and beliefs, geographies and skills – lines that we as organizations span and for which we feel a clear leadership and community responsibility. For when our society is broken for some of us, ultimately it will be broken for all of us. And where we have the power, the influence, the tools and the opportunity to be a part of fixing this, we must stand together and we must act together.*

*At ManpowerGroup, we are committed to being part of the solution. We will never stop working towards creating a better and more equal workplace where everyone feels welcome, listened to and able to unleash their human potential. We will never shift from our purpose –that meaningful and sustainable employment has the power to change the world. We will always take seriously our responsibility and our commitment to reach, assess, train and upskill people of all communities because we do know that work, education, skills and aspiration are critical parts of community cohesion, societal prosperity and inclusive growth.*

*Let's embrace this opportunity to reshape a brighter, better future for work and for workers – one that is more skilled, more diverse, and more wellbeing-orientated than we could ever have imagined.*

  
Jonas Prising  
Chairman & CEO

December 1, 2020



## Making an Impact for a Sustainable World of Work

At ManpowerGroup every year we help millions of individuals and hundreds of thousands of clients to succeed in the world of work and to benefit from our innovative workforce solutions. This extraordinary year is no different. We've continued to find work for people including those displaced who needed new opportunities most; to find the skills our clients needed to keep all our worlds working; to help people develop in-demand skills that will ensure their short and long-term employability; and to make workplaces more equitable and inclusive—even as those workplaces changed before our eyes, including our own.

The forces we have been predicting for some time are now accelerating at an unprecedented pace. Shifting Demographics mean skills scarcity is exacerbating and combined with social tension, is manifesting as growing polarization between those with skills and those without. The rise in Individual Choice is accelerating too – we see this from our [What Workers Want](#) research both before and post-Covid – and more than ever people want flexibility, choice and the best blend hybrid of remote and office work. Organizations are becoming more sophisticated, preparing to reset and adapt to a new reality with more supply chain resilience, greater agility and increased focus on workforce planning and the consolidation of vendors to manage uncertainty and risk. The Digital Revolution continues to gather incredible pace and every business must now be a tech business with digitization of the consumer experience and the right blend of people, tech and talent front and center. Our purpose – that meaningful sustainable employment has the power to change the world – has never been more true as we have kept the world of work turning by helping people and companies respond and reset, redeploy and reskill.

### Inequity Exposed—Weathering the Same Storm, But Not in the Same Boat

The impact of the pandemic, climbing unemployment, polarization, unrest and racism are clearly weighted against some more than others, especially Black and Brown people and women. These disproportionate impacts are casting a light on inequity of opportunities and injustices that have already existed for too long.

When we [asked more than 8,000 people in eight countries](#) about the future for workers post-Covid, we found them united in what they want for the future—to keep their job, stay healthy, keep developing skills and to not go back to the old ways of working. The similarities stopped there. Those with in-demand skills can call the salary shots, work remotely, avoid the commute and stay safe at home. Those with declining or low skills are required to work onsite, to commute, use public transport, and generally endure the risk of greater exposure to infection. The K-shaped recovery is clear and broad.

## Stakeholderism Under the Microscope — If Not Now, When?

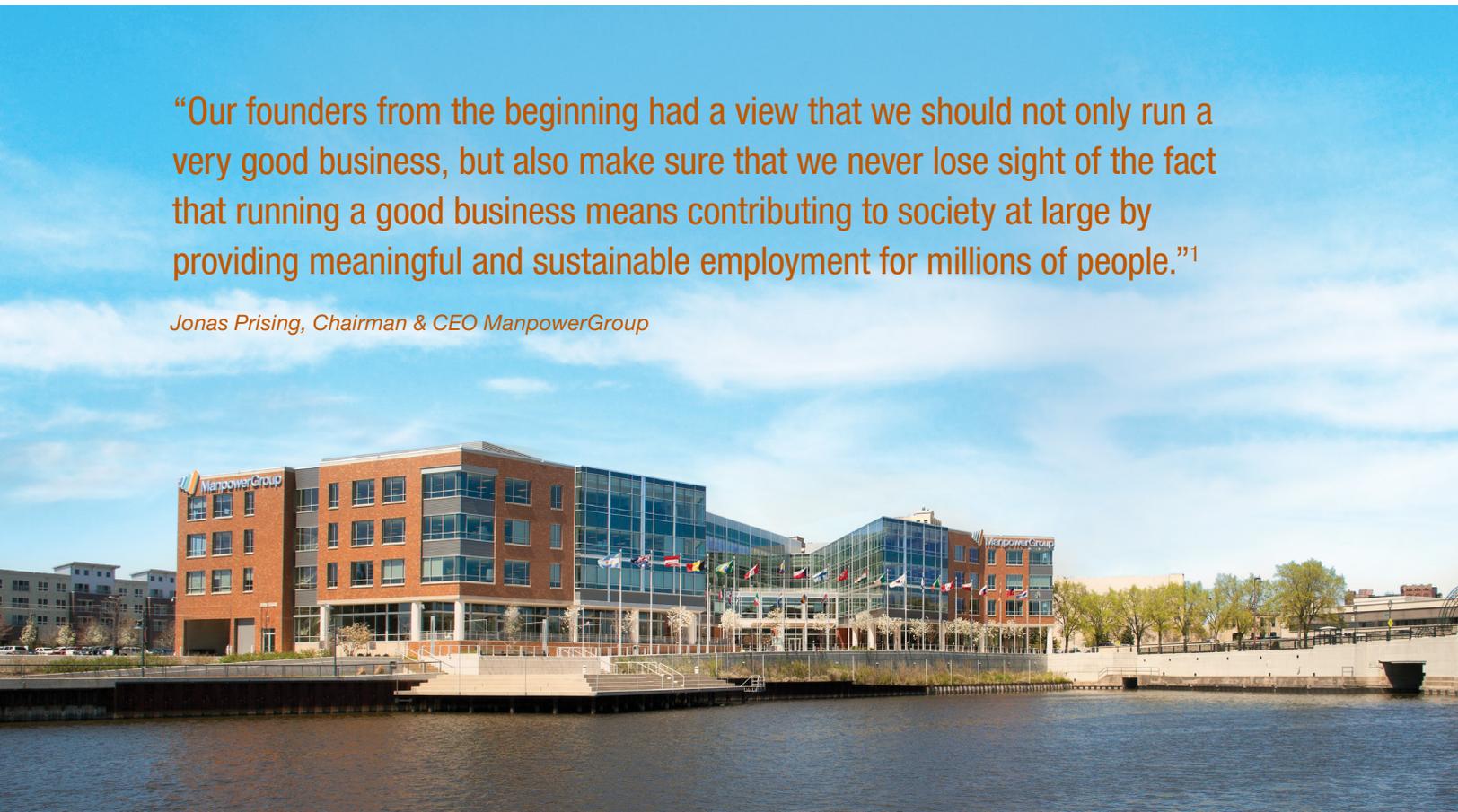
Even before the pandemic, transparency was increasingly at a premium. Organizations were already under pressure to deliver on their sustainability promise. Quite the step change from Milton Friedman's [\*The Social Responsibility of Business is to Increase its Profits\*](#) written 50 years ago. Today though, employers everywhere are facing heightened expectations to embrace transparency, deliver on their purpose, contribute to the wellbeing of the workforce and wider social justice in the communities in which they operate.

