



ManpowerGroup™

2013 MANPOWERGROUP SUSTAINABILITY REPORT
SUSTAINABILITY IN THE HUMAN AGE



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.



OUR IMPACT



Nearly 17 million people placed in jobs over the past 5 years

3.4million in 2013

27,000 colleagues helping clients and candidates win



Over **400,000** clients ranging from small and medium businesses to global Fortune 100 companies

Our career management services helped

13,000 people transition to new jobs

More than **600,000** associates working every day

80

3,100 offices across countries around the world



\$20 billion revenues in 2013

85% outside the US

EXECUTIVE MESSAGE



Our purpose is simple. We help people find jobs and build their careers while ensuring our clients have the workforce solutions and talent they need to win. We have always known that “doing well by doing good” is possible, and this duality of purpose is what fuels my personal passion for what we do. I know the same is true for ManpowerGroup colleagues across the globe. We take great pride in being part of a successful organization that makes a positive difference in millions of people’s lives every year.

We live in a time of rapid change. Not a day goes by without major news coverage of labor market issues, whether it be youth unemployment, aging workforces, skills mismatches or income inequality. Pervasive talent shortages are impeding employers’ ability to deliver value for their customers and reducing their competitiveness and productivity. Job-seekers are struggling to find the right employment opportunities.

ManpowerGroup has a profound understanding of these dynamic labor issues. This knowledge, coupled with our understanding of clients’ needs to find the right skills at the right time, has allowed us to match millions of people to the right job opportunities.

Helping people maintain their employability — providing them with the tools, opportunities and skills to develop their careers and increase the range of work-life choices they can make — is a powerful thing. It’s what we do every day. Over the years we have provided training and development to more than 11 million job-seekers. In 2013 we placed 3.4 million people in jobs in 80 countries and territories, and helped nearly 13,000 people transition to new jobs through our career management and outplacement services. We connected more than a million young people with opportunities to develop work experience, through apprenticeships, internships, and temporary assignments.

That impact is broader still when we consider the time our colleagues spend volunteering in the community, and our engagement with industry associations and initiatives that raise awareness of challenges that individuals and employers face in the current labor market. My own engagement with organizations like Junior Achievement frequently fuel my passion to continue equipping young people with the tools they need to succeed in the world of work.

You can see the impact we have when 27,000 colleagues around the world share a common purpose. I am proud and honored to lead ManpowerGroup, and to have the opportunity to build on such a strong foundation. I thank all of our colleagues for their impressive work that contributes to sustainability in the Human Age.

Jonas Prising
Chief Executive Officer



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.

WORLD OF WORK TRENDS AND INSIGHTS

YOUTH



Youth make up
17% of the world's population and
40% of the world's unemployed...

...yet, only 35 countries have action plans and only 4 countries have a budget for youth employment priorities

Source: *The Challenge of Youth Unemployment*,
WEF Global Agenda Councils

WOMEN

Women make companies more competitive. Companies with the most female officers have **34%** better returns.
65% of women want flexible work options but only **28%** of employers provide them.

Source: *Cracking the Case*



EMPLOYMENT

Global employment expanded by only 1.4% in 2013...
...while global unemployment increased by 5 million people

Source: Staffing Industry Analysts

TALENT SUPPLY VS DEMAND

STEM occupations in Europe are expected to grow by...
14% by 2020
...but the supply of qualified workers is projected to fall.

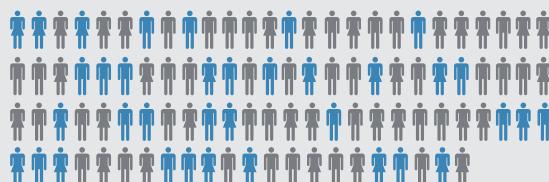
Source: *B20 Human Capital Taskforce Report*



TALENT SHORTAGE

ManpowerGroup's ninth annual Talent Shortage Survey found

36%



of employers globally report talent shortages in 2014—the highest percentage in seven years.

Source: *ManpowerGroup Annual Talent Shortage Survey*

DIFFICULTY FILLING JOBS

34%

32%

24%

- Lack of technical competencies (hard skills)
- Lack of available applicants/no applicants
- Lack of experience

Source: *ManpowerGroup Annual Talent Shortage Survey*

SUSTAINABILITY: OUR VIEW IN THE HUMAN AGE

For 65 years, our purpose has been to power the world of work. We connect people with meaningful employment and employers with the best talent. As the world of work becomes increasingly complex, and talent becomes scarcer and more in-demand, our role in creating [talent sustainability](#) is ever more critical to enhancing the competitiveness of organizations and individuals. By unleashing potential, we foster sustainable workforces and thriving communities.

Operating in 80 countries and territories around the world, we understand that our business has **economic**, **social** and **environmental** impacts. We integrate responsible management into every aspect of our business, and diligently consider our impacts on all stakeholders.



SUSTAINABILITY OVERSIGHT AND MANAGEMENT

Our global vision and policies guide social responsibility and sustainability across our entire organization. Each country operation then takes responsibility for the development and implementation of local policies and practices that meet the laws, regulations, and culture of that country.



