



ManpowerGroup™



2014 MANPOWERGROUP CORPORATE SUSTAINABILITY REPORT

# SUSTAINABILITY IN THE HUMAN AGE



ManpowerGroup™

## WE POWER THE WORLD OF WORK

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

*Power that drives organizations forward.*

*Power that accelerates personal success.*

*Power that builds more sustainable communities.*

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

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

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

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

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



FTSE4Good



In Collaboration with RobecoSAM



WE SUPPORT

# OUR IMPACT





MANPOWERGROUP SUPPORTS THE UNITED NATIONS GLOBAL COMPACT, AND CONTINUES TO BE COMMITTED TO MAKING THE GLOBAL COMPACT AND ITS PRINCIPLES PART OF OUR STRATEGY, CULTURE AND DAY-TO-DAY OPERATIONS.



At ManpowerGroup we are driven by a dual purpose: helping companies succeed in a fast-changing, uncertain economy and connecting millions of people to meaningful employment opportunities every year.

For us, finding great jobs for the best talent develops win-win sustainable relationships. That's why our 26,000 employees are proud to find solutions for 400,000 clients and inspired to support 12 million people with employment advice every year. It's also why so many of our people go the extra mile, volunteering nearly 60,000 hours globally as coaches and mentors. Every day, we see the difference the dignity of work makes to people, families and whole communities.

As the job for life becomes a thing of the past, and we see new ways of working emerge, employment security for individuals is more critical than ever. This security depends on having the right mix of in-demand skills and the ability to stay relevant. At ManpowerGroup we engage with individuals to develop their skills at every stage of their careers. Equipping people to move into and around the labor market, re-enter or change direction

or pace, whatever their stage of working life, supports employment security and improves talent sustainability in the communities in which we operate.

Our global reach together with our local presence enables us to give candidates and clients a rare perspective on labor markets and future employment trends around the world. In 2014, we placed 3.4 million candidates with thousands of employers in all industry sectors across 80 countries and territories. This breadth of expertise also helps us gather insight on where talent shortages exist, which skills are in demand, the best strategies to attract, motivate and retain talent and what the workforce of the future will look like. This model works: client satisfaction globally in 2014 was up year-on-year while revenues reached their highest levels since the recession.

Like us, our stakeholders want to do business with responsible, reliable and ethical organizations. That's why I'm proud, and all of our people are proud, to work for an organization that has again been named one of the World's Most Admired Companies by Fortune Magazine this year. We were also delighted when Ethisphere ranked us among the World's Most Ethical Companies in 2014 for the fourth year running.

With talent shortages on the rise, sustainable businesses need diverse talent pipelines that attract and retain the best people. At ManpowerGroup, that starts with a culture that embraces flexibility and promotes learning and development. Today women make up 66% of all our employees and 54% of managers. Development is a top priority, so we

offer online learning opportunities to all employees and associates, as well as tailored global and local programs around sales, recruiting and leadership development. We also created our Emerging Leaders Experience to ensure our own leadership pipeline is balanced with 50% women and robust enough to support the continued growth of our business. By investing in our people, we hope to achieve our goal for 70% of our key leadership team roles to be filled with internal successors by 2020.

We apply this mindset to our business too. Our diverse recruitment practices are fair and transparent, protecting human rights and ensuring our values are reflected in our supply chains, so we set a high standard for work around the world.

At ManpowerGroup, we are passionate about employment and careers, and committed to the promise that great jobs build strong communities and change individuals' lives and those of their families. It is an honor to lead a company of over 26,000 colleagues dedicated to this shared enterprise, and humbling to look at what has been accomplished over our 67 year history. Together we will continue to help our clients and our people succeed in this changing world, and to do well by doing good.

**Jonas Prising, Chief Executive Officer**

# WORLD OF WORK TRENDS AND INSIGHTS

## UNEMPLOYMENT CONTINUES TO BE A GLOBAL CHALLENGE...

**201.3 million** in 2014, projected to reach **215 million** in 2018<sup>1</sup>  
→ **280 million new jobs needed by 2019** to close the gap<sup>2</sup>

1. & 2. ILO World Employment and Social Outlook Trends 2015

### YOUTH ARE HIT ESPECIALLY HARD

**74.5 million** young people **unemployed** globally<sup>3</sup>

**295 million** young people **not in employment, education or training**<sup>4</sup>

**3X MORE LIKELY TO BE UNEMPLOYED THAN ADULTS**

3. OECD, Youth Not In Education or Employment 4. ILO, World Employment and Social Outlook Trends 2015

## ...WHILE EMPLOYERS ARE STRUGGLING TO FIND THE RIGHT TALENT

**36%** of employers cited difficulty filling jobs in 2014<sup>5</sup>

**73%** of CEOs rated availability of key skills as top 3 threat to business growth prospects<sup>6</sup>

By 2020, **surplus of low-skilled workers = 95 million**  
**Shortage of skilled workers = 85 million** in 2014<sup>7</sup>

5. ManpowerGroup, 2014 Talent Shortage Survey

6. PwC, 18th Annual Global CEO Survey

7. McKinsey Global Institute, The world at work: Jobs, pay and skills for 3.5 billion people

### WOMEN ARE AN UNTAPPED TALENT POOL

#### Workforce Participation

**47.1%** women<sup>8</sup>



**72.2%** men<sup>8</sup>

**\$17 trillion** — estimated value of closing participation and wage gaps for women<sup>9</sup>

8. & 9. UN Women, Facts and Figures: Economic Empowerment

See more research and insights on our Thought Leadership page at <http://www.manpowergroup.com>.

## ABOUT THIS REPORT

This report serves as our **Communication on Progress** for the [United Nations Global Compact](#), of which we have been an active member since 2006.

[Global Reporting Initiative \(GRI\)](#) G4 guidelines were used as a framework in developing this report. Our intention is to evolve to reporting in accordance with Core criteria.

An Index of reporting to Global Compact Principles and GRI general and specific disclosures is available on page 37.

All data is for the 2014 fiscal year (January - December), and all monetary amounts are in US dollars unless otherwise specified.

### STAKEHOLDERS AND REPORTING TOPICS

We engage with stakeholders and seek feedback through individual conversations, interviews, meetings, surveys, involvement in industry associations, joint programs and volunteer activities within our communities.



Building on the value proposition framework that we presented in our 2013 Corporate Sustainability Report, this table presents our 2014 reporting topics and their relative importance to/impact on our business and stakeholders.

			IMPORTANCE TO / IMPACT ON					
REPORTING TOPIC	PAGE #	OUR BUSINESS	OUR STAKEHOLDERS					
			Clients	Candidates	Colleagues	Shareholders	Communities	
<b>ECONOMIC</b>	Business Performance	<a href="#">9-10</a>						
	Investing in Emerging Markets	<a href="#">10-11</a>						
	Ethical & Principles-Based Culture	<a href="#">11-12</a>						
	Client & Candidate Success	<a href="#">12-14</a>						
	Supply Chain Integrity	<a href="#">14-15</a>						
<b>SOCIAL</b>	People & Culture Strategy	<a href="#">17-20</a>						
	Learning & Development	<a href="#">18</a>						
	Talent & Succession Planning	<a href="#">19</a>						
	Engagement	<a href="#">19</a>						
	Diversity	<a href="#">20</a>						
	Community Investment & Engagement	<a href="#">21</a>						
	Health, Safety & Wellness	<a href="#">22</a>						
	Human Rights	<a href="#">22-23</a>						
	Investing in Employability	<a href="#">23-28</a>						
<b>ENVIRONMENT</b>	Environmental Management	<a href="#">30-31</a>						
	Energy & Emissions	<a href="#">30-31</a>						
	Water	<a href="#">31</a>						
	Waste Management & Recycling	<a href="#">31</a>						

**KEY**

Primary Impact

Secondary Impact

The background is a solid blue color with a repeating pattern of white dollar signs (\$) and circular arrows. The dollar signs are of varying sizes and are interspersed with the circular arrows, which also vary in size. The overall effect is a textured, financial-themed background.

# ECONOMIC SUSTAINABILITY ACTIVITIES

pages 8-15



## Business Performance

**WHY IT MATTERS** / *In our rapidly changing global environment, sustainable business practices provide a competitive advantage to accelerate performance, drive growth and better serve the needs of candidates and clients.*

The pace of change is increasing in the Human Age. Business cycles continue to compress, driven by fast-paced, technology-enabled change. Domestic markets are subject to geopolitical risks from places far afield. Unstable GDP makes planning difficult, while soft demand hampers business growth. Companies need agility to navigate these evolving economic challenges, demographic shifts and technological advances.

Guided by our unmatched global perspective on world of work trends and their impact, ManpowerGroup successfully navigated this complex environment. Our discipline and focus paid off, accelerating performance both for our clients and across our strong and connected brands. Revenues increased 4% in constant

currency over 2013. Gross profit margin improved during the year, and we've seen an expansion of our staffing/interim margins and strong permanent recruitment growth. With improved operating leverage and continued cost control, we achieved a significant improvement in operating profit reaching \$720 million. Earnings reached \$5.30 per share for the year, up by 22% in constant currency, excluding the restructuring charges in 2013.

*(figures 1 & 2, right)*

We accelerated the deployment of our multi-channel sales and delivery model that leverages our branches as well as our on-site and digital presence to enhance client and candidate experience. We also expanded our Centers of Recruiting Excellence to increase productivity and business mix, driving profitability in our Manpower and Experis brands. Our Recruitment Process Outsourcing and Managed Service Provider business lines maintained their market leadership positions for the fourth and third years in a row, respectively.

We achieved a significant improvement in operating profit reaching \$720 million. Earnings per share reached \$5.30 per share for the year, up by 22% in constant currency.