In August 2019, 181 CEOs of the [U.S. Business Roundtable](#) overturned prior policy and declared that companies should serve “not only their shareholders but also deliver value to their customers, invest in employees, deal fairly with suppliers and support the communities in which they operate.” And “[Stakeholder Capitalism](#)” was also the theme of the World Economic Forum's 50th Annual Meeting of world leaders at Davos in January 2020.

The S of ESG – Environmental, Social, Governance – is now one of businesses' most pressing issues. Companies must step up and deliver for their wider stakeholders now, when the call for them to do so is most urgent. Doing nothing is no longer an option; credibility to merely talk purpose will be short-lived. We must take decisive action to make a positive contribution to our communities and society at large. **Now is the time—to put people first, create and grow sustainable jobs, maintain and increase wages, identify and develop skills for today and tomorrow. The future of work is now.**

“Our founders from the beginning had a view that we should not only run a very good business, but also make sure that we never lose sight of the fact that running a good business means contributing to society at large by providing meaningful and sustainable employment for millions of people.”<sup>1</sup>

*Jonas Prising, Chairman & CEO ManpowerGroup*



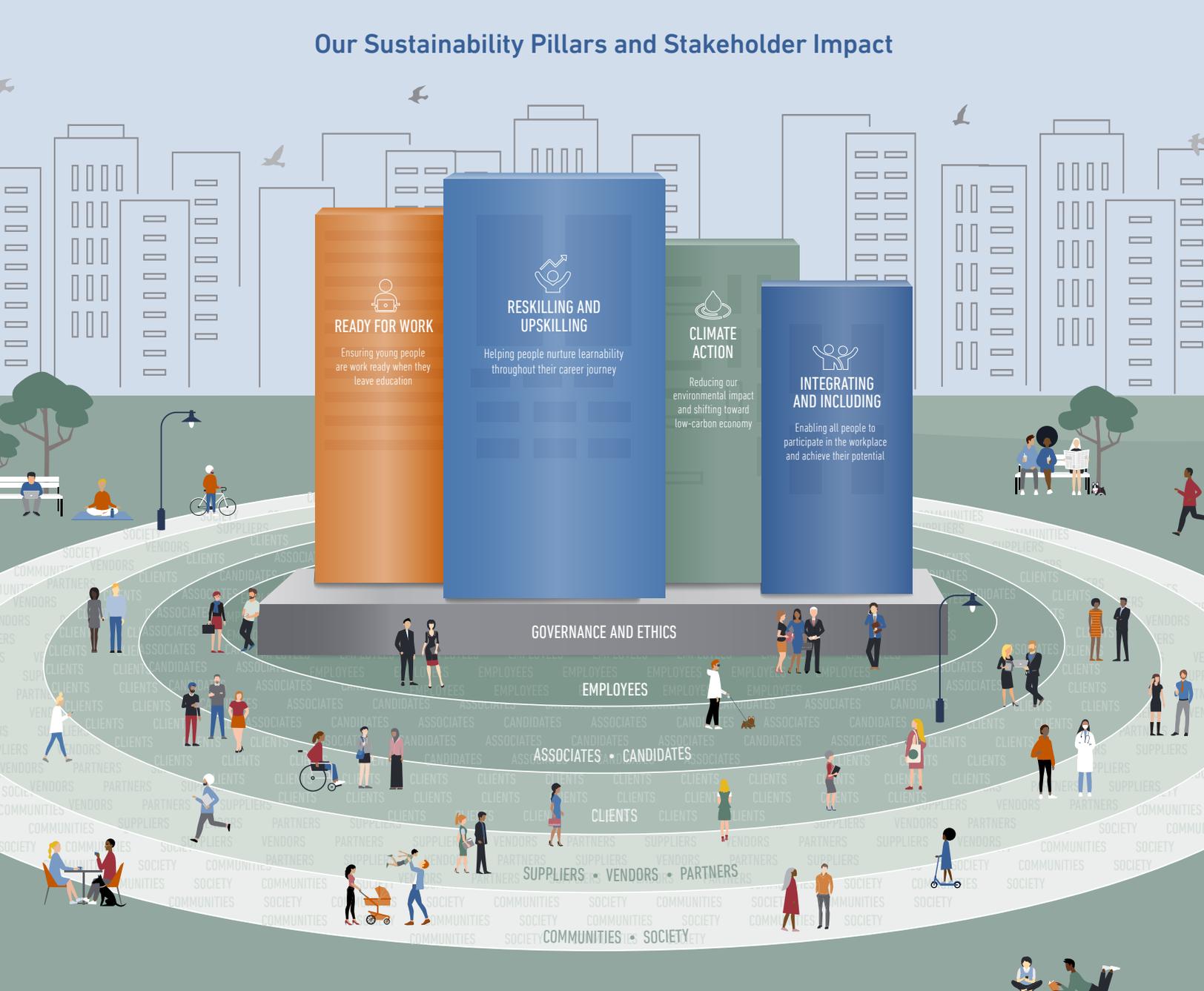
<sup>1</sup> Business on a Mission: How to Build a Sustainable Brand, Andy Last