OUR STAKEHOLDERS

We regularly engage with stakeholders and seek feedback on their interests and concerns in a variety of ways, including individual conversations, interviews, meetings, surveys, involvement in industry associations, joint programs, and volunteer activities within our communities. In 2013, we developed a value proposition framework for our core stakeholders, to help us better align our reporting to their concerns.

	STAKEHOLDER CONCERNS	HOW WE DELIVER VALUE
CLIENTS Organizations that purchase our workforce solutions	<ul style="list-style-type: none"> • Are you providing the right solutions and talent to help us be more successful? • Are you helping us reduce risk? • Are you operating in an ethical and responsible manner? • Are you helping us achieve our own sustainability goals? 	Drive clients' business performance <ul style="list-style-type: none"> • Educate employers on world of work trends that impact their business • Develop our own capabilities to deliver solutions • Engage, develop and retain the right talent • Manage our talent suppliers • Lobby for employment laws that support sustainable growth
CANDIDATES People we connect with jobs and opportunities	<ul style="list-style-type: none"> • Are you helping me find the right job? • Are you helping me develop the right capabilities, skills and experience to enhance my employability? • Are you looking out for my best interests (fair wages, safe and healthy working conditions, etc.)? • Are you helping me to achieve the flexibility and work-life balance that works for me? 	Provide access to employment and build skills for long-term employability <ul style="list-style-type: none"> • Engage a broad base of clients across multiple industries • Forecast in-demand skills • Assess candidate strengths & areas to develop • Provide training and coaching • Target disadvantaged and under-represented populations • Promote fair recruitment and employment practices
COLLEAGUES Our employees	<ul style="list-style-type: none"> • Do the company's values match mine? • Does the company have a strong reputation in the industry? • Do I have opportunities to make a difference? • Do I have opportunities to develop my capabilities and advance in my career? • Am I being recognized and rewarded for my contributions? 	Provide opportunities to grow and make a difference <ul style="list-style-type: none"> • Coach leaders to unleash potential • Provide development opportunities & resources • Create and maintain an organizational culture that encourages and rewards collaboration and innovation • Operate according to the highest ethical standards • Partner with and support community-based organizations
SHAREHOLDERS Our individual and institutional investors	<ul style="list-style-type: none"> • Am I getting an appropriate return on my investment? • Does your business strategy drive profitable performance now and into the future? • Are you taking advantage of opportunities in the market? • Are you investing in the business to build long-term sustainable growth? 	Deliver strong business performance <ul style="list-style-type: none"> • Execute on our strategy • Invest in growing our business • Develop innovative solutions that meet evolving market needs • Operate according to the highest ethical standards

ABOUT THIS REPORT

The ManpowerGroup Sustainability Report begins with an overview of who we are and our approach to sustainability.

We then share key insights into our economic, social and environmental sustainability initiatives and successes in the areas that are of greatest significance to our core stakeholders.



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) guidelines were used as a framework in developing this report. Our intention is to evolve to reporting in accordance with GRI G4 guidelines.



ECONOMIC SUSTAINABILITY ACTIVITIES

Page 11

*Award-winning program
builds capabilities of small and
medium enterprises in Mexico*

III
Organización
Reconocimiento

Juan Carlos Villegas Morales

III
Organización
Reconocimiento

Ferrero Estanco

Driving Superior Business Performance

WHY IT MATTERS / *The more profitable we are, the more we are able to invest in growing our business and developing workforce solutions to serve more candidates and clients.*

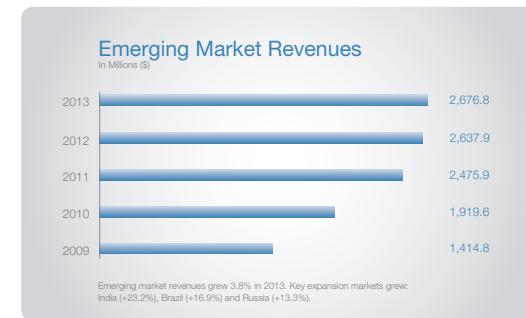


2013 was a year of planned simplification and recalibration. Our efforts helped streamline processes, reduce costs and make faster decisions—all while preserving our culture. Today our people are bringing solutions with faster speed to market, sparking innovation and efficiency, and developing inventive partnerships to help our clients win and our candidates succeed.

For instance, in the Netherlands, our colleagues successfully implemented our new Manpower delivery model that leverages centralized recruiting hubs and virtual recruiting, which was well-received by clients, candidates and colleagues alike. The team strategically consolidated branches, reduced costs by \$9 million annually and increased website traffic to 2.6 million visits per year. And we also took the first steps towards introducing Google collaboration tools to our organization, which was a direct response to feedback from colleagues in our ManpowerGroup Annual People Survey. Using this cloud-based technology, we are poised to increase speed and agility across our company and connect our worldwide operations like never before.

Investing in Emerging Markets

WHY IT MATTERS / *The greatest asset of emerging markets is their people. Building skilled workforces in these countries can lead to job opportunities, sustainable employment and broader economic growth.*



In 2013, we grew our revenues in emerging markets by 3.8%. Key expansion markets included India, Brazil and Russia.