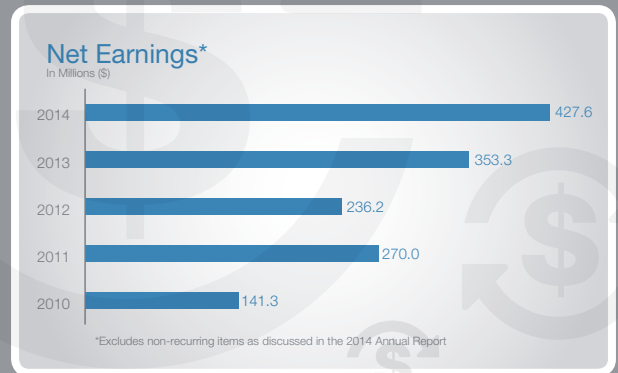


figure 1

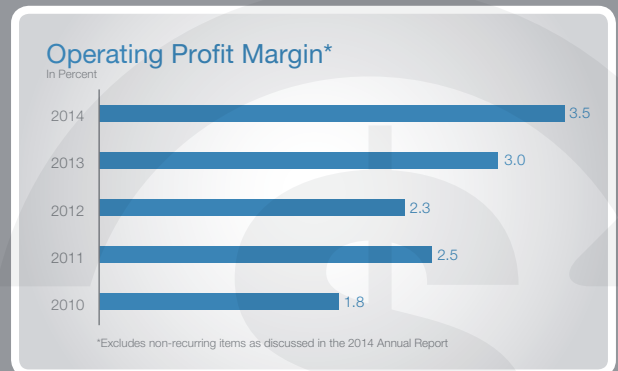


figure 2



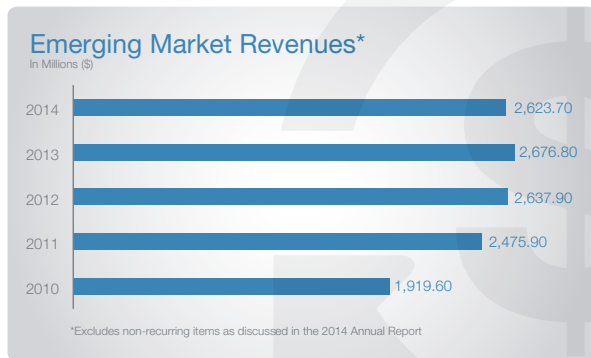


figure 3

Efforts to simplify our operations, begun in 2013, have continued to improve business efficiency. The deployment of cloud-based tools to our 26,000 employees worldwide has vastly improved internal communication, enabling greater productivity and collaboration. We initiated numerous efforts to enhance our offerings, including projects to improve search engine optimization and search and match capabilities, as well as developing mobile apps for candidates. We expect this increasing use of technology will enhance our ability to leverage our global footprint, connect our brands and provide higher quality service to our candidates and clients.

For a complete discussion of our 2014 financial performance, view our 2014 Annual Report on the Investor Relations tab of our global website at <http://www.manpowergroup.com/>

## Investing in Emerging Markets

**WHY IT MATTERS** / *Developing skilled local workforces in emerging markets can lead to job opportunities, sustainable employment and broader economic growth. (figure 3, left)*

We continue to make significant investments in a number of emerging markets in programs that help create opportunities for individuals from all parts of society to participate in the workforce. Below are examples from Colombia and India, two of our fastest growing markets in 2014.

Since 2008, ManpowerGroup Colombia has partnered with the International Labor Organization, the International Organization for Migration, NGOs and the private sector to provide training and resources to vulnerable youth who are aging out of the social welfare system. Participants in the Jovenes Visionarios (Visionary Youth) program gain access to training facilities, equipment, instructors, courses, vocational assessments and career guidance, with the goal of developing skills that will enhance their employability and develop their appetite for learning over the long term. This program, which assists nearly 100 young people each year, has been featured in the [United Nations Global Initiative to Fight Human Trafficking](#) publication "[Human Trafficking and Business: Good Practices to Prevent and Combat Human Trafficking.](#)"

◀ Jovenes Visionarios program participant, Colombia





◀ The Manpower Vocational Training Centers develop skills, opportunities ▶ and choices to ensure a positive future for Indian women.

Ten years ago, following the devastation wreaked by the Indian Ocean tsunami, ManpowerGroup partnered with HOPE Foundation to build the Manpower Vocational Technical Centers (MVTs) in India's Tamil Nadu State, one of the hardest hit areas. This investment continues to deliver results, helping thousands of area residents, especially women, find new sustainable sources of income. The centers have transformed the lives of women by training them for roles in traditionally male-dominated industries and providing micro-financing to start their own small businesses. MVTs programs have also benefited people with disabilities, helping them develop skills that enable them to support themselves and their families. Local men are also taking advantage of opportunities to develop marketable skills in areas such as computers, welding, electrical maintenance and cell phone repair. Over the past 10 years, more than 10,000 people have completed training programs, with the majority going on to find jobs, start businesses or further academic studies.

### Ethical & Principles-Based Culture

**WHY IT MATTERS** / Clients and candidates expect us to act ethically and responsibly to protect them from risk. Our colleagues expect us to live up to our values.

For more than 65 years ManpowerGroup has built a corporate culture of trust, integrity and accountability. Conducting business in an ethical and responsible manner is part of our company's DNA. A commitment to human rights, fair labor practices and ethical business dealings is essential to our principles-based culture and is recognized both inside and outside our company.

Every year, as part of our ManpowerGroup Annual People Survey, we ask our

colleagues for feedback on our ethical standards. The response has been consistently positive (figure 4, right).

In 2014, for the fourth consecutive year, ManpowerGroup was named to Ethisphere's list of the World's Most Ethical Companies. We continue to be the only company in our industry to achieve consistent recognition for our ethical and principles-based culture.



figure 4



## CODE OF BUSINESS CONDUCT AND ETHICS TRAINING

Our Code of Business Conduct and Ethics provides guidance to all of our colleagues and partners on the conduct of our business according to the highest ethical standards. We have grown and prospered with a culture of honesty, integrity and accountability. The Code contributes to our future success by helping to maintain this culture. The Code and our other ethics policies help to focus everyone on areas of ethical risk, offer guidance in recognizing and dealing with ethical issues and provide mechanisms to report unethical conduct without fear of retaliation.

All colleagues are required to complete training and certification annually. Given normal employee turnover, we have consistently achieved a completion rate of at least 96%. (figure 5, below)

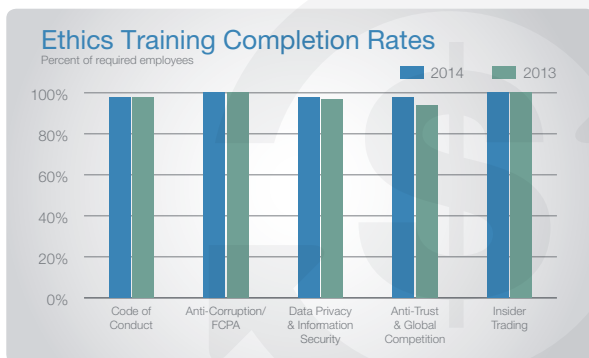


figure 5

## MAKING IT EASIER TO DO THE RIGHT THING

In 2014, we enhanced communications to employees around our annual compliance training. We simplified the messages to improve their effectiveness and included a link to our Business Ethics Hotline in all communications to encourage our people to report their concerns. We also included a message from our new CEO that stressed the importance of completing the trainings and working ethically. This message reinforced our continued and consistent values and the pride we have in being one of the World's Most Ethical Companies.

We also began to update our global anti-corruption policy to reflect current best practices, and to develop a new policy on gifts, entertainment and sponsorships. This new policy provides expanded guidance on what is considered appropriate for gifts, meals and entertainment and event and travel sponsorships. Both of these policies are being rolled out in 2015.

For more information on our ethics policies, visit the Corporate Governance page on our global website at [www.manpowergroup.com/about/](http://www.manpowergroup.com/about/).

## Client and Candidate Success

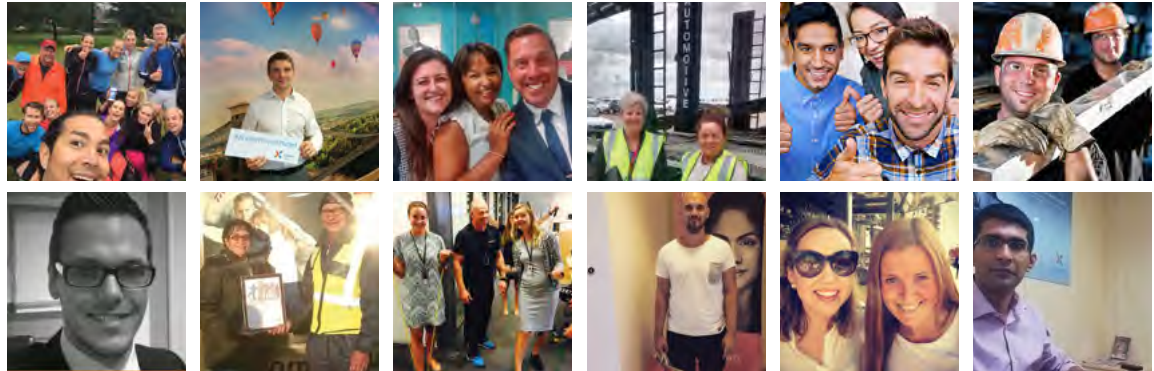
**WHY IT MATTERS** / *We help find and develop the talent our clients need to win. When businesses and their people perform well, the communities where they operate enjoy a sustainable economic impact.*

Having the best talent is a competitive advantage in today's demanding and complex world.

Since our founding, ManpowerGroup has connected employers with the talent they need to accelerate results and individuals with the opportunities they need to gain experience, refresh skills, develop new capabilities, and further their careers. Every year, we serve 400,000 clients and 12 million candidates across 80 countries and territories around the world. Our client base includes public and private organizations across every industry, from small, local businesses to global enterprises. Our candidates range from students looking for summer work and recent graduates seeking their first job, to seasoned professionals making career changes.



Every year, we serve 400,000 clients and 12 million candidates across 80 countries and territories around the world.



### Client Net Promoter Score 2012-2014

Global average, promoters minus detractors

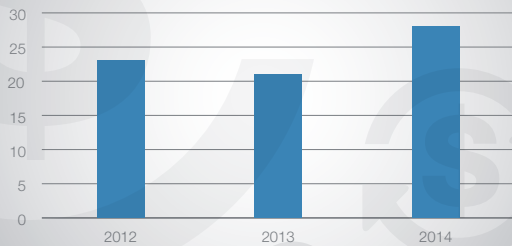


figure 6

### Client Satisfaction Score 2012-2014

Global average, 10-point scale

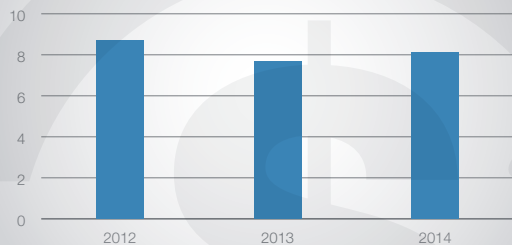


figure 7

Some clients partner with us in a single country; others leverage our global footprint. Many of our clients engage our services and solutions across multiple brands. Similarly, candidates may want to work locally in a familiar role or may be looking for opportunities to gain experience in another industry or country.