# Our Purpose, Our Stakeholders and Our Engagement

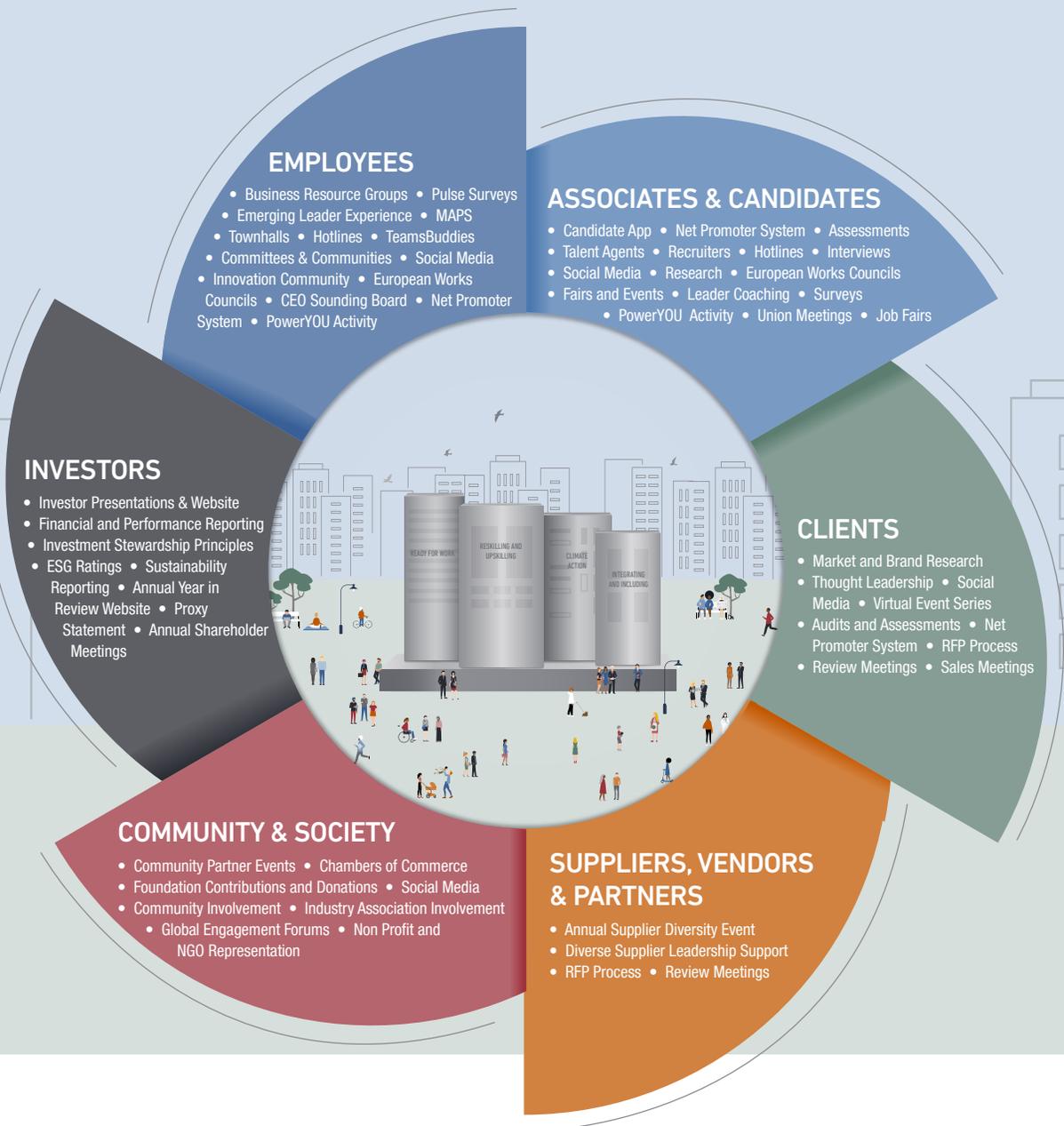
Founded more than 70 years ago to help people find meaningful employment, ManpowerGroup is as driven by the principle of *Doing Well By Doing Good* today as our founder Elmer Winter was back then. We remain as committed to our duality of purpose and to delivering value to all our stakeholders—employees, associates, candidates, clients, suppliers, vendors, partners, communities and society at large.

**Our purpose has never been more relevant than it is in 2020:** We believe meaningful and sustainable employment has the power to change the world. And as part of our commitment, we take seriously our responsibility to do all we can to support our stakeholders in emerging from this crisis stronger, more skilled, more competitive and more successful than ever.

## Our Sustainability Pillars and Stakeholder Impact



## Engaging With Our Stakeholders



Our Social Impact Report (an evolution of the [sustainability reports](#) we've released since 2011) reflects the breadth of our contributions to building a brighter future for all. You can find more around our efforts within our ESG Report 2020 covering [Human Capital](#), [Diversity and Inclusion](#), [Health and Safety](#), [Human Rights and Fair Employment](#), [Ethics](#), [Information Security and Data Privacy](#), [Sourcing and Supply Chain](#) and the [Environment](#).

Our purpose guides us in everything we do and is how we lead by example: in our [Vision & Values](#), our [Code of Business Conduct and Ethics](#), guided by [United Nations Global Compact Principles](#) and the [United Nations Sustainable Development Goals](#).

# Making An Impact for a Sustainable World of Work



## 1 | Our Employees

Sustainability  
Starts at Home

**Our social impact is defined by how deeply we touch the lives of people, and we touch no lives more directly than those of our talented team of 28,000 employees in more than 75 countries.** Our *PeopleFirst* approach has taken precedence throughout the pandemic prioritizing the safety, health and wellbeing of our employees from day one. We were among the first major employers to close our global headquarters in Milwaukee and in March 2020, we transitioned more than 80 percent of our staff globally to remote working in just 10 days. With the tools, technology, guidance and training. We ensured our people could stay safe, healthy and productive while balancing caring responsibilities at home.