HELPING SMALL AND MEDIUM BUSINESSES IN EMERGING MARKETS COMPETE FOR TALENT

Small and medium enterprises (SMEs) play a key role in Mexico's economy—generating 52% of gross domestic product and 72% of employment in that country. However, SMEs are at a distinct disadvantage for attracting and retaining in-demand talent.**

Recognizing the importance of fostering the growth and vitality of these businesses, Mexico's Ministry of Economy partnered with the local Manpower Foundation to provide free talent

**Source: ProMexico <http://www.promexico.gob.mx/negocios-internacionales/pymes-eslabon-fundamental-para-el-crecimiento-en-mexico.html>



POWER AWARDS / *Celebrating the people and operations that exemplify our values and brand while achieving outstanding performance.*

management seminars to more than 600 small and medium businesses in just three months. The seminars focused on identifying key skills, designing competency profiles, and creating tools for attracting and retaining talent.

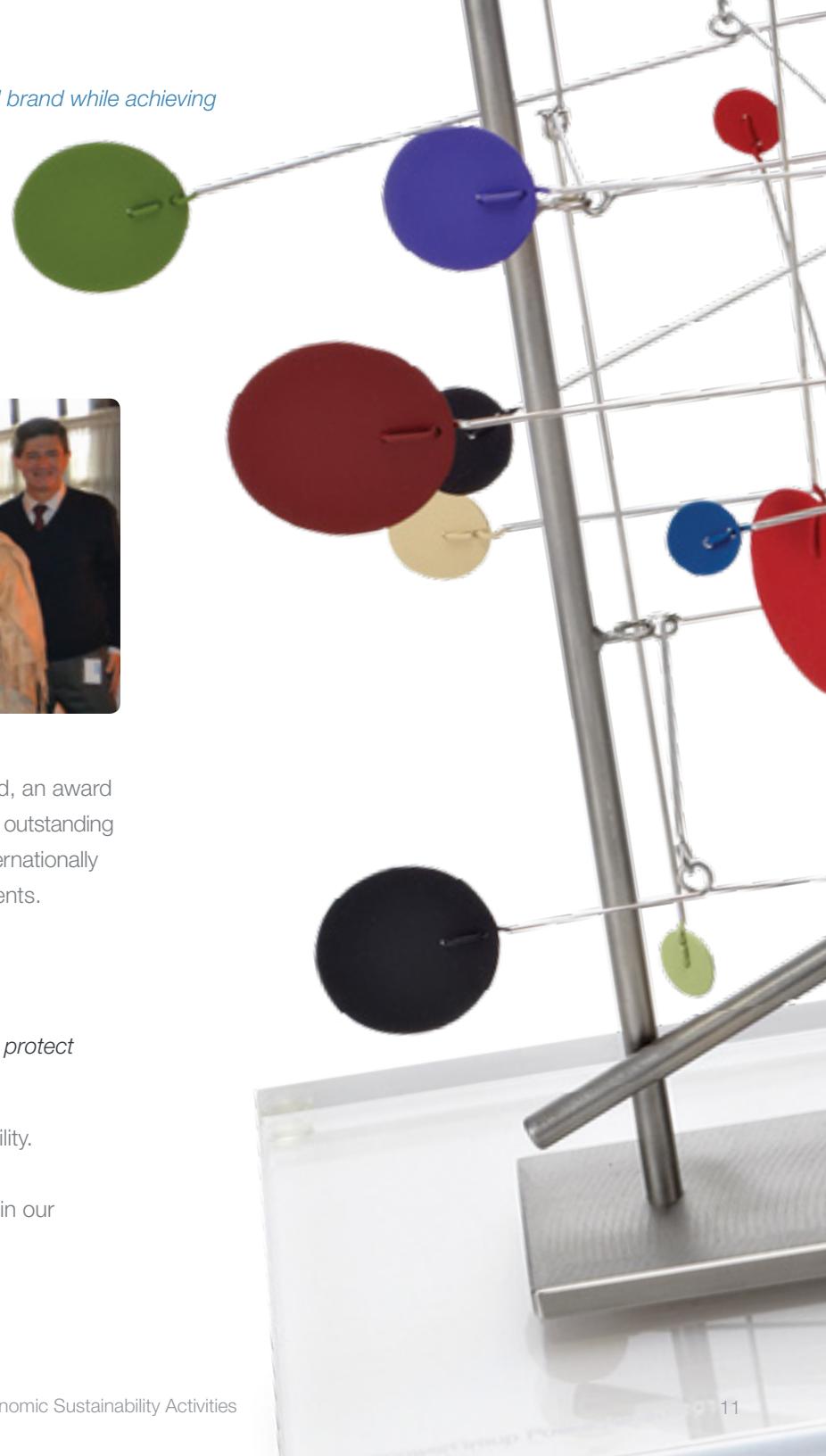


Mexico's Manpower Foundation team was recognized with a ManpowerGroup Power Award, an award presented annually to individual employees and operations around the world that have achieved outstanding performance during the year. This specially commissioned piece of artwork, created by an internationally renowned artist, serves as a permanent reminder and celebration of our people's achievements.