We take a holistic approach to meeting clients' and candidates' needs. With clients, we start by understanding how their workforce strategy supports their business strategy, and then apply our expertise to provide practical solutions to the operational issues they face around the world. For candidates, we start by understanding their needs and expectations. Next we assess their skills, capabilities and experience, and provide them with advice and guidance on career opportunities. When we have a good fit, we connect them with the right job.

We use a variety of approaches to measure client and candidate satisfaction, locally and globally. (figures 6 & 7, left) A number of our markets have been using Net Promoter Score (NPS) to measure customer loyalty among clients and candidates. By 2016, NPS will be our standard measure to track client and candidate satisfaction globally and quickly respond to any service concerns locally.





**FEATURE STORY**

**Client and Candidate Success**

**PARTNERING WITH AUTOMOTIVE MANUFACTURER JAGUAR LAND ROVER TO DEVELOP LOCAL TALENT WHILE ACHIEVING BUSINESS RESULTS**

Since 1998, Jaguar Land Rover has relied on ManpowerGroup for temporary, contract and permanent workforce solutions, enabling them to achieve their challenging production demands. All Production Operatives in the Jaguar Land Rover assembly plants start working as Manpower associates – *gaining the skills and experience they need while also completing a National Vocational Qualification in Business Improvement Techniques*. We use our Talent Match platform to ensure the best fit, monitoring candidate progress, managing communications and expectations and offering advice to candidates as they proceed through the application process. In 2014 alone, we managed 37,000 applications for 1,500 positions. Our recruitment program also delivers ongoing savings of over \$780,000 each year.

For the Powertrain Manufacturing Engineering Department, Experis sourced highly skilled specialist manufacturing engineers for the flagship Engine Manufacturing Center, enabling Jaguar Land Rover to develop and manufacture their first engine in over 14 years and achieve their goal of being recognized as the new global benchmark for engineering excellence.

Our recruitment activities also help reinforce Jaguar Land Rover’s commitment to the local community: engaging with Business in the Community, the Department for Work and Pensions and Jobcentre Plus under the initiative “Generation Talent” to drive employer awareness for apprenticeships and work training for 18-24 year olds. Over the years, we have worked with Jaguar Land Rover and their community partners to host a series of events for youth, including dedicated job fairs at local colleges, presentations to young people not in education or employment, and Sector Based Work Academies, resulting in jobs for 500 unemployed youth.

**Supply Chain Integrity**

**WHY IT MATTERS** / We need to ensure that we do not expose ourselves or our clients to operational or reputation risk from the actions of our suppliers.

We engage a wide variety of suppliers around the world — from large, global technology providers to small, local diversity suppliers and recruiters of specialized talent. We take a risk-based approach to addressing concerns that may arise from our supply chain.

We expect all suppliers to operate in accordance with our Supply Chain Business Partner Policy. Higher risk suppliers in each of our markets are asked to provide positive assurance that they adhere to our policy. Many of our largest global suppliers have key social responsibility principles embedded into their contracts. In total, 88% of procurement spend in our key markets is covered by our proactive assurance approach. (figure 8, below)

**2014 SUPPLIER OVERSIGHT IN KEY MARKETS**

Action	Number of Suppliers	Percent of Procurement Spend
Requested to provide assurance of responsible practices	1825	62%
CSR provisions embedded in contract	917	26%

figure 8





◀ Our Annual Supplier Diversity Roundtable provides an opportunity for attendees to share and discuss successes and challenges with their peers.

## SUPPLIER DIVERSITY

ManpowerGroup's Supplier Diversity Initiative delivers innovative approaches to recruiting, developing and increasing our diverse supplier base. Our program includes women, minorities, veterans, small business owners and members of other disadvantaged groups who share a mission of providing quality services to customers, higher value staffing services and quality employment opportunities. Together we help strengthen the economic wealth of our diverse business communities and contribute to the overall growth and expansion of our markets.

Among the highlights of the Initiative is an annual Supplier Diversity Roundtable. For 13 years, this event has provided a forum for attendees to share and discuss successes and challenges with their peers, and opportunities to strengthen partnerships between ManpowerGroup and its suppliers.

Our Supplier Diversity Initiative has contributed to our recognition by the Women's Business Enterprise National Council as one of America's Top Corporations for Women's Business Enterprises for seven consecutive years.





SCIAL  
SUSTAINABILITY  
ACTIVITIES

pages 16-28



## People and Culture

**WHY IT MATTERS** / One of the key drivers of our performance is our people. We win when we have the most capable, most engaged and passionate individuals interacting with our clients and candidates.

People and Culture is a critical enabler of our business success. We are committed to creating and maintaining a high performance and collaborative culture in which our people can strengthen their capabilities and realize their full potential.

Our People and Culture Strategy is ManpowerGroup’s promise to our people to create the kind of culture we want—reflective of our values, brand attributes, the ManpowerGroup experience and our people. (figure 9, below)



figure 9

Our People and Culture Strategy is our map to continually strive to uphold our promise to our people, our organization and our candidates and clients to create the ManpowerGroup experience. Our strategy is supported through our focus on learning and development and our talent and succession planning process.



## LEARNING AND DEVELOPMENT

Continuous learning and development is critical to the growth and success of our employees and our associates, and we ensure that everyone in our organization has access to development opportunities. We have identified key focus areas to ensure that we are equipping our people with the capabilities they need to achieve their career aspirations and help us meet our goals.

1

### ManpowerGroup Leaders

#### Emerging Leaders

##### Developing Current and Emerging Leaders

Investing in the development of our current and emerging leaders is one way to ensure we have the talent we need for the continued growth and success of our business.

*In 2014, we developed the **Global Emerging Leader Experience**, a three-year program that builds foundational capabilities and provides on-the-job experience through stretch assignments, development tools and coaching and mentoring. The first cohort of participants, representing all regions and brands, has been selected, with the formal program beginning in 2015. We will measure success using a number of metrics including engagement, retention and career progression.*

2

#### Sales and Delivery Capabilities

##### Developing Capabilities in Roles Critical to our Business

To achieve our strategic business goals, we must ensure that our people have the right capabilities to sell our solutions and recruit the best talent for our clients. In addition to local programs in individual markets we run a number of global programs targeted to sales and recruitment each year.

**Sales Leadership:** *In 2014, we undertook a major investment in developing our global sales force, aligning them around our business strategy and expectations; developing their capabilities to make better business decisions, influence executives, and create results-focused global strategies and plans; and fostering a collaborative community that can more effectively leverage expertise and best practices across the organization.*

**Advanced Sourcing Training For Recruiters:** *In 2014, we launched a new advanced internet sourcing training program for our recruiters worldwide. 1,000 recruiters in 45 countries received training that enables them to develop creative sourcing strategies and increases their skillset, while providing better resources and candidates for our clients at reduced speed and cost. Training continues throughout 2015, with 100 sourcing experts training another 4,000 recruiters throughout our global organization.*

3

#### Enhanced Learning Platform for all of our People

##### Enhancing our Learning Platform

We offer online learning opportunities to all of our employees and associates. In an era of “information overload,” it is vital that we help our people easily access the most relevant, targeted content and courses that will enable them to develop the capabilities they need to succeed.

*In 2014, we finalized our plan to move our learning management system (LMS) to a single platform that will enhance individual experience while allowing us to better measure learning outcomes. Our new global LMS—**powerYOU**—will be implemented across our entire organization in 2015. It will allow us to develop capabilities on a global scale in a more integrated fashion, share training content more easily, design curriculum that incorporates multiple modes of learning and provide a more customized experience for individual learners.*

*Overall, the course catalog will be targeted toward the most current, relevant and in-demand skills and content. For our associates, the learning experience will be a much more personal one. Each associate will be presented with the most relevant course content, based on brand, geography and career stage. Learners will be able to rate course content, so that peers can easily see which courses were the most useful.*



## MEASURING THE EFFECTIVENESS OF OUR STRATEGY

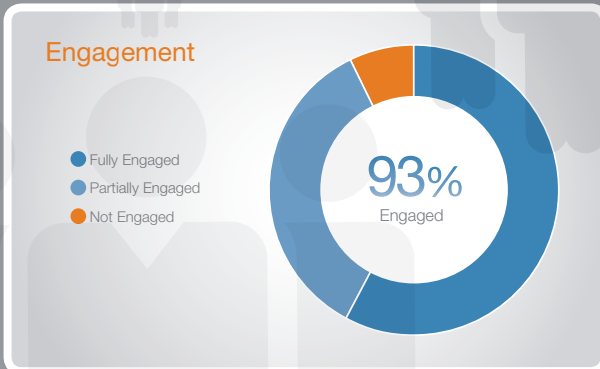


figure 10 - 2014 People Survey results indicated that 93% of employees are partially or fully engaged.

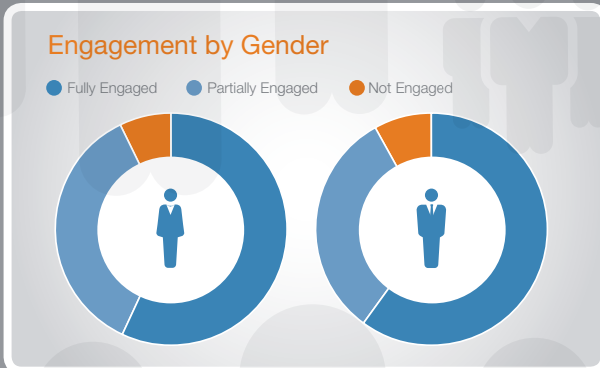


figure 11 - Engagement scores varied only slightly between men and women.



figure 12 - On our 2014 People Survey, 93% of employees indicated they intend to stay with the company for at least 6 more months. More than 50% intend to stay 3 years or more.

## TALENT AND SUCCESSION PLANNING

Every year we complete our Three Year Strategic Plan (TYSP) and Strategic Execution Framework planning processes, articulating our business strategies and goals to win. This is complemented by our Talent Planning process, which includes actions to ensure we have the capabilities, culture, succession plans and engagement to meet our business goals and future talent needs.

In 2014, we developed a more rigorous talent planning process. We set specific goals around our talent and succession planning to ensure a healthy and gender-balanced pipeline of successors for key leadership roles and established Executive Operating Committee oversight on all key leadership role nominations.