**In 2020, we have become more responsive, digital, virtual, flexible, connected and wellbeing-oriented than we could have imagined.** All the while, our employees have remained in the throes of reimagining a new future for work and workers. Their resilience, hard work, innovation and continued efforts to make a difference in the communities where they live and work has been remarkable.

## WELLBEING AND FLEXIBILITY

### Protecting Our Employees While They Continued To Serve Our Clients and Associates

Our global footprint allowed us to leverage learnings from our Asia Pacific and Middle East business as the first wave of COVID-19 moved from Asia to Europe and then into North America and Latin America. When the World Health Organization declared the coronavirus outbreak a global pandemic in March, we swiftly assembled the Global Business Response Team and regional and country teams prepared, shared and executed robust business continuity plans in response to local severity.

### Offering Employees Stability and Flexibility

Much like the 8,000 workers surveyed for our [“What Workers Want”](#) report, our own people want safety and flexibility. That’s why we’ve offered part-time and reduced-hours options to preserve roles heavily impacted by the pandemic while also supporting people’s ability to balance work with caregiving and other responsibilities exacerbated by COVID-19. Our U.S.-designed Work My Way customization model allows employees to personalize work schedules with flexible hours and start and finish times that match their needs. We’ve also retained jobs through our furlough programs and leveraged government job retention and unemployment-related benefits, in some places, providing above-statutory job retention payments—for instance, furloughed employees in the UK received 90 percent of their salary.

### Promoting Togetherness and Wellbeing

Feelings of isolation, stress and anxiety will be a COVID-19 legacy, and so too will the value of health, wellbeing, family and community. As our people normalized to remote work, we enhanced our suite of wellness programs, including the launch of our OneLife Wellbeing Platform, with carefully curated content for our People & Culture teams to adapt in-country. Promotion of our Employee Assistance Program together with new, dedicated wellness apps like *LiveWell* and *Sanvello*, have made a range of new tools – cognitive behavioral therapy (CBT), mindfulness and meditation techniques – available wherever and whenever at a swipe or a click, providing our employees with strategies proven to offer effective relief for mental health concerns.

### Cyber Safe at Home

*The investments made in our technology roadmap prior to the crisis helped provide the tools, tech, functionality and security for remote working at scale. With over 20,000 staff using new technology and/or working from new locations, we created our Cyber Safe at Home upskilling series to increase employees’ cyber vigilance. The program provided guidance on safe, effective use of collaboration tools—our own and others’—as well as how to stay alert to phishing attacks, security tips unique to COVID-19, and best-practice online security habits for work and home. And still, as the pandemic surges in places and restrictions return, our people can stay safe and productive, and largely work from wherever.*



### TeamsBuddy - InItTogether

*We found ways to replicate social cohesion despite physical distancing and remote working by scaling our collaboration tools and harnessing the values of our people. Utilizing an algorithm built in Power App we developed a virtual TeamsBuddy matching support system—allowing hundreds of our employees to make connections with others around the world based on common interests or challenges. Driven via our Business Resource Group, more than 500 people have already used tech to connect via Teams and Yammer, supporting colleagues as part of our InItTogether campaign.*



**LEADERSHIP**

**Demonstrating Resilient, Empathetic Leadership**

To support our managers, we introduced *Virtual Manager* training that equipped them to lead newly remote teams and create more value for our clients and candidates. Global leaders accessed expert executive Right Management support through our [RightCoach](#) offering, providing situational coaching that enables individuals to select the exact expertise they need for their challenge right now. And our leaders led from the top, with our Board of Directors, Executive Officers and other senior global leaders volunteering to reduce their own compensation at the start of the pandemic.



**The ManpowerGroup Foundation Emergency Fund**

*Our ManpowerGroup U.S. Foundation supports those most in need in our communities engaged annually with United Way and many other local and national charities. At the start of the pandemic, we wanted to ensure immediate support for our own people too—employees, associates and consultants severely impacted by the virus. The Foundation swiftly released an additional \$500,000 of funding and granted more than 1500 awards to support existing and furloughed employees, and 95% of funds went direct to our associates and consultants encountering financial hardship due to COVID-19, while honoring our existing community support too.*

***“The power of our Emergency Fund program was felt across the U.S. We provided our staff, associates and consultants hope, when they felt hope was gone. I’ll forever remember the many emails and calls of gratitude from families that felt they had hit rock bottom.”***

***Nafessa Burdine  
North America Community Investment and  
Sustainability Leader, ManpowerGroup***

**Emerging Leader Experience – Next-Generation Leaders**

*Our rigorous two-year leadership program is designed to rapidly develop high-potential employees, combining workshops and coaching from our executives with tailored coursework from Harvard Business School, psychometric assessments, stretch assignments and high-impact mentoring. Each cohort is geographically diverse and gender balanced—nearly 50 percent are female—and we track promotion and mobility rates to measure the effectiveness of the program. In the wake of the pandemic and as we accelerate our growth plans to transform and emerge stronger, we are ensuring our 90 next-generation leaders are close to our strategy and developing global mindsets providing them regular access to leadership through our CEO Sounding Board reverse mentoring series.*



***Each cohort is  
Geographically Diverse  
and Gender Balanced***

## DIVERSITY, EQUITY & INCLUSION

### Intentional In Our Pro-Diversity, Pro-Equity, Pro-Inclusion and Anti-Racist Stance

We strongly believe our organization and our leadership should reflect the diversity of the more than 75 countries in which we operate – it is our moral and business imperative. 2020 has been a pivot point for us to look inward and recalibrate our commitments and to take a strong stance and state clearly: we are an anti-racist organization. In immediate response to racial unrest we were quick to engage our Black and Brown colleagues, to encourage open, safe dialogue and hear their perspectives on how we can make a difference as a company and as individuals. And [our CEO talked directly](#) to employees and wider stakeholders to make our position clear.

### Taking a Double Dimension Focus on Diversity

Globally we are committed to gender parity as a shared diversity and inclusion priority across all of our operations. In addition, our countries prioritize a second diversity dimension with goals relevant to their respective local labor markets. These second dimensions include: ethnic and racial minority individuals, people with disabilities, refugees and immigrants, generational diversity and socio-economically marginalized people. Progress against all our diversity goals is reported at least annually to the Global Diversity Officer and Board of Directors.