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 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 in our principles-based culture, and is recognized both inside and outside our company.



CODE OF CONDUCT / 100% of employees trained and certified on the Code in 2013.

Every year, as part of our ManpowerGroup Annual People Survey, we ask our colleagues for feedback on our ethical standards. The response is consistently positive:

- 89% HAVE HIGH AWARENESS OF OUR ETHICAL PRACTICE GUIDELINES
- 83% AGREE THAT WE CONDUCT OUR WORK WITH HIGH ETHICAL STANDARDS

In 2013, for the third consecutive year, ManpowerGroup was named one 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.

We were also recognized by Trust Across America as America's Most Trustworthy Company.

Code of Business Conduct and Ethics Training

WHY IT MATTERS / We expect our colleagues to maintain our culture of trust, integrity and accountability.

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, and 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.



Each of our colleagues is expected to complete all required training and certification annually. Given normal employee turnover, we target a completion rate of at least 95%, which we consistently achieve.

MAKING IT EASIER TO DO THE RIGHT THING

In 2013, we increased awareness of our ethics reporting resources with an internal marketing campaign at our offices worldwide. The materials reminded colleagues how to seek advice and report concerns about ethical issues. They also promoted our improved [Business Ethics Hotline](#), which now enables online reporting and can be accessed free of charge from anywhere in the world.

Helping Clients Win

WHY IT MATTERS / Employers create jobs. Our solutions help employers prosper and grow. We continually innovate to ensure that our brands drive value for clients.

Our client base is extremely broad and diverse, ranging from local small and medium enterprises to global Fortune 100 companies, and public and private organizations across every industry. 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.



BRAND/OFFERING	HOW WE MEASURE	OUR GOAL	2013
Manpower	Satisfaction at market and client level	Continuous Improvement	varies by market
Experis	Net Promoter Scores	Continuous Improvement	10 point increase
ManpowerGroup Solutions RPO MSP	Market leadership position, based on independent assessments by Nelson Hall, Everest Group and Staffing Industry Analysts	Market Leadership	#1 #1
Right Management	Right Management Client Survey	Continuous Improvement	1% increase

We use a variety of approaches to measuring client satisfaction, both at the local market level as well as globally. For our most mature brand—Manpower—we measure client satisfaction at a market and client level. Experis and ManpowerGroup Solutions are newer brands/offereings, and we have global measures for those.

ABBA: THE MUSEUM TAKES A CHANCE ON MANPOWER

Before our client, ABBA: The Museum, could open its doors in 2013, they needed a partner to help them staff the entire museum. Without knowing how strong the demand from the general public would be, they wanted to plan the museum's workforce while retaining the flexibility to quickly expand if necessary.

Manpower Sweden strategically put together a pool of talent with engaging personalities and the necessary language skills, allowing for staff expansion during the busier summer months.

"ABBA: The Museum is like a stage, and we need our staff to create an experience for the visitors," said Mattias Hansson, the museum's chief executive officer. "Manpower found just the right people!"



POWERFUL connections

→ Mirjam Ruiten, Global HR Director, DSM Food Specialities

Collaborating to Create Opportunities

DSM, ManpowerGroup and Technicom joined forces to find the right people to operate a newly built Spray Drying Facility at the DSM location in Delft, the Netherlands. Through combined skills and expertise we managed to recruit, train and coach a completely new and highly skilled team of process operators within two years.

The recruitment and training phase started in 2012. With help of the new team of operators, the DSM Spray Drying Facility started operations in 2014.

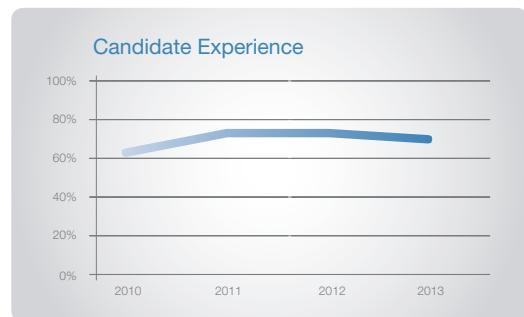
Today, the team is fully operational, the individual members have all the skills they need and are performing at their best in the high performance environment of DSM.

The partnership between DSM, Manpower and Technicom is an excellent example of how we can collaborate to achieve great results, embrace one common goal, and thus create new opportunities for people with diverse competencies and backgrounds.



Candidate Experience

WHY IT MATTERS / *Our success and that of our clients is dependent on attracting the best talent. We want to make sure that wherever candidates interact with us, they have a consistently positive experience.*



In 2009, we launched our global Candidate Experience program. Candidate Experience defines the way that we engage with the people who come to us for help in connecting to employment. It's about making sure that wherever candidates interact with us, they will have a consistently positive experience where they feel welcomed, their needs and expectations are understood, and they are provided with honest and accurate direction.

Since 2010, we have measured our success in delivering the Candidate Experience across our global organization, using both internal and external assessment tools.

Data from experience measurement activities is used to identify areas for improvement, and to check alignment between internal and external views of how well we deliver the Candidate Experience. Regional experts review results with country leaders, highlight trends, and help develop action plans to address the identified areas for improvement.