As part of our People and Culture Governance, information about leadership talent in our key markets is centrally collected for Global Talent Planning. Local/regional leadership teams are responsible for defining talent planning requirements for other markets and at deeper levels in key markets.

## MEASURING THE EFFECTIVENESS OF OUR PEOPLE AND CULTURE STRATEGY

The ManpowerGroup Annual People Survey is an investment that we make every year, so we can measure our progress and continually learn from our people around the four key areas important to our success:

- » **Career and Development:** meeting our people's development and career needs and expectations
- » **Culture:** creating the culture that will help our people do their best while enabling us achieve our goals
- » **Engagement:** motivating our people to achieve success for us and our clients and to act as ambassadors for our brand (figures 10 & 11, left)
- » **Intent To Stay:** understanding the drivers of retention, so we can act on risk before it becomes turnover (figure 12, left)

For 10 years, the People Survey has been available to 100% of our employee population, and more than 80% participate every year. In 2014, we expanded our measurement to include gender, so we can understand and respond to gender-specific trends.



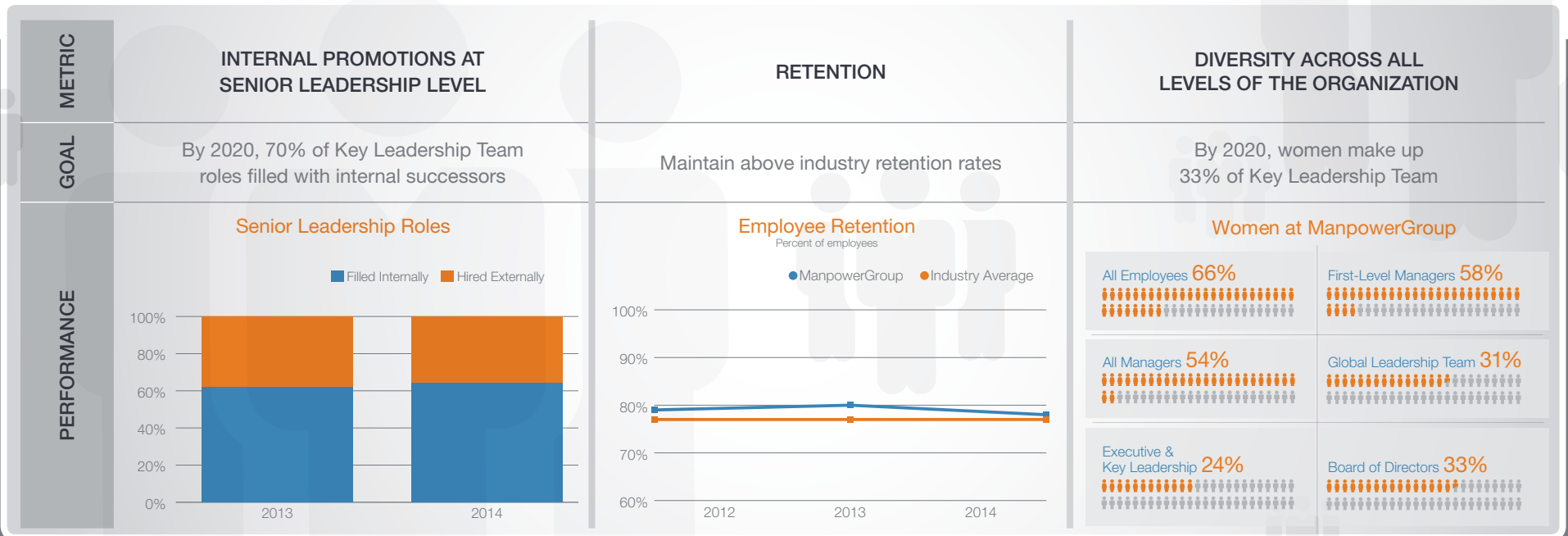
## How We Use the Results of the ManpowerGroup Annual People Survey

We want managers to better understand their people and our culture. Through those insights, they can identify what actions to take to enable their people to do their best work and the company to achieve its goals.

Each leader reviews their People Survey results with their teams and creates local action plans focused on changing the way they work to improve performance.

We also look across our results globally to identify insights and opportunities to improve. One such example was our global implementation of Google collaboration tools in 2014. These tools allow us to more efficiently share ideas and collaborate around opportunities and solutions across our strong and connected brands around the world.

In addition to the results of the Annual People Survey, we use a number of **other measurements to understand the effectiveness of our People and Culture strategy:**



## Community Investment and Engagement

**WHY IT MATTERS** / Sustainable communities attract the talent and businesses that fuel growth and profitability. Community investment also provides more opportunities for our colleagues to make a difference, increasing their engagement and our organizational performance.

Our global footprint is built on the strength of thriving local communities. To ensure we make a sustainable impact everywhere we operate, we provide funding, career expertise, educational services and volunteer opportunities that make a lasting impact. (figure 13, below)

### COMMUNITY INVESTMENT IN OUR KEY MARKETS

Year	Charitable Donations	Volunteer Hours
2014	\$9 million	59,000
2013	\$7.3 million	35,000
2012	\$3.7 million	60,000

figure 13

## FEATURE STORY Community Investment and Engagement



## MANPOWERGROUP VOLUNTEERS HELP PREPARE STUDENTS FOR THE WORLD OF WORK THROUGH JUNIOR ACHIEVEMENT PROGRAMS

ManpowerGroup volunteers around the world provide students with real-world experience to ready them for the world of work. Through Junior Achievement (JA) Capstone Programs in the US, students learn about entrepreneurship, financial literacy and work readiness in the classroom, and go on to apply the skills at simulated communities and real workplace settings known as JA BizTown® and JA Finance Park® facilities.

*Through this national partnership, colleagues assist at sites in 11 cities across the country, volunteer in classrooms and serve on local JA boards. During the 2014-2015 school year, more than 2,200 students participated in ManpowerGroup-supported JA activities.*

*“Many kids don’t get enough life skills in the traditional school curriculum,” said one ManpowerGroup volunteer. “JA Finance Park® provides an opportunity to experience ‘real life’ in a very meaningful way.”*

Our CEO, Jonas Prising, demonstrates his commitment to these programs by volunteering in the classroom and serving on the national JA Board of Directors.

Jack E. Kosakowski, president and CEO of Junior Achievement USA, said, “ManpowerGroup’s support of Junior Achievement benefits all facets of our organization—from forging JA’s strategic direction to grassroots volunteer efforts that make JA programs come alive for students. Jonas Prising’s board leadership, along with ManpowerGroup’s volunteer support of JA Finance Park® and JA BizTown®, provide Junior Achievement with resources and expertise which are critical to fulfilling our mission of inspiring and preparing young people to succeed in a global economy.”

Our partnership with JA doesn’t stop with the US – our operations in Argentina, China, Italy, Norway and Spain also support local JA initiatives.



## Health, Safety and Wellness

**WHY IT MATTERS** / *We are committed to the health and safety of our people as an integral part of our culture.*

We take appropriate measures to provide a safe working environment for all of our employees, associates, contractors and consultants. We focus on compliance with health and safety legislation within our own business operations and also apply this same standard as a matter of priority when reviewing whether to place associates and consultants in a client's work environment.

We recognize the importance of work-life balance, and appreciate the value that out-of-work activities bring back into the workplace. We also aim to foster a culture of well-being by providing a variety of tools, education and resources that reinforce healthy lifestyle choices. Our colleagues around the world have access to a variety of local wellness resources, ranging from formal Employee Assistance Programs to free or discounted fitness classes and club memberships, sporting clubs/events, support groups, flu shots, annual check-ups and more (varies by country). *(figure 14, right)*

## Human Rights

**WHY IT MATTERS** / *As workforce solutions experts, we are committed to respecting internationally proclaimed human rights and fair labor practices and to embedding these practices into our operations.*

We understand the importance of protecting and promoting fundamental principles and rights at work. Our standard practices are designed to protect these rights throughout the recruitment, selection and employment of our employees and the individuals that we place on assignment with our clients. We also participate in a number of local, national and international activities that work to eradicate human trafficking and child labor and promote diversity in the workforce. *(figure 15, right & figure 16, next page)*

### Managing Health, Safety & Wellness in our Key Markets



figure 14

### Protecting and Promoting Fundamental Rights at Work



figure 15



In all of our markets, our standard practices are designed to protect fundamental rights at work. Additional activities promote these rights and principles within our sphere of influence.

	STANDARD PRACTICES TO PROTECT	ACTIONS TO PROMOTE
RECRUITMENT & SELECTION	<ul style="list-style-type: none"> <li>• Ensure no discrimination in the recruitment process, including language and platforms used for job postings</li> <li>• Verification of eligibility to work</li> <li>• Assessment and selection focused on skills and experience</li> <li>• Clearly defined position descriptions</li> <li>• Tools and training for hiring managers</li> </ul>	<ul style="list-style-type: none"> <li>• Educating employers on benefits of employing people from disadvantaged populations</li> <li>• Helping clients achieve their diversity goals through targeted recruitment and selection</li> <li>• Partnering with organizations that focus on the recruitment of people with disabilities and individuals from other disadvantaged populations</li> </ul>
EMPLOYMENT	<ul style="list-style-type: none"> <li>• Clear and transparent terms of employment</li> <li>• Fair and timely compensation</li> <li>• Cooperation with labor organizations</li> <li>• Safe and respectful working environment</li> <li>• Accommodation for disabilities</li> <li>• Support and accommodations for working parents</li> <li>• Anti-harassment training for employees and managers</li> <li>• Clear reporting tools and procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Programs that help individuals from discriminated populations develop skills and experience to expand their employment opportunities</li> <li>• Educating employers about accommodating people with disabilities and religious/cultural minorities</li> <li>• Research, advocacy and action on gender gap</li> <li>• Participating in national and international associations to promote diversity and fight discrimination, like Diversity Charter, Female Future and Global Future, etc.</li> </ul>

### Investing in Employability

**WHY IT MATTERS** / We believe the changing world of work will provide great opportunities for many, but effort must be made to develop in-demand, relevant skills so that everyone can benefit.

We are committed to preparing individuals for the workforce through partnerships with government, educational institutions and companies. Together we provide expertise, access to meaningful employment opportunities and a shared passion for helping individuals succeed.