In the U.S. we are resetting bold targets to increase representation of People of Color at all levels – especially in leadership, sales and delivery. And in Milwaukee, our HQ city, we have committed to achieving 15% and 25% representation in the total workforce and leadership respectively by 2025, as part of our commitment to making [Milwaukee a Region of Choice for Talent](#).

#### **Courageous Conversations Series**

*Our Multicultural Employee Resource Group for Excellence, sponsored by our North American Regional President, Becky Frankiewicz, Global Diversity Officer, Chris Rowland and other company leaders, hosted our Courageous Conversations series.*

*Starting with our communities in Minneapolis and Milwaukee, and reaching out across the U.S., more than 400 of our people participated for the first time in authentic conversations about anti-racism, allyship, white fragility, privilege and discrimination versus bias. Our North America Diversity, Equity and Inclusion Plan is being further developed to foster inclusion and belonging, drive actions and commitments together with clients and partners to address systemic racism, make positive change and ensure we are helping all individuals, families and communities thrive.*

#### **In North America, we have reaffirmed our commitments to:**

- *Diverse representation at all levels of the organization reflecting the communities in which we operate and customers we serve*
- *Building a Culture of Conscious Inclusion and Belonging where all have opportunity to thrive and achieve full potential*
- *Helping build sustainable communities by providing opportunities to diverse talent and supporting others' DEI efforts including diverse-owned businesses*

### Committed to Gender Parity and Conscious Inclusion

Women represent 39% of the world's working population, make up the majority of graduates, yet hold [less than one third](#) of leadership positions and are set to be disproportionately impacted by the pandemic. We're committed to gender parity as a first, shared diversity and inclusion priority in all our markets and continue to track gender representation at all levels of the organization quarterly. We hold parity top focus for annual talent and succession planning and are intentional about moving females at a faster pace through the succession pipeline across all our key markets, auditing actions annually to stay on track.

This commitment starts at the top. Today, 45% of our Board of Directors is female—the highest in our industry. Women make up nearly 65% of our organization and hold 59% of all management positions and 37% of senior leadership roles globally. We're committed to hiring, retaining, developing and advancing more women into leadership and to progressing our goal of 40% women in leadership by 2024 and our leaders are measured on this progress.



#### Supporting Our Clients to Create More Inclusive Cultures

*Inclusive leadership makes a difference. Inclusive cultures facilitate belonging, psychological safety, and optimism for change, making employees feel more connected to their work and organization are eight times more likely to achieve better business outcomes.*

*Right Management created our new INCLUDE offering to enable companies to provide leaders with the education, tools and skills to build organizational culture and performance by incorporating diversity, equity and inclusion into everyday actions and decisions. The fully scalable and customizable development experiences enable leaders to create meaningful change within their organizations.*



## CREATING TALENT & BUILDING EMPLOYABILITY SECURITY

### Enhancing Employee Skills for New Reality

Even before the pandemic, technical and human skills demands were changing faster than organizations could predict: In January 2020, our [What Workers Want & Talent Shortage report](#) shared that 54% of companies globally said they couldn't find the skills they need—almost double what it was a decade ago. By March 2020, we were seeing the biggest workforce shift and reallocation of skills since World War II. And despite soaring unemployment, acute skills shortages continue unabated, reinforcing the need for a Skills Revolution.

To accelerate our Culture of Learnability, we designated 2019 our Year of Learning and 2020 Always Learning. Guided by dedicated, personalized learning pathways with a focus on digital and soft skills, 78% of our people developed digital and human capabilities to benefit themselves and our business. Workforce transformations and skills shifts driven by the pandemic have only heightened demand for learning and our commitment to support our people.

### powerYOU

#### PowerYOU: Global Skills Portal

*During early shutdowns, we ensured furloughed staff and associates could continue to benefit from access to online training, to build skills and enhance employability and be better prepared to emerge from the crisis. That's why we continue to invest in PowerYOU, our global skills portal, providing on-demand access to thousands of learning opportunities for our 28,000 employees and millions of associates extended to include spouses for 60 days of complimentary access to thousands more Skillsoft courses too. And by curating the most relevant courses for our new digital, remote ways of working—our employees can enjoy shortcuts to select, relevant virtual and micro-learning content.*



### MyPath®

#### Sustainable Career Pathways At Scale

*We continue to invest in our innovation bets around upskilling. Expansion of our MyPath activity to 14 markets in 2020 across both our Manpower and Experis brands is providing more than 50,000 people with career advancement and skills development for growth sectors in IT, sales and finance, and increased earning potential through fast-track learning, on the job training and certification.*

*We're also investing in upskilling our own recruiters—over 2,000 have transformed their role to become Talent Agents, experts in assessment, data and coaching, so they can provide candidates personalized guidance to develop for future roles, creating a pipeline of skilled talent to our clients at a time when skills needs are changing faster than ever.*

*And as remote working became the overnight norm, we swiftly upskilled hundreds of our sales teams in remote selling conversion courses to ensure we can continue to serve our clients and provide workforce solutions in this challenging environment.*



# Making An Impact for a Sustainable World of Work



## 2 | Our Associates and Candidates

Transforming the Lives of Millions



Every year we reach more than 50 million jobseekers. They come to us for insights, advice and guidance around their future of work, and in turn, we aim to match them to meaningful roles, aligning their aspirations and skills with companies that need more agility to stay competitive.

In the first half of 2020, we witnessed the biggest workforce shift in our 70-year history—from almost full employment to multi-decade high levels of unemployment or furloughs, at levels at or worse than those of the Great Recession. The unprecedented speed and magnitude of global shutdowns impacted industries, economies, individuals and communities at record levels. And we've been working steadily to ensure our associates, contractors and candidates are empowered with the guidance, advice and skills they need to succeed in a post-pandemic world.

## SUSTAINABLE SKILLS AND MEANINGFUL REDEPLOYMENT

### Redeploying Workers for New, High-Demand and Essential Roles

Across more than 75 markets, our strategy from day one of the pandemic has been to leverage our capability in identifying adjacent skills to help people displaced from industries adversely affected, such as hospitality, aviation and retail, and shift to in-demand sectors like healthcare, tech and logistics & operations.