Our most recent Candidate Experience measures indicated that we have the highest scores from those candidates who came to us through online channels, which confirms that our investments in an enhanced digital experience are beginning to pay off.

CHANGING LIVES

Despite his in-demand skills and exemplary work experience, Brazilian IT professional Hugo Pereira was having great difficulty securing permits to work and live in Norway. The young father was desperate and facing deportation.



Confident in Hugo's potential and expertise, leaders from Experis IT and ManpowerGroup Norway came to Hugo's defense, convincing government officials to once again review his qualifications.

"When the phone call came that both permits had finally been granted, my girlfriend and I started screaming and crying," said Hugo. "This means an enormous difference for my family. I'm humbled by everyone at Experis and ManpowerGroup who stood up for me."

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.*



SUPPLY CHAIN INTEGRITY / Embedding CSR provisions into global supplier contracts.

2013 SUPPLIER OVERSIGHT IN KEY MARKETS		
Action	Number of Suppliers	Percent of Procurement Spend
Requested to provide assurance of responsible practices	1660	66%
CSR provisions embedded in contract	550	22%

We engage a wide variety of suppliers around the world — from large, global technology providers to small, local goods and services providers, as well as 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](#). Significant suppliers in each of our markets are requested to provide positive assurance of their adherence to our policy. Our largest global suppliers have key social responsibility principles embedded into their contracts.

We have a robust supplier diversity initiative through which local women- and minority-owned service providers are qualified, developed, and mentored to build their capabilities, accelerate their growth, and ensure they operate ethically and responsibly.



POWERFUL connections

→ By Hayley Barr, Regional Manager, Manpower South Africa

Making A Difference

Just two months after joining Manpower, I interviewed a Zimbabwean artisan named Blesswell. He was the beginning of my success here. Blesswell walked into our Durban branch and made it clear he was desperate. He had a work visa, but was unhappy with his current position where he was expected to work long hours for very low wages. With a wife and three children to support, and feeling vulnerable as a foreigner, he didn't know where to turn. It was a heart-wrenching conversation. Even though I was new to recruiting, I knew I could make a difference in this man's life. On impulse, I made a call to a new client—someone who had never worked with us—with a workshop that could benefit from Blesswell's skills. The manager heard the urgency of my call and agreed to meet with Blesswell immediately. I personally took Blesswell to the interview—which turned into an offer of a job paying four times what he was currently earning. He started the very next day. Blesswell now has a permanent position there, with benefits, running the workshop operations. I've also placed three of his brothers—who are also well-trained and skilled artisans, and have seen a new flow of skilled, in-demand talent. Who benefited more from this experience? I went above the call of duty to help Blesswell, but in the end it was he who "Bless(ed me) well."





SOCIAL SUSTAINABILITY ACTIVITIES

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Promoting diversity in the workplace

DEVELOPING LOCAL LEADERS / 85% of our country leaders are native to the countries they manage.

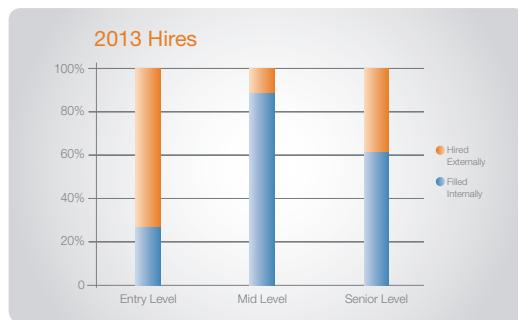
Talent Planning

WHY IT MATTERS / As the world's workforce expert, we know that developing our people and ensuring a pipeline of talent is essential to sustaining our performance now and into the future.

Talent planning aligns our business goals with our talent strategy, and helps us understand the talent we have currently and determine how effectively we are developing the capabilities of our people. It's how we track and review the performance, potential and succession of all of our key leaders worldwide.

Our goal is for the majority of our leadership positions to be filled from within the organization. Of our global leadership team, 87% were promoted into their current roles.

To ensure a sustainable talent pipeline, we tap into multiple channels to find and secure talent. We have increased our efforts to fill key roles with high-performing and diverse candidates, and we are launching a global program to identify and accelerate the development of emerging leaders.



CEO SUCCESSION: TALENT SUSTAINABILITY IN PRACTICE

In our 65 year history, ManpowerGroup has only had three Chief Executive Officers: Elmer Winter, Mitchell Fromstein and Jeffrey Joerres. Most recently, during preparation of this report, Jonas Prising was promoted to the fourth CEO. We strongly believe that developing our leaders internally is a key to our success.

Having a strong succession pipeline does not happen by chance — it requires discipline and investment. Soon after joining ManpowerGroup, Jonas was identified as having the potential to become our CEO. Over the last 15 years he was given development opportunities to prepare for the role, including leading each of our brands, moving across regions and markets, and heading up global strategic projects. He was also mentored by his predecessors.

This careful preparation produced the kind of leader that we've always developed at ManpowerGroup, one with deep industry knowledge, a client-first approach, strategic vision, and a passion for recognizing and cultivating human potential.