We leverage our thought leadership and participation in industry associations to generate awareness and dialogue around core issues that impact the world of work, and advocate for collaboration between public and private sectors to solve employability challenges. We also invest considerable time and resources in partnerships and programs that enhance the employability of individuals. (figure 16, left)

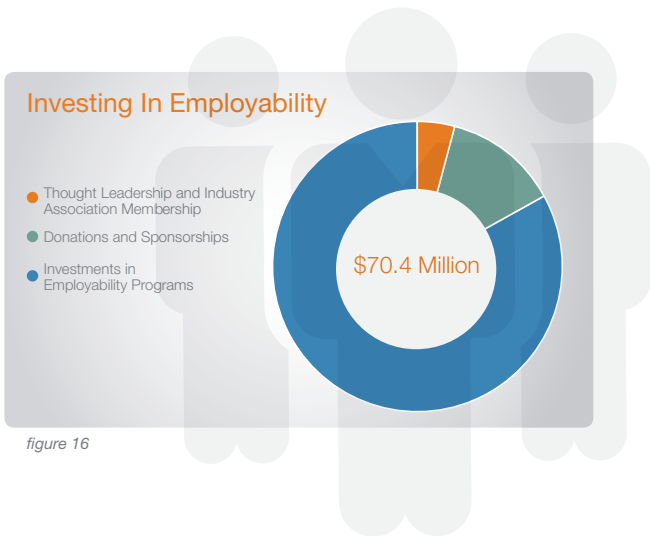


figure 16



## OUR EMPLOYABILITY PROGRAMS

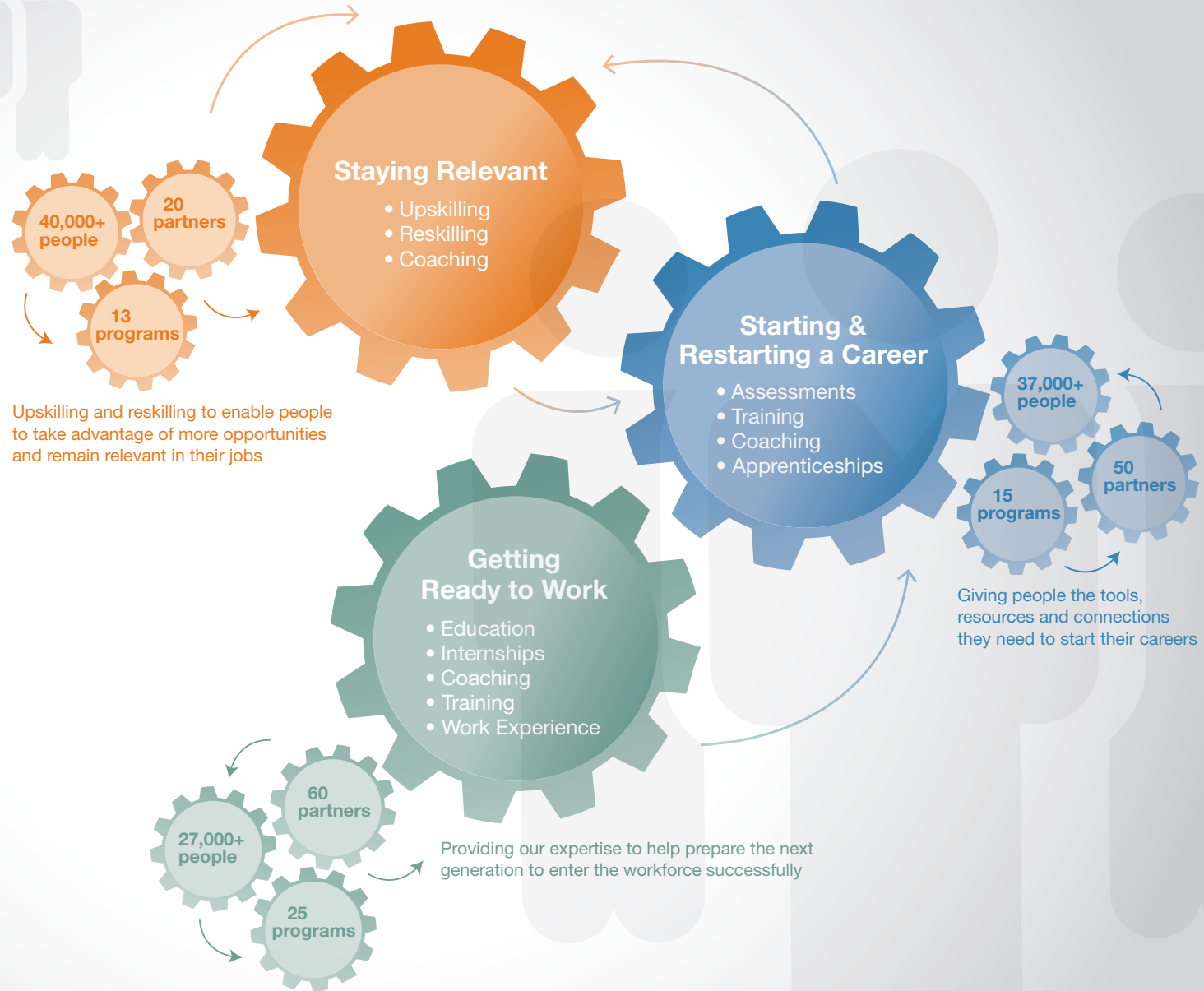
In our core business we find work for 3.4 million people every year and help them develop the skills and experience to progress to the next job, and our Employability Programs complement this.

ManpowerGroup provides opportunities at all stages of the work lifecycle. We **support young people with work skills**, careers advice and training while they are still in education to better equip them for the transition to work.

We support **people starting their careers**, for the first time or the next time, to assess, train and coach them to step into the first job or return for the next opportunity.

When people are in work, we help them stay relevant, to **develop their employment security** so that they can choose the next job, secure a promotion, or change direction to suit their circumstances.

And when people want to work differently – part-time, part of the year – or just want to wind down their career, we can provide them opportunities too.





## LOCAL EMPLOYABILITY PROGRAM EXAMPLES



▲ Green Army Program, Australia

### AUSTRALIA'S GREEN ARMY BATTLES YOUTH UNEMPLOYMENT WHILE MAKING A DIFFERENCE ENVIRONMENTALLY

Youth unemployment is at a 17-year high in Australia - nearly 14% - more than twice the rate for adults. The Australian government and partners like ManpowerGroup are working to change that with the Green Army, a team of 15,000 young Australians who receive training and hands-on experience in projects that benefit the environment.

"This is an excellent initiative that achieves positive results across the board, combining a strong partnership between governments, private, and not-for-profit organizations," said Paul Bridgewater, General Manager, Manpower Australia. "The Green Army program is creating a lasting impact demonstrating the importance of the role of work in young people's lives and helps each of them develop valuable careers through coaching and training."

Manpower works with the Department of Environment and Landcare Australia to staff and supervise teams that work 20-26 weeks on projects across the country. Participants receive nationally accredited training in areas including first aid, chemical handling, safe use of power tools, conservation and land management.

"As a participant in the Green Army Program I've gained many practical and theoretical skills in land management and conservation," said Luke Nutall. "I am now employed as a Green Army Supervisor and continue to develop my knowledge, skills and experience."

### INDIA'S UDAAN INITIATIVE AIMS TO PROVIDE WORKFORCE SKILLS TO 40,000 YOUTH OVER FIVE YEARS

Thousands of unemployed youth in the cities of Jammu and Kashmir in India have limited access to education, making it difficult for them to gain the skills needed to obtain employment. In response, India's National Skill Development Corporation (NSDC) and partner companies, including ManpowerGroup, are collaborating on the "Udaan" initiative, which aims to provide skills to 40,000 area youth over five years in high-growth industries.

Together with the Chitkara College of Sales and Retail Marketing, ManpowerGroup India has been working to train and provide employment to 5,000 graduates as sales and customer relationship executives and store managers in the telecom, consumer goods and pharmaceutical industries over four years.

"We are pleased to partner with ManpowerGroup to bring about a positive change," said Dilip Chenoy, CEO and Managing Director of NSDC. "We are absolutely confident in the capability to skill the youth of Jammu and Kashmir to change lives."



## YOUTH GUARANTEE AND OTHER PROGRAMS ADDRESS ITALY'S EMPLOYABILITY CHALLENGES

With unemployment nearing 40% for young people in Italy, there is an urgent need to prepare youth for work.

Launched in Italy in 2014, the EU-wide Youth Guarantee program aims to ensure that all young people under the age of 25 obtain a job, apprenticeship or traineeship within four months of completing school or becoming unemployed. ManpowerGroup Italy is lending its expertise, by providing orientation sessions, competencies analysis, and training courses for program participants. When a participant's skills match a client's needs, we promote them for the position. To date, we have trained and coached more than 600 youth and placed 190 in jobs.

"Youth Guarantee presents a valuable opportunity for young people to find a job," said Alessandro Voutcinitch, who manages the program at ManpowerGroup. "We are pleased with recent efforts of the Italian Government to extend the program up to age 29. ManpowerGroup will have an even more important role to play."

Youth Guarantee is only one of many employability programs we deliver across Italy. Programs are deployed at the regional level and designed to address the need of specific groups experiencing employment challenges, including youth, older workers, long-term unemployed and those facing imminent job loss. Ranging from four to 20 hours, each program includes individual needs analysis, goal setting, skills assessment and creation of a training and professional development plan, and may also provide training and brief work experience placements or internships. In 2014, more than 2,800 individuals participated in our programs; we placed 1,400 of them in jobs.

## PUBLIC-PRIVATE PARTNERSHIP PROMOTES GROWTH OF NEW INDUSTRIES IN JAPAN WHILE HELPING RECENT GRADS FIND JOBS

For more than five years, ManpowerGroup Japan has managed government-sponsored programs helping to connect local businesses that need employees with individuals having difficulty finding work. The programs are free to participants, who are typically recent graduates and those on childcare leave.

Job seekers spend a month learning about local industries and how to apply for jobs, while improving their communication skills and business etiquette. Local companies in growing industries provide on-the-job training during a three-month temporary assignment. If the assignment proves a good fit, the individual is then offered a permanent position.

In 2014 alone, more than 1,500 people were trained with around 1,300 securing full-time employment.

"The temporary to permanent method allows candidates to gain needed skills and know-how in the workplace," said Makoto Yoshida, Assistant Manager of Strategic Account Sales. "It's an efficient way for companies to evaluate the applicant's skills and motivation before committing to hire."