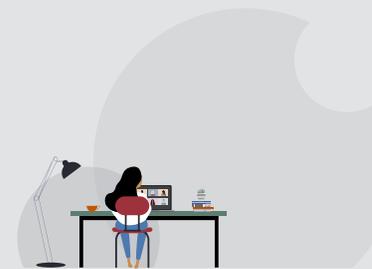
As global workforce experts, we have been data-centric and people-focused, monitoring and responding to real time surging demand, onsite and remote - for cybersecurity experts, data analysts, software and app developers, nurses, stock clerks and delivery drivers, customer service representatives and financial analysts. Roles we hadn't heard of last year too—think contact tracers, distance monitors and temperature checkers—are also now in high demand, requiring the speediest of upskilling. Our Center of Excellence in People Analytics and Assessment, Skills Academies and MyPath programs are creating the data, insight and workforce expertise to scale our efforts to help more people progress from one role to the next, earn more and prepare them to shift from declining industries to growth sectors for the long term.

### Ensuring Essential Work Means Better Pay

As the crisis recategorized work in new ways — essential and non-essential — the redeployment and placement of associates in essential roles called for enhancements of hazard and hero pay and premium wages. Delivery drivers, grocery, manufacturing and healthcare workers kept the world of work turning and society stocked and safe, and some will see these wages rise for the long term.

### *NextGen Now: Protecting Our Young People*

*Young people are often overrepresented in the sectors hardest hit by COVID-19 and rising youth unemployment will result from this pandemic. We are working with partners around the world to minimize this impact, from universities like Assumption University in Thailand, hosting seminars to prepare graduates and offer professional guidance to job seekers to supporting young people still in education. We partner with JA (Junior Achievement) in 40 countries to empower young talent with employability skills in business and finance and entrepreneurship, strengthening our six-year long gold partnership and "Ready for Work" award for best work-readiness skills and moving in-person support and events to online reach even more young people around the world.*



## SUPPORTING PEOPLE AND COMPANIES TO RESPOND AND RESET

Throughout the crisis we have remained steadfast in our purpose and committed to providing our clients, candidates and our communities around the world with skilled talent and meaningful employment, all with health and safety at the center.

### Remote Onboarding and Upskilling

- In Spain Experis IT partnered with Telefonica to redeploy skilled engineers with AI, robotics and programming expertise from the financial sector to install and program Covid-19 testing robots to accelerate Spain's rapid testing strategy.
- In the Netherlands Experis scaled its virtual sourcing and onboarding – finding virtual IT helpdesk talent at speed to support growing demand for IT staff in the healthcare sectors.
- And in Southern Europe we launched a 24/7 information hub to provide real-time data, practical support and more than 1000 curated cost-free courses to our associates — offering much needed reassurance and guidance as throughout the pandemic.



### Supporting Young People to Develop Sustainable Skills

- In Singapore we partnered with the Singapore institute of management to connect young people to prospective employers through our SGUnited Skills program – ensuring a generation of high potential alumni were able to realize their potential despite graduating in difficult economic circumstances.
- In Thailand we partnered with Assumption University to reach hundreds of students with on-demand virtual seminars on work readiness and employability in the context of the Covid-19 crisis, providing practical guidance from our expertise and connecting graduates to open roles.



### Redeploying Talent from Impacted Sectors to In-demand Roles

- In the U.S our ManpowerGroup Talent Solutions teams stepped up to the challenge to play our part in producing urgently required COVID-19 tests. Finding thousands of workers at speed to provide a global medical device company with the essential talent they needed as soon as they had received FDA authorization.
- In the U.S we partnered with leading hospitality companies to map adjacent skills of highly valued furloughed workers to help them adapt for immediate opportunities in healthcare and remote customer service.
- In the U.K we worked fast to upskill and transition facilities and sanitation staff from the heavily impacted education sector for new roles in the National Health Service to support Covid response.
- In South Africa we redeployed automotive manufacturing workers for new in-demand roles in PPE production.
- In Germany and Poland we reassigned associates from hospitality and transport to new essential roles in grocery and logistics as demand tripled overnight.
- In Italy we played a key role in the COVID-19 healthcare response, our dedicated team of recruiters virtually sourced, onboarded and supported over 1,200 essential healthcare workers each day – many of them transitioning from impacted sectors to dedicate their skills to supporting their communities.
- In Mexico the talented Manpower team worked fast to redeploy workers from the beauty and cosmetics industry for new roles in producing hand sanitizers – ensuring more than 300,000 units reached the hospitals and care facilities that need it most.



# Making An Impact for a Sustainable World of Work



## 3 | Our Clients

Workforce Solutions  
That Change the World

**We support hundreds of thousands of clients around the world to source, attract, assess and manage the skilled talent they need to be agile and competitive.** When workforce needs shifted fast at the beginning of the pandemic we partnered with businesses around the world to adapt their workforces at speed and scale, from supporting those in essential industries to source workers quickly, to working with heavily impacted sectors to pivot their workforce to in-demand roles. All with health and safety front and center.

## LEADING INDUSTRY BEST PRACTICES GLOBALLY FOR A SAFE RETURN TO WORK

The HR Services industry can make a vital contribution to preparing for the new reality, getting people safely back to work and businesses and economies running again. That's why ManpowerGroup co-founded the HR services *Safely Back to Work Alliance* with The Adecco Group and Randstad in March 2020, providing best practice advice and safety protocols across more than 25 countries and various industry sectors. The Alliance outlined an approach to economic recovery and provided blueprints for policymakers and employers on how to maintain safe workplaces post-pandemic ("Safely Back to Work in the New Normal," "A Practical Guide to a Safe Restart" and "[Best Practice Health and Safety Protocols](#)"). Now led by the World Employment Confederation, the Alliance continues to support policy makers and employers around the world to bring people safely back to the workplace and prepare for the next normal.

## AMPLIFYING WORKFORCE INSIGHTS TO INFLUENCE BEST PRACTICES

As workforce experts, we are committed to providing real-time data and forward-looking insight to support our clients and candidates to navigate the pandemic and prepare for the new reality. As the pandemic impacted, we leveraged our deep market intelligence to provide real-time data on fast changing skills demand that was sought after by media and clients to track workforce trends and predict recovery. And we produced timely, practical [WorkSmart](#) advice to our clients and candidates to ensure safe working.