Diversity & Inclusion

WHY IT MATTERS / Diversity is an important part of our talent planning process. A diverse workforce allows our clients and candidates to see themselves reflected in our people, while bringing a broad range of perspectives and capabilities to our organization. Diversity of thought inspires the productivity, innovation and collaboration needed to be competitive in today's market.

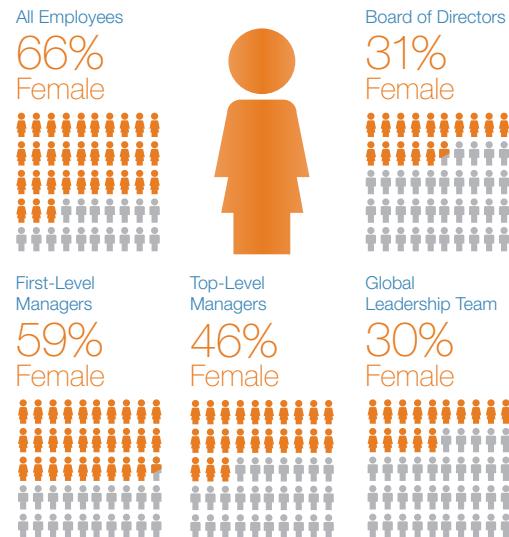
Because we operate in 80 countries and territories around the world, our colleagues are naturally quite diverse. Although our company's world headquarters is in the United States, we work to make sure that our leadership reflects the diversity of our entire organization. While we do use foreign postings as development opportunities for our leaders, 85% of our country leaders are native to the countries they lead.



DIVERSITY / Attracting more high-performing women is imperative to any organization that wants to win.



Women at ManpowerGroup



POWERFUL connections

► **Monica Flores Barragan, Former Branch Manager,
Leads Operations in 18 Countries**

In Monica's Words



"One of the most exciting aspects of my job at ManpowerGroup and what made it different from my previous jobs was that 90% of employees were women. In fact, it was the first and only time I had a female boss."

"Throughout my career, I have seen women underestimate their capabilities. I made it my personal goal to do what's humanly possible to break down gender stereotypes, empower women, and help them recognize their talents and realize their potential—just as my mentor, Jonas Prising, did for me."

ManpowerGroup was one of the first employers to bring women into the workforce decades ago, and we remain a pioneer today, providing training, experience and employment for women across the globe. Women account for nearly 70% of our workforce, and more than 50% of our managers worldwide.

Our support for women in the workforce doesn't stop with our own company. Our strategic partnership with the [World Economic Forum](#) (WEF), and our participation in the WEF Global Agenda Council on Gender Parity, gives us an unparalleled platform to raise awareness about the critical role that women have to play in the world of work, and encourage closing the gender gap to ensure the continuing sustainability of the world's workforces and drive competitive advantages for businesses and economies.

In 2013, Mara Swan, ManpowerGroup Executive Vice President, Global Strategy and Talent, chaired a meeting of the Women Leaders Advisory Board at the WEF Annual Meeting in Davos, Switzerland. She also led a discussion at the launch of the WEF 2013 Global Gender Gap Report in New York City, where she shared how companies and countries can capitalize on their female talent pool, and how multinational and national companies can collaborate with governments on closing the economic gender gap.

"Attracting more high-performing women is imperative to any organization that wants to win, as unleashing the potential of all people is what will make businesses successful in the Human Age," said Swan.



Developing Great Talent

WHY IT MATTERS / We need to ensure that we are developing the capabilities of our people, to enable them to execute on our strategy and take on leadership roles throughout the organization.

ManpowerGroup's development philosophy emphasizes the shared nature of responsibility for individual development: Leadership must create an environment in which development is encouraged and supported, while individuals must seek out the exposure, experience and education that they need to reach their potential.

This philosophy underpins our approach to training and development: individuals create development plans in conjunction with their managers aligned to their specific career goals. Development plans typically include a range of activities such as participation in formal training programs, stretch assignments, coaching, and targeted learning in our online Global Training and Development Center.

Each of our markets has formal training and development programs for its employees. In addition, we have global development programs targeted to Leadership, Sales and Recruitment.



Below is a sampling of the global programs that were delivered in 2013.



Solution Selling training course launched in 2013, and taken by 900 sales professionals around the world. We also hold global sales forums on a quarterly basis led by our executives, and promote strong peer learning and collaboration.



Ampersand was designed and rolled out in 2013 to all global leaders, country leaders and their management teams.

Designed to help leaders lead in today's complex world, where we must think in the "and" to solve problems and drive value, this workshop-based program brought leaders together from around the world and across brands to learn and collaborate around solutions.

Unleashing Potential is one of our core leadership programs that strengthens leaders' ability to coach and develop their people to realize their full potential and achieve business results. We continue to embed this program further into the organization through targeted training topics such as "leadership success through coaching" as well as local manager development programs.

Engagement

WHY IT MATTERS / Having people who are engaged and believe they can make a difference is critical to our success. Engaged colleagues are motivated to achieve success for our clients and candidates, and act as ambassadors for our brand.