▲ Program enrollment ceremony at ManpowerGroup Japan



## TAILORED TRAINING PROGRAMS IN FRANCE PREPARE 26,000 PEOPLE FOR IN-DEMAND ROLES WITH CLIENTS

Faced with high unemployment and a shortage of skilled workers, Manpower France offers a robust series of training programs that in 2014 trained 26,000 people for in-demand roles with local businesses.

The training boosts candidates' experience and employability by teaching professionalism, skills development and how to maintain a long-term career. Tailored to align with local client and industry needs, people develop relevant, in-demand skills.

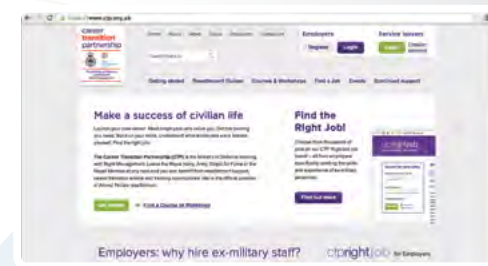
When employers in the Champagne region were unable to find skilled cellar masters, Manpower recruited and provided 373 hours of training to unemployed residents, and then placed them in good jobs with local businesses.

Patrick, one of the cellar master trainees, said, "I was working in a foundry but this training was a great opportunity for me to discover a new profession. It was not easy to go back to school, but I had everything to gain."

The Cellar Master School will be expanded next year and is just one of many similar training programs ManpowerGroup offers across France. Clients from all industry sectors are using tailored training programs to find and recruit employees for hard-to-fill roles, including electricians and forklift operators.



Cellar Master School graduates with clients and Manpower colleagues



CTP website: [www.ctp.org.uk](http://www.ctp.org.uk)

## Starting & Restarting a Career CAREER TRANSITION PARTNERSHIP HELPS THOUSANDS OF EX-MILITARY PERSONNEL ADJUST TO CIVILIAN LIFE AND FIND JOBS IN THE UK

Every year, thousands of people leave military service, and the adjustment to civilian life can be difficult. Although military personnel typically have skills and experience that are in demand, many have never had to look for a job and are unsure how to promote themselves to a potential employer.

The Career Transition Partnership (CTP), an agreement between the UK's Ministry of Defence and Right Management, provides resettlement services for individuals leaving the Royal Navy, Army, Air Force and Marines.

Flexible support offered before and after discharge gives military personnel the tools needed to confidently market their skills and experience to employers. Likewise, employers gain a better understanding of how military training and qualifications align with their own talent needs.

CTP has helped over 180,000 individuals make the transition for in-demand skills to civilian life and supported thousands of organizations looking for in-demand skills to employ ex-military personnel.

For CTP success stories and more, visit the CTP website ([www.ctp.org.uk](http://www.ctp.org.uk)) or YouTube (<https://www.youtube.com/user/CTPorg>).



### THE CAREER TRANSITION WORKSHOP

LH Gillian Dowds joined the Royal Navy straight out of school at age 17, and after 10 years of service is preparing for civilian life and the civilian job market.



**LH Gillian Dowds**  
CTP participant, UK

*"The level of support provided to service leavers is second to none. The Career Transition Workshop facilitators gave me so much useful information, including a run-through of the CTP website, interview techniques, CVs and application forms, along with helping me identify my transferrable skills. My Career Consultant advised me on routes into employment that I has not thought about, and on different courses that she thought would be applicable to the route I wanted to take. That information is priceless."*



The background is a solid teal color with a repeating pattern of stylized leaves in various shades of teal and white. The leaves are scattered across the page, some large and some small, creating a natural, organic feel.

# ENVIR<sup>🌿</sup>NMENTAL SUSTAINABILITY ACTIVITIES

pages 29-31

## Environmental Management

**WHY IT MATTERS** / *Even office-based businesses have an opportunity and responsibility to reduce their environmental impact – especially a business with offices in 80 countries and territories.*

As a professional service organization, ManpowerGroup's operations are entirely office-based with an environmental impact that is relatively small compared to companies in sectors such as manufacturing or transportation. Our greatest areas of impact are from the energy we use in our offices and our travel to sell and deliver our solutions.

### TRACKING AND MEASURING OUR PERFORMANCE

In 2014, we began implementing a global framework to consistently track and measure our environmental performance across key markets and more accurately estimate our global impact. As part of the framework, we have defined a number of standard performance indicators and set expectations for the kinds of information we need to track and report for environmental initiatives.

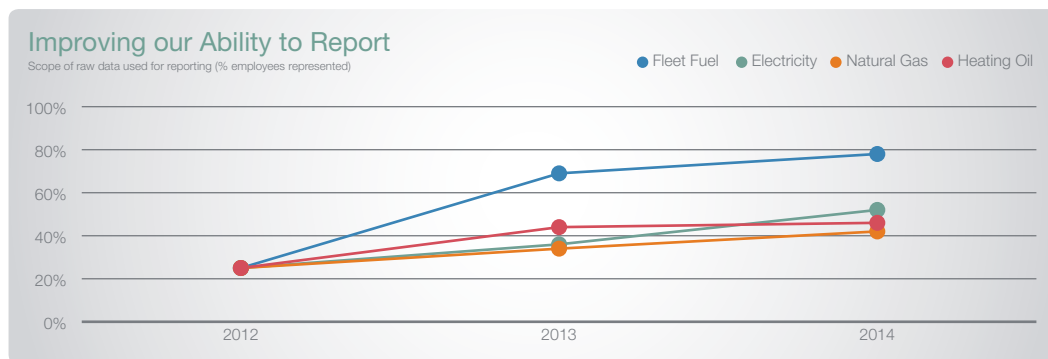


figure 17

The next step is to revise and update our global environmental management guidelines, incorporating good practices and recommendations for operations of various sizes and stages of maturity. We will also communicate global goals and priorities, and request that our key market operations identify local targets and objectives and manage initiatives that contribute to the achievement of our global goals.

We will continue to report on greenhouse gas emissions, energy consumed in our offices and by our fleets and other environmental impact data of interest to stakeholders. Starting in 2015, we expect to begin reporting on our global goals and progress. Detailed information on select key market performance and goals is currently available in our [CDP](#) response.

### Environmental Management in our Key Markets

Percent of total revenue represented

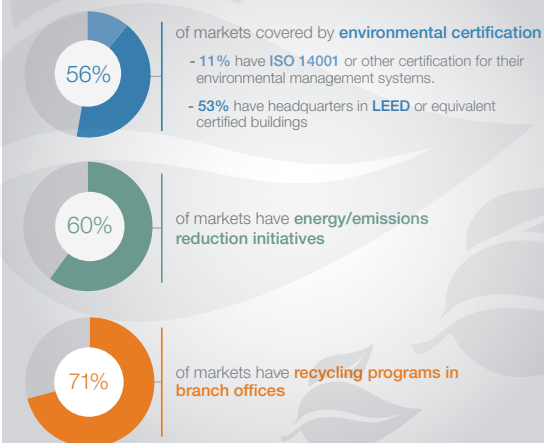


figure 18

### Estimated Global Greenhouse Gas Emissions

Metric Tons CO<sub>2</sub>e

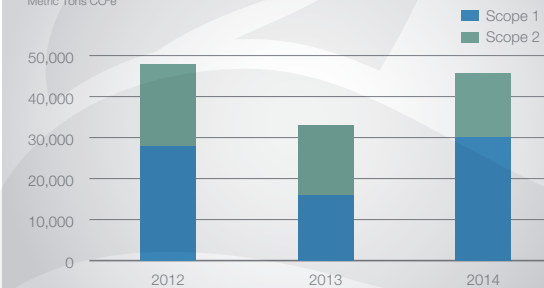


figure 19



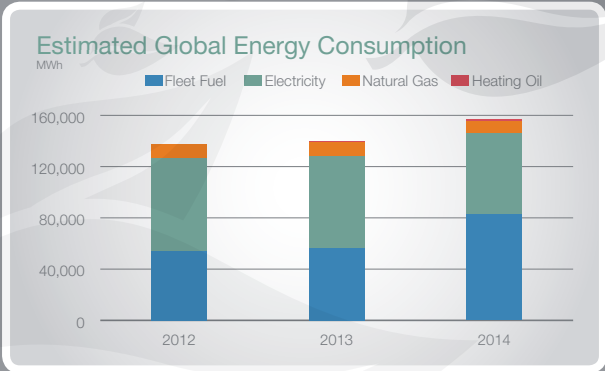


figure 20

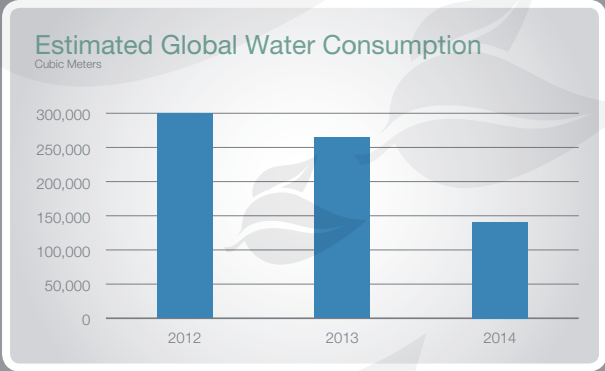


figure 21

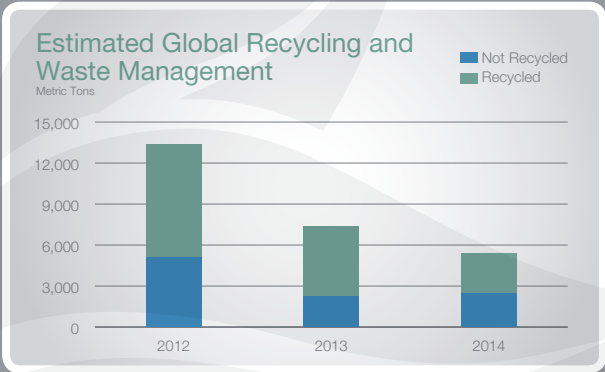


figure 22

## RESOURCE EFFICIENCY IN OUR OFFICES

Our local operations continue to look for ways to use resources more efficiently in our offices. For example, in the Netherlands we reduced energy consumption and emissions from office activities by implementing thin clients, replacing copy/print appliances and installing motion sensors on lights. In Sweden, we replaced coffee machines, toners and printers with more efficient models. In the UK, we have reduced energy and emissions by more than 25% at our country headquarters over the past four years simply by making seasonal adjustments to thermostats and turning off lights when not in use. We estimate that we have reduced overall energy consumption in our offices by nearly 12% since 2012.