## TRACKING HIRING OUTLOOKS AND WHAT WORKERS WANT

Our quarterly [ManpowerGroup Outlook Employment Survey](#) reports hiring outlooks across more than 40 countries and is the only forward-looking survey of its kind. We extended the survey to add new perspective on employers' expectations around time to recovery and when hiring would return to pre-pandemic levels. The data is used as a global economic indicator by policy makers, business leaders and media around the world. We also recommissioned our [What Workers Want](#) research asking workers how they feel about returning to the workplace and what the future of work should look like to build back better. And our Virtual Human Age event series has convened C-Suite and senior HR leaders, global influencers and world of work experts to discuss practical solutions to the world's most pressing HR challenges.

## NAMED AMONG THE WORLD'S MOST ETHICAL COMPANIES

High ethical standards are a differentiator for clients and customers too—in a world of complex global supply chains, transparency has become an expectation of doing business. As a company whose purpose is to connect people with meaningful and sustainable work, we understand the importance of trust and transparency and are proud to set a high standard for our industry. In 2020, we were recognized by Ethisphere as a [World's Most Ethical Company](#) for the 11th time—the only company in our industry to earn this distinction.

## COMMUNITY IDEATION, INNOVATION AND FACILITATION

We facilitate the exchange of these ideas and the emergence of industry best practices at high-profile global and national events such as the World Economic Forum, Annual Meeting at Davos and regional gatherings, Global Ethics Summit and International Labour Organization-UN Women Conference on Gender Equality.

We also cooperate with organizations like [UNI Global Union](#), which represents more than 20 million workers from over 150 different countries in the fastest-growing sectors in the world: skills and services. And most recently led collaborations with UNI-Europa on behalf of our industry to develop and adopt joint recommendations for protecting workers and safeguarding work during the COVID-19 pandemic, including the recognition of our industry as an essential sector, and recognition of our role in preparing for inclusive economic and social recovery.

# Making An Impact for a Sustainable World of Work



## 4 | Our Suppliers, Partners and Vendors

Amplifying Our Social Impact



### RECOGNIZING & SUPPORTING DIVERSE SUPPLIERS

By sharing our knowledge and resources with diverse partners, we accelerate their growth and profitability. For almost 20 years we have held an Annual Supplier Diversity convention at our global headquarters in Milwaukee to share insights and honor many long-standing mutually beneficial relationships with partners. This year we convened more than 200 diverse suppliers for a virtual event – offering expert coaching, panel discussions and presentations from industry experts to provide practical guidance to navigate the health crisis on topics from leadership to workforce transformation and skills development.

## TRANSFORMING SUPPLY CHAIN MANAGEMENT AND HELPING MITIGATE RISK

Supply chain resilience is in sharp focus as companies seek to mitigate uncertainty and positively impact communities and societies in which they operate through their network of vendors and suppliers. Our reach across 75 countries and territories and work with hundreds of thousands of organizations means we can positively influence how people work across complex multinational supply chains. By setting high standards for our extended network, we are amplifying our sustainability impact and driving social change: improving transparency, reducing risk for ourselves and our clients, raising standards and positively impacting the lives of millions of people.

## HIGH STANDARDS AS USUAL FOR OUR SUPPLIERS

Now as much as ever, we expect supply chain partners to deliver the highest of standards, and adhere to our [Supplier Code of Conduct](#), which is based on the United Nations Global Compact, the ILO Declaration on Fundamental Principles and Rights at Work and the Athens Ethical Principles. Outlining standards for legal compliance, employment practices, client and customer value, sustainable communities, environmental practices and business integrity, we communicate the Supplier Code during the proposal and/or supplier onboarding process and expect suppliers to positively declare their commitment to abide by these principles. We are expanding the reach of our Supplier Code of Conduct and developing a framework for third-party relationships that positions our standards for ethical and responsible business practices.

## ZERO TOLERANCE AND ANYTIME ANYWHERE REPORTING

We have a zero-tolerance policy on forced labor, child labor, human trafficking and abusive treatment of workers. All suppliers are held to the strictest standards of compliance. We will not knowingly do business with any company that benefits in any way from the trafficking or abusive treatment of workers and provide a global, 24-hour [Ethics Hotline](#) for employees, suppliers and the public to report concerns or suspected violations of our Code and other policies. Reports received via the Hotline are reported to the Board of Directors, thoroughly investigated and resolved at the most appropriate level and awareness is promoted regularly and measured in our ManpowerGroup Annual People Survey (MAPS).

### *Supporting Our Suppliers Throughout the Pandemic*

*We saw how supply chain disruptions were impacting companies: around the world, and decided that we wanted to be part of the solution and support our valued partners. As part of our business continuity actions, we increased our touch-points with suppliers, making sure they were well equipped to continue working on our strategic projects and shared our best practice cyber safe at home guidance. We also extended the terms of our contracts to enable continued work on critical transformation projects. And when some of our suppliers' employees were impacted by other work shutdowns we hired them directly, ultimately enabling hundreds to continue working.*



# Making An Impact for a Sustainable World of Work



## 5 | Our Communities and Society at Large

Leading the Change &  
Being Part of the Solution

**Meaningful work and sustainable skills create significant impacts and ripple effects felt by communities and society at large.** We're proud to lead collaborations that make measurable social impact to the communities and societies in which we operate – building more diverse and inclusive workplaces, protecting workers and safeguarding employment and advocating for workers in global forums and within our local communities.



### IN OUR OWN BACKYARD: OUR COMMITMENT TO DIVERSITY AND INCLUSION STARTS AT HOME

Our passion for improving communities and transforming lives starts in the Milwaukee community where we were founded in more than 70 years ago, and still call home today. We are committed to leading and taking action to help navigate the challenges brought by the pandemic, particularly those that impact the black and brown community.

As Chair of the [Metropolitan Milwaukee Association of Commerce \(MMAC\)](#) our Chairman & CEO Jonas Prising leads the commitment of more than 100 local businesses in pledging to make Milwaukee [a Region of Choice for Diverse Talent](#), with the goal that by 2025, we can increase diverse management by 25% and diverse employment by 15%. The disproportionate impact of COVID-19 on Black and Brown communities means it is more important than ever to accelerate progress to this goal.