For nine years, we've taken the pulse of our people's engagement through our ManpowerGroup Annual People Survey. The survey is available to 100% of our employee population, and more than 80% participate each year. The results are shared across every level of the organization, and leaders are accountable for creating action plans to continually improve engagement.



ENGAGEMENT / 93% of our colleagues are fully or partially engaged.

WE MEASURE ENGAGEMENT ACROSS SIX PILLARS:

- | | |
|--------------------------|-------------------------------|
| 1. Job motivation | 4. Employer advocacy |
| 2. Pride in organization | 5. Business /service advocacy |
| 3. Pride in work | 6. Job satisfaction |

In 2013, 92% of respondents were fully or partially engaged.

Another measure we use to monitor the engagement of our people is intent to stay—a leading indicator predicting employee turnover. Most of our colleagues indicate that they intend to stay with ManpowerGroup for six months or more. Half expect to stay for at least three more years.

Our employee turnover has remained relatively low, and actually decreased slightly during 2013.

POWERFUL connections

Comments From 2013 People Survey

What Our Colleagues Tell Us

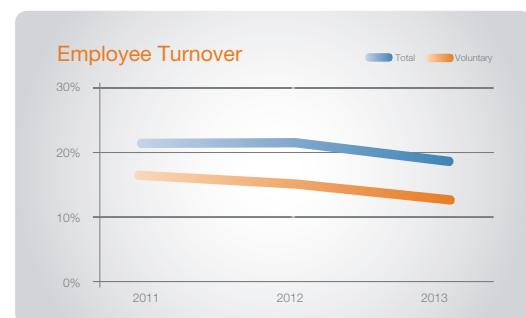
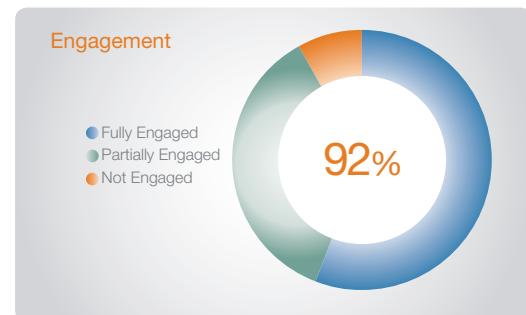
"Putting people to work every day personally brings me a lasting sense of pride."

"I am proud to be a part of this company and wake up every day trying to move our business to greater success."

"I am challenged and encouraged to grow personally and professionally. I am given the freedom and flexibility to approach opportunities with new ideas. I am constantly learning new things and improving my craft."

"This organization gives their employees chances to showcase their skills and talent. It also offers a lot of opportunities to their people to hone their skills, to master their craft and to reach their goals in life."

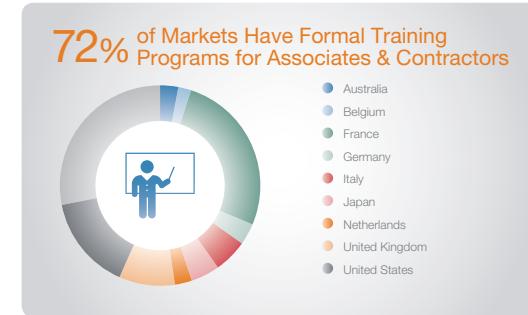
"It gives me the chance to help others to have jobs, to help them reach their goals in life. The satisfaction of seeing someone fulfill their dreams is priceless."



Investing in Employability

WHY IT MATTERS / Unemployment continues to be a global problem. Skills that adequately met yesterday's market needs are already dated today. While exploding youth populations have created a surplus of workers in some parts of the world, many of them lack the proper education and training to find meaningful work. Young people graduating from college may not have the work-relevant skills and experience necessary to gain employment. We need to bridge how educational institutions are preparing new graduates, and the actual needs of the job market.

A focus of our day-to-day work is connecting individuals to opportunities that allow them to gain valuable work experience and develop their skills. They don't all have specific barriers to employment, and they don't necessarily come to us through participation in formal programs. Whether through employability programs, flexible assignments, or permanent job placement, we focus on each person and their capabilities, and provide them with the right tools and opportunities to unleash their potential.



73,000 associates benefited from formal training programs to develop new capabilities, upgrade existing skills, or acquire the necessary qualifications to enter new fields.

POWERFUL connections

→ Tapani Aittoniemi, Recruitment Consultant, Manpower Finland

Making New Career Paths Humanly Possible

When a leading regional insulation manufacturer decided to close one of its plants in eastern Finland, I was asked to help their employees make this life-changing transition. It was a particularly tough situation as many of the employees had been with the company for decades, and most had never applied for a job or written a CV. But I knew we could help get them prepared for new opportunities.

I work as an in-house consultant at the factory, in close cooperation with site managers and labor union personnel, and I have made it my mission to help the impacted employees improve their skills. The first crucial step was to gain the trust of the workforce. For me, the only way to do that was to serve them as best I can. That means delivering tailor-made career consultation services for individuals in a challenging situation.

I am certain that the services we're offering will have a positive long-term impact on the employees' lives. We often say that the world of work is "one size fits one," and right now this role fits me perfectly. I'm truly proud of being able to help these individuals, our client and my company. We make new careers humanly possible.