We consume water primarily for drinking and hygiene, as well as a limited amount of landscaping at a few of our headquarters locations. We strive to use this resource responsibly, and reduce consumption through the use of water conservation technologies wherever possible. Using data from our key markets, we estimate a reduction in water consumption by 50% since 2012.

A number of initiatives to reduce paper use, such as programming printers to automatically print double-sided and moving to paperless transaction systems, have enabled us to substantially reduce the amount of office waste we produce. The majority of our office waste is recycled and does not end up in landfills. Using data from key markets, we estimate that we have reduced total waste by nearly 60% since 2012.

## GREENING OUR FLEETS

Fleet fuel accounts for almost half of our energy consumption. As we grow and increase sales and delivery of our services, we continue to look for ways to increase the efficiency and reduce emissions levels of our fleet cars. Many of these initiatives have required no additional investment; by promoting the choice of lower-emission models for our fleets, we have succeeded in reducing emissions in several countries.

Our Netherlands operation manages one of the largest fleets in our organization. They have reduced fleet emissions by nearly 5% over 2013 levels by limiting car choices to lower-emissions models and promoting car sharing at branch offices.

By replacing fleet vehicles with lower-emission models, the average CO<sup>2</sup> emissions from our fleet in Sweden has reduced from 141 grams CO<sup>2</sup>/km to 118 grams CO<sup>2</sup>/km. Our Swedish operations have set a goal for 2015 that at least 50% of their fleet cars will be under 120 grams CO<sup>2</sup>/km.

By limiting car choices to more energy-efficient and lower-emission models, we have reduced our UK fleet emissions by more than 7% over the past 3 years.

In some cases, reducing emissions in our fleets has also had a positive impact on our bottom line. Over the past 3 years, Italy has replaced nearly 80% of its fleet with cars that run on liquid natural gas, reducing emissions by 10-15% while saving 1 euro for every liter of fuel used.





# PERFORMANCE DATA & GRI INDEX

pages 32-41



## Performance Data

### ECONOMIC

	Current Year 2014	2013	2012	GRI Code	Global Compact Principle
<b>Financial Performance</b>					
Revenues from services (\$ million)	<b>20,762.8</b>	20,250.5	20,678.0	G4-EC1	
Gross profit (\$ million)	<b>3,488.2</b>	3,366.7	3,442.0		
Operating profit (\$ million)	<b>719.9</b>	511.9	411.7		
Net earnings (\$ million)	<b>427.6</b>	288	197.6		
Revenues in emerging markets (\$ million)	<b>2,623.7</b>	2,676.8	2,637.9	G4-EC1	
<b>Ethical Culture</b>					
Code of Business Conduct & Ethics training completion rate	<b>98%</b>	98%	99%	G4-HR2, G4-SO3, G4-SO4	1-6, 10
Anti-Bribery & Corruption Policy training completion rate	<b>100%</b>	100%	100%	G4-HR2, G4-SO3, G4-SO4	10
Percentage of employees with high awareness of ethical practice guidelines	<b>91%</b>	89%	90%		10
Percentage of operations assessed for risks related to corruption	<b>100%</b>	100%	100%	G4-SO3	10
<b>Client &amp; Candidate Success</b>					
Client Net Promoter Score (global average)	<b>28</b>	21	23	G4-PR5	
Client satisfaction score (global average, 10-point scale)	<b>8.1</b>	7.7	8.7		
Candidate Experience score	<b>****</b>	70	****	G4-PR5	
People placed in permanent, temporary and contract positions	<b>3.4 million</b>	3.4 million	3.4 million	G4-EC1, G4-EC8	
<b>Supply Chain Integrity (in key markets)</b>					
Number of suppliers with CSR principles in contract (% of total spend)	<b>917 (26%)</b>	550 (22%)	****	G4-LA14, G4-HR10, G4-SO9	1-10
Number of suppliers requested to provide positive assurance on CSR principles (% of total spend)	<b>1825 (62%)</b>	1660 (66%)	****	G4-LA14, G4-HR10, G4-SO9	1-10
Number of suppliers audited (% of total spend)	<b>286 (13%)</b>	****	****	G4-LA14, G4-HR10, G4-SO9	1-10
Percentage of high risk suppliers audited	<b>100%</b>	100%	100%	G4-LA14, G4-HR10, G4-SO9	1-10
Percentage of procurement spend on local suppliers	<b>&gt;60%</b>	****	****	G4-EC9	

\*\*\*\* Data unavailable / not previously tracked

## Performance Data

### SOCIAL

	Current Year 2014	2013	2012	GRI Code	Global Compact Principle
<b>Community &amp; Employability Investment</b>					
Donations & sponsorships (\$ million)	9	7.3	3.7	G4-EC8	
Volunteer hours	59,000	35,000	60,000	G4-EC8	
Investments in employability programs (\$ million)	58.3	63.6	*****	G4-EC8	6
Key operations with employability programs	100%	100%	*****	G4-SO1	6
Number of associates and contractors participating in formal training programs	86,833	72,732	*****	G4-EC1, G4-EC7, G4-EC8, G4-LA9, G4-LA10	6
Number of participants in all employability programs	114,000+	*****	*****	G4-EC1, G4-EC7, G4-EC8, G4-LA9, G4-LA10	6
<b>Diversity &amp; Inclusion</b>					
Total number of employees	26,000	26,000	25,544	G4-9	
Women employees	60%	65%	67%	G4-LA12	6
Women in all management positions	55%	57%	55%	G4-LA12	6
Women on the Global Leadership Team	31%	30%	34%	G4-LA12	6
Women on the Board of Directors	33%	31%	31%	G4-LA12	6
Executive leaders not of US origin	77%	69%	70%	G4-LA12	6
Employees represented by trade unions / collective bargaining agreements	55%	51%	40%	G4-11	3
<b>Employee Development &amp; Engagement</b>					
Percent of employees fully or partially engaged	93%	92%	92%		
Employees receiving regular performance reviews	100%	100%	100%	G4-LA11	
Percentage of senior-level positions filled internally	62%	64%	*****	G4-LA1	
Employee turnover (voluntary)	15%	13%	15%	G4-LA1	
Key market operations offering formal development for business-critical roles	100%	85%	*****	G4-LA10	
Number of participants in development programs for business-critical roles	8,950	6,000	*****	G4-LA9	

\*\*\*\*\* Data unavailable / not previously tracked

## Performance Data

### SOCIAL

	Current Year 2014	2013	2012	GRI Code	Global Compact Principle
<b>Health, Safety &amp; Wellness</b>					
Key market operations with wellness programs	81%	69%	****	DMA	1, 2
Key market operations with health & safety certifications	40%	38%	****	DMA	1, 2
Reportable injury frequency rate among employees (number of incidents per million hours worked)	3.81	2.97	16.38	G4-LA6	1, 2
Scope of data (% employees)	83%	74%	40%		1, 2
Reportable injury frequency rate among associates (number of incidents per million hours worked)	29.27	23.36	83.19	G4-LA6	1, 2
Scope of data (% revenues)	80%	83%	55%		1, 2

### ENVIRONMENTAL

#### Environmental Management (% of markets by revenue)\*

Environmental certifications	11%	11%	9%	G4-DMA	7
HQs in certified buildings	53%	48%	45%	G4-DMA	8,9
Energy/emissions reduction initiatives	60%	55%	65%	G4-DMA	8,9
Recycling programs in branch offices	71%	70%	****	G4-DMA	8

\* Reporting markets represent 85.6% of total global revenues

#### Scope of Raw Data Used for Reporting (% of employees represented)

Heating oil consumption	46%	44%	25%	G4-DMA	8
Natural gas consumption	42%	34%	25%	G4-DMA	8
Electricity consumption	52%	36%	25%	G4-DMA	8
Fleet fuel consumption	78%	69%	25%	G4-DMA	8
Water consumption	19%	9%	6%	G4-DMA	8
Waste not recycled	13%	8%	4%	G4-DMA	8
Waste recycled	20%	13%	7%	G4-DMA	8

\*\*\*\* Data unavailable / not previously tracked

## Performance Data

<b>ENVIRONMENTAL</b>	<b>Current Year 2014</b>	<b>2013</b>	<b>2012</b>	<b>GRI Code</b>	<b>Global Compact Principle</b>
<b>Energy Consumption (MWh)</b>					
Total energy consumption	<b>156,509</b>	139,617	137,777	G4-EN3	8
Fuel consumption in offices	<b>73,884</b>	83,015	83,715	G4-EN3	8
Heating oil	<b>931</b>	912	407	G4-EN3	8
Natural gas	<b>9,435</b>	10,477	10,775	G4-EN3	8
Electricity consumption in offices	<b>63,518</b>	71,626	72,533	G4-EN3	8
Fuel consumption by fleets	<b>82,625</b>	56,602	54,062	G4-EN3	8, 9
Energy intensity per employee	<b>6.02</b>	5.58	5.30	G4-EN5	8
<b>Greenhouse Gas Emissions (metric tons CO2e)</b>					
Scope 1 (direct) emissions	<b>30,082</b>	16,072	27,806	G4-EN15	8
Stationary combustion	<b>1,951</b>	1,934	2,181	G4-EN15	8
Mobile combustion	<b>28,131</b>	14,138	25,625	G4-EN15	8
Scope 2 (indirect) emissions	<b>15,579</b>	16,869	20,014	G4-EN16	8
Scope 1 + Scope 2 emissions	<b>45,661</b>	32,941	47,820	G4-EN18	8
Scope 1 + Scope 2 emissions per employee	<b>1.76</b>	1.29	1.77	G4-EN18	8
Scope 3 emissions from air travel**	<b>7,543</b>	7,124	*****	G4-EN17	8
<i>**in markets where reported by travel provider</i>					
<b>Emissions Intensity (metric tons CO2e per \$ million revenue)</b>					
Scope 1	<b>1.45</b>	0.79	1.34	G4-EN18	8
Scope 2	<b>0.75</b>	0.83	0.97	G4-EN18	8
Scope 1 + Scope 2	<b>2.20</b>	1.63	2.31	G4-EN18	8
<b>Water, Waste &amp; Recycling</b>					
Water consumption (cubic meters)	<b>140,828</b>	264,570	299,639	G4-EN8	8
Total waste (metric tons)	<b>5,413</b>	7,410	13,355	G4-EN23	8
Waste not recycled (metric tons)	<b>2,452</b>	2,235	5,070	G4-EN23	8
Waste recycled (metric tons)	<b>2,960</b>	5,175	8,286	G4-EN23	8
Percentage of total waste recycled	<b>55%</b>	70%	62%	G4-EN23	8