### CONNECTING REFUGEES TO CAREER OPPORTUNITIES

Global challenges that existed before the crisis have remained priorities, and in many cases, we've accelerated our work in these areas. As part of our commitment to [the Tent Partnership for Refugees](#), we are leveraging our core activities and expertise to connect thousands of refugees to sustainable career opportunities in their new homes. We are proud to have helped over 4,800 refugees find meaningful and sustainable employment over the past few years, and through collaboration with the Tent Partnership, we look forward to helping even more.

### TALENT WITHOUT BORDERS

In Argentina, Mexico and Panama, we have partnered with more than 500 government, corporate and nonprofit organizations to provide coaching and training to help refugees develop critical skills so they can secure jobs and achieve independence. Our Talento Sin Fronteras (Talent Without Borders) program, developed in partnership with the Hebrew Immigrant Aid Society (HIAS), was highlighted as best practice in a recent meeting of the United Nations High Commissioner for Refugees.

### SPURRING INDUSTRY WIDE ENGAGEMENT AND LEADING GLOBAL SOCIAL DIALOGUE

Through our proactive social dialogue and leadership roles with the [World Employment Confederation](#), we are active in our industry's engagement in shaping a responsible, secure world of work. We collaborate with the International Labour Organization on their Fair Recruitment Initiative and our

industry endorsement of the ILO's Convention No. 181 on Private Employment Agencies.

### SUSTAINABLE LEADERSHIP AND ENVIRONMENTAL COMMITMENTS

The shift to remote working and radical reduction in business travel during COVID-19 have highlighted opportunities for organizations like ours to reduce our environmental impact even further. We saw remote work soar from 20% to 85% of staff during the pandemic, while business travel hit rock bottom lows. We are now reviewing our use of office space for collaboration and innovation, and plan to reduce business travel by half in 2021. Alongside other members of the World Economic Forum CEO Climate Action Group, we are setting ambitious goals including reducing business travel for the long-term by at least 25% versus pre-COVID norms.

### LEADING WITH TRANSPARENCY

We also partner with [EcoVadis](#), provider of the world's most trusted business sustainability ratings, to assess our environmental management systems in key markets around the world and aim to achieve Gold or Silver ratings in 30 markets. To date, more than 20 countries—half of them key markets—are already assessed, with a majority rated Gold or Silver. And our participation in the [Carbon Disclosure Project \(CDP\)](#) means we can be transparent about our initiatives and impact to global stakeholders, while supporting us in identifying opportunities for improvement. In 2019, we completed our 9th CDP Report and received a rating in the "Awareness" band, on par with industry and regional averages.

### GREEN JOBS AND SUSTAINABLE SKILLS FOR A NEW FUTURE OF WORK

We recognize that as a global leader in innovative workforce solutions, we can have the greatest impact by helping people retrain and reskill for jobs in a low carbon economy. While current projections for green job creation remain low in the next two years, we are looking now at the skills people will need to transition to these and other new tech roles as they evolve. We are also helping people retrain and reskill from sectors that will lose jobs, as part of our commitment to ensuring a sustainable work environment that can reduce inequity.

We will continue to invest in skills, innovation and technology to accelerate progress toward a new future of work that is more sustainable, more resilient and more equitable. Sixty percent of our key market headquarters are in green buildings with certifications from Leadership in Energy and Environmental Design (LEED), their environmental management systems.



## When Society Is Broken for Some, It Is Broken for All

Wider, collective action is how we will make progress fastest. Governments and organizations have a major role to play to make our communities and workplaces more equitable, inclusive and better for all - to invest in developing fast-changing skills that increase people's employability, grow prosperity, push for equity and make positive contributions to the whole of society, for all our stakeholders. We should all be asking ourselves: what more can we do to make sure meaningful jobs, competitive wages, equitable promotions and wider opportunities are available to all?

**This year must be a catalyst for a new future of work that is more flexible, more diverse, and more wellbeing-oriented than we could ever have imagined.**

**We are committed to leading the change and being part of the solution.**

“We can be certain that helping people adapt from declining industries and jobs to growth sectors and future proof roles will be critical in this next normal. And it will be the responsibility of business, government and educators to support people with swift, targeted upskilling programs so that value creation is shared with the many, not just the few, for the benefit of all.”

*Jonas Prising, Chairman & CEO ManpowerGroup, at Annual Meeting of World Economic Forum 2020*

**ABOUT MANPOWERGROUP** ManpowerGroup® (NYSE: MAN), the leading global workforce solutions company, helps organizations transform in a fast-changing world of work by sourcing, assessing, developing and managing the talent that enables them to win. We develop innovative solutions for hundreds of thousands of organizations every year, providing them with skilled talent while finding meaningful, sustainable employment for millions of people across a wide range of industries and skills. Our expert family of brands – Manpower, Experis and Talent Solutions – creates substantial value for candidates and clients across more than 75 countries and territories and has done so for over 70 years. We are recognized consistently for our diversity – as a best place to work for Women, Inclusion, Equality and Disability and in 2020 ManpowerGroup was named one of the World’s Most Ethical Companies for the eleventh year – all confirming our position as the brand of choice for in-demand talent.

**FORWARD-LOOKING STATEMENTS** Statements made in this report that are not statements of historical fact are forward-looking statements, and these may include, among other things, information concerning our sustainability strategies and objectives, and the company’s socioeconomic, human capital and environmental efforts. All forward-looking statements involve risks and uncertainties, including the risks and uncertainties identified under Item 1A – Risk Factors in our annual report on Form 10-K for the year ended December 31, 2019 (“2019 10-K”), and any additional risks described in our other filings with the Securities and Exchange Commission (SEC). These factors, many of which are beyond our control, could cause actual performance, results and events to differ materially from those contained in the forward-looking statements. It should be noted that much of the information contained in this report derives from our 2019 fiscal year, before disruption brought on by the COVID-19 pandemic. In particular, references to our 2019 10-K speak as of the date the 2019 10-K was filed with the SEC. We do not undertake any obligation to update such information, or to update this 2020 ESG Report, to reflect subsequent events or circumstances.



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