\*\*\*\*\* Data unavailable / not previously tracked

## GRI Index

GRI Code	Description	Reference or Short Answer	Global Compact Principle
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### STRATEGY & ANALYSIS

G4-1	Statement from the most senior decision-maker of the organization	<a href="#">Executive Message</a>	1-10
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### ORGANIZATIONAL PROFILE

G4-3	Name of the organization	ManpowerGroup Inc.	
G4-4	Primary brands and services	<a href="#">2014 Annual Report</a>	
G4-5	Location of organization's headquarters	Milwaukee, Wisconsin, USA	
G4-6	Number of countries where the organization operates, and names of countries with either significant operations or operations that are specifically relevant to the sustainability issues covered in the report	<a href="#">2014 Annual Report</a>	
G4-7	Nature of ownership and legal form	<a href="#">2014 Annual Report</a>	
G4-8	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries)	<a href="#">2014 Annual Report</a>	
G4-9	Scale of the reporting organization	<a href="#">2014 Annual Report</a>	
G4-10	Workforce demographics	<a href="#">Performance Data</a>	6
G4-11	Percentage of employees covered by collective bargaining agreements	<a href="#">Performance Data</a>	1, 3
G4-12	Description of organization's supply chain	<a href="#">Supply Chain Integrity</a>	2, 4-6, 10
G4-13	Significant changes during the reporting period regarding size, structure, ownership or supply chain	<a href="#">2014 Annual Report</a>	
G4-14	Explanation of whether and how the precautionary approach or principle is addressed by the organization	Each year, as part of our strategic three-year planning process, we undertake an enterprise risk analysis and outline global and regional mitigation strategies to address significant risks. This process demonstrates our commitment to a precautionary approach.	7
G4-15	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses	<a href="#">Human Rights, Industry Engagement (2013 Corporate Sustainability Report, page 45)</a>	1-10
G4-16	Memberships in associations and/or national/international advocacy organizations	<a href="#">Industry Engagement (2013 Corporate Sustainability Report, page 45)</a>	1-6, 10

## GRI Index

GRI Code	Description	Reference or Short Answer	Global Compact Principle
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### IDENTIFIED MATERIAL ASPECTS AND BOUNDRIES

G4-17	Entities included in organization's financial statements	<a href="#">2014 Annual Report</a>	
G4-18	Process for defining report content and Aspect Boundaries	<a href="#">About this Report</a>	
G4-19	Material Aspects identified in the process for defining report content	<a href="#">About this Report</a>	
G4-20	Aspect Boundary within the organization for material Aspects	<a href="#">About this Report</a>	
G4-21	Aspect Boundary outside the organization for material Aspects	<a href="#">About this Report</a>	
G4-22	Effect of, and reasons for, restatements of information provided in previous reports	Increased availability of environmental data allowed us to calculate a more accurate estimate of global resource consumption and emissions for 2012 and 2013.	
G4-23	Significant changes from previous reporting period in Scope and Aspect Boundaries	Scope of data used for non-financial reporting increased from 82% to 86% of markets (based on total revenues).	

### STAKEHOLDER ENGAGEMENT

G4-24	List of stakeholder groups engaged by the organization	<a href="#">About this Report</a>	
G4-25	Basis for identification and selection of stakeholders with whom to engage	<a href="#">About this Report</a>	
G4-26	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	<a href="#">About this Report</a>	
G4-27	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting	<a href="#">About this Report, Our Stakeholders (2013 Corporate Sustainability Report, page 7)</a>	

### REPORT PROFILE

G4-28	Reporting period (e.g., fiscal/calendar year) for information provided	2014 calendar year	
G4-29	Date of most recent previous report	2013	
G4-30	Reporting cycle (annual, biennial, etc.)	Annual	
G4-31	Contact point for questions regarding the report or its contents	joann.strickon@manpowergroup.com	
G4-32	In accordance option	Core	
G4-33	Policy and current practice with regard to seeking external assurance for the report	Revenue data has been assured by external auditors. Some local environmental data has been assured.	

### GOVERNANCE

G4-34	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight	<a href="#">Corporate Governance (www.manpowergroup.com)</a>	
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## GRI Index

GRI Code	Description	Reference or Short Answer	Global Compact Principle
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### ECONOMIC

Aspect: Economic Performance			
DMA	Disclosure on Management Approach	<a href="#">2014 Annual Report</a>	
G4-EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, community investments, retained earnings, and payments to capital providers and governments	<a href="#">2014 Annual Report</a> , <a href="#">Our Impact</a> , <a href="#">Improving Business Performance</a> , <a href="#">Investing in Emerging Markets</a> , <a href="#">Community Investment and Engagement</a> , <a href="#">Investing in Employability</a>	
G4-EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	<a href="#">CDP Response</a>	7
G4-EC3	Coverage of the organization's defined benefit plan obligations	<a href="#">2014 Annual Report</a>	
G4-EC4	Financial assistance received from government	Not tracked at the global level	
Aspect: Indirect Economic Impacts			
DMA	Disclosure on Management Approach	<a href="#">Investing in Emerging Markets</a> , <a href="#">Community Investment and Engagement</a> , <a href="#">Investing in Employability</a>	
G4-EC8	Significant indirect economic impacts, including the extent of impacts	<a href="#">Investing in Emerging Markets</a> , <a href="#">Community Investment and Engagement</a> , <a href="#">Investing in Employability</a>	

### ENVIRONMENTAL

Aspect: Energy			
DMA	Disclosure on Management Approach	<a href="#">Environmental Management</a>	7
G4-EN3	Energy consumption within the organization	<a href="#">Environmental Management</a> , <a href="#">Performance Data</a>	8
G4-EN5	Energy intensity	<a href="#">Performance Data</a>	8
G4-EN6	Reduction of energy consumption	<a href="#">Environmental Management</a>	8, 9
Aspect: Emissions			
DMA	Disclosure on Management Approach	<a href="#">Environmental Management</a>	7
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	<a href="#">Environmental Management</a> , <a href="#">Performance Data</a>	8
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	<a href="#">Environmental Management</a> , <a href="#">Performance Data</a>	8
G4-EN18	Greenhouse gas (GHG) emissions intensity	<a href="#">Performance Data</a>	8
G4-EN19	Reduction of greenhouse gas (GHG) emissions	<a href="#">Environmental Management</a>	8-9

## GRI Index

GRI Code	Description	Reference or Short Answer	Global Compact Principle
<b>SOCIAL—LABOR PRACTICES AND DECENT WORK</b>			
<b>Aspect: Employment</b>			
DMA	Disclosure on Management Approach	<a href="#">People and Culture</a>	
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region	<a href="#">Measuring the Effectiveness of our People and Culture Strategy</a>	6
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	Not yet reported	
G4-LA3	Return to work and retention rates after parental leave, by gender	Not tracked	
<b>Aspect: Occupational Health &amp; Safety</b>			
DMA	Disclosure on Management Approach	<a href="#">Health, Safety &amp; Wellness</a>	6
G4-LA6	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender	<a href="#">Performance Data</a>	6
<b>Aspect: Training &amp; Education</b>			
DMA	Disclosure on Management Approach	<a href="#">Learning and Development, Investing in Employability</a>	
G4-LA9	Average hours of training per year per employee by gender, and by employee category	We report on participation in global and local training programs, which we consider to be a more relevant metric for our business. <a href="#">Learning and Development, Investing in Employability, Performance Data</a>	
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	<a href="#">Learning and Development, Investing in Employability</a>	
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender	100% of employees participate in performance and career development reviews at least annually.	6
<b>Aspect: Diversity and Equal Opportunity</b>			
DMA	Disclosure on Management Approach	<a href="#">Human Rights, Diversity and Inclusion (2013 Corporate Sustainability Report, page 7)</a>	1, 6
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	<a href="#">People and Culture, Performance Data</a>	1, 6
<b>Aspect: Supplier Assessment for Labor Practices</b>			
DMA	Disclosure on Management Approach	<a href="#">Supply Chain Integrity</a>	1-6
G4-LA14	Percentage of new suppliers that were screened using labor practices criteria	<a href="#">Supply Chain Integrity</a>	1-6



## GRI Index

GRI Code	Description	Reference or Short Answer	Global Compact Principle
<b>SOCIAL – HUMAN RIGHTS</b>			
<b>Aspect: Assessment</b>			
DMA	Disclosure on Management Approach	<a href="#">Human Rights</a>	
G4-HR9	Total number and percentage of operations that have been subject to human rights reviews or impact assessments	<a href="#">Human Rights</a>	1-6
<b>Aspect: Supplier Human Rights Assessment</b>			
DMA	Disclosure on Management Approach	<a href="#">Supply Chain Integrity</a>	1-6
G4-HR10	Percentage of new suppliers that were screened using human rights criteria	<a href="#">Supply Chain Integrity</a>	1-6
<b>SOCIAL – SOCIETY</b>			
<b>Aspect: Local Communities</b>			
DMA	Disclosure on Management Approach	<a href="#">Investing in Employability, Community Investment and Engagement, Supplier Diversity</a>	1, 6
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	<a href="#">Human Rights, Local Employability Program Examples, Programs and Partnerships (2013 Corporate Sustainability Report, page 24)</a>	1, 6
<b>Aspect: Anti-Corruption</b>			
DMA	Disclosure on Management Approach	<a href="#">Ethical &amp; Principles-Based Culture, Code of Business Conduct and Ethics Training</a>	10
G4-SO3	Total number and percentage of operations assessed for risks related to corruption.	As part of our annual enterprise risk assessment, we analyze all business units for potential risks related to corruption, and develop mitigation plans for significant risks.	10
G4-SO4	Communication and training on anti-corruption policies and procedures	<a href="#">Code of Business Conduct and Ethics Training</a>	10
<b>Aspect: Public Policy</b>			
DMA	Disclosure on Management Approach	<a href="#">Code of Business Conduct and Ethics (www.manpowergroup.com)</a>	10
G4-SO6	Total value of political contributions by country and recipient/beneficiary	Our <a href="#">Code of Business Conduct and Ethics</a> prohibits contributions to political parties, politicians and related institutions.	10
<b>Aspect: Supplier Assessment for Impacts on Society</b>			
DMA	Disclosure on Management Approach	<a href="#">Supply Chain Integrity</a>	10
G4-SO9	Percentage of new suppliers that were screened using criteria for impacts on society	<a href="#">Supply Chain Integrity</a>	10