One of our critical focus areas is addressing youth unemployment. 80% of our markets have programs focused on helping to better prepare young people for employment.

More than a third of the associates and contractors in our key markets are young people under the age of 25, as compared with less than 15% of the general labor force in most countries.

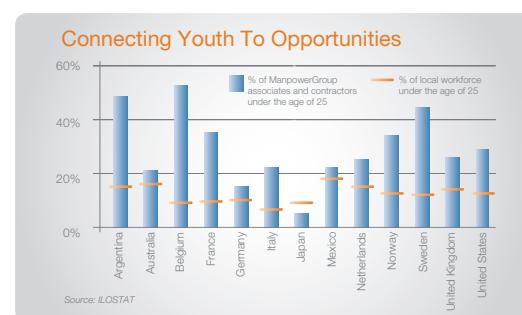
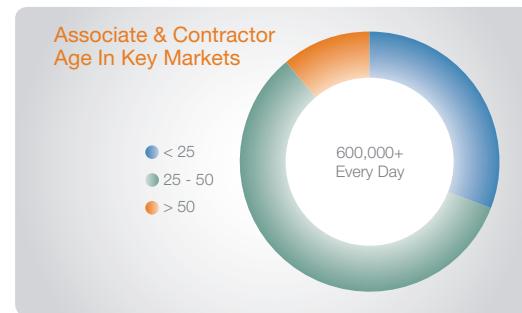
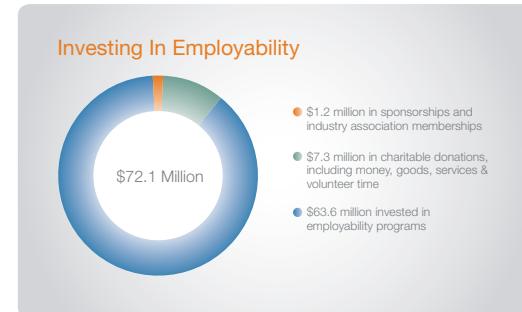
We also partner with clients, governments and community organizations to develop and support employability programs for long-term unemployed, people with disabilities, and other disadvantaged groups. These programs may include coaching to help build confidence, training to develop in-demand skills and capabilities, and support to improve job search success. In 2013, we coached and trained 38,000 candidates from at-risk groups.

LOCAL EMPLOYABILITY PROGRAM EXAMPLES

Enabling Small Enterprises to Support Apprenticeships

As the largest employer in the UK, small and medium enterprises (SMEs) present the largest potential opportunity for young people to gain work experience through apprenticeship programs. However, many SMEs are not able to meet the obligation of supporting a full-time apprentice for the legally mandated year.

In response to this challenge, ManpowerGroup in the UK developed an Apprentice Portfolio Program that allows SMEs to take on apprentices on a part-time or short-term basis. ManpowerGroup will then place the apprentice with other SMEs, enabling the individual to fulfill the 12-month apprenticeship requirement, while gaining experience with a variety of employers. We currently have more than 4,500 apprentices in our program throughout the UK.



WORKFORCE DEVELOPMENT / Putting thousands back to work through targeted training programs.

Partnering to Put People Back to Work

Across the United States, ManpowerGroup partners with local government and workforce development agencies to introduce programs that help put people back to work, especially underemployed or low income adults and the long-term unemployed.

In partnership with the Southwest Wisconsin Workforce Development Board, we trained 1,100 unemployed individuals, engaged 500 employers and placed 800 individuals into jobs.

With help from 200 employers and the Office of Economic and Workforce Development in San Francisco, California, we helped 160 city residents find jobs and trained 1,500 individuals.

The Just In Time Program in San Antonio, Texas, a partnership with Workforce Solutions Alamo, trains and places job seekers in the community into in-demand occupations. More than 100 low-income or underemployed adults, including veterans and dislocated workers, have participated in the program and gained full-time positions.

Supported by the Atlanta Workforce Innovation Grant, ManpowerGroup and five workforce boards are placing long-term unemployed individuals into partially subsidized work experiences to close a gap in their work

history. This new program so far has trained 40 individuals, engaged 25 employers and put 15 people to work.

Education to Put Job-Seekers on the Path to Employability

As part of its 2013 Workforce Employability Initiative, ManpowerGroup Hong Kong partnered with multiple organizations to educate job-seekers about the skills and capabilities needed by employers now and into the future. From August through October, ManpowerGroup Hong Kong participated in resume consultations and other educational programs and events with non-profit and private groups like Junior Achievement, Jiu Jik, Hong Kong University and others. All told, the initiative connected thousands of job seekers to paths of career opportunity.

Addressing the Talent Mismatch

The [ManpowerGroup France Foundation for Employment](#) partnered with Pôle Emploi, the French Public Service for Employment, on an initiative called “Agissons pour l’emploi” (Let’s Commit for Employment). The program addresses the talent mismatch by hosting “job dating” events in Toulouse, Marseille, Rennes and Paris. The events connected 1,850 job seekers with 300 employers with open positions, while helping recruiters see beyond the CV to a candidate’s potential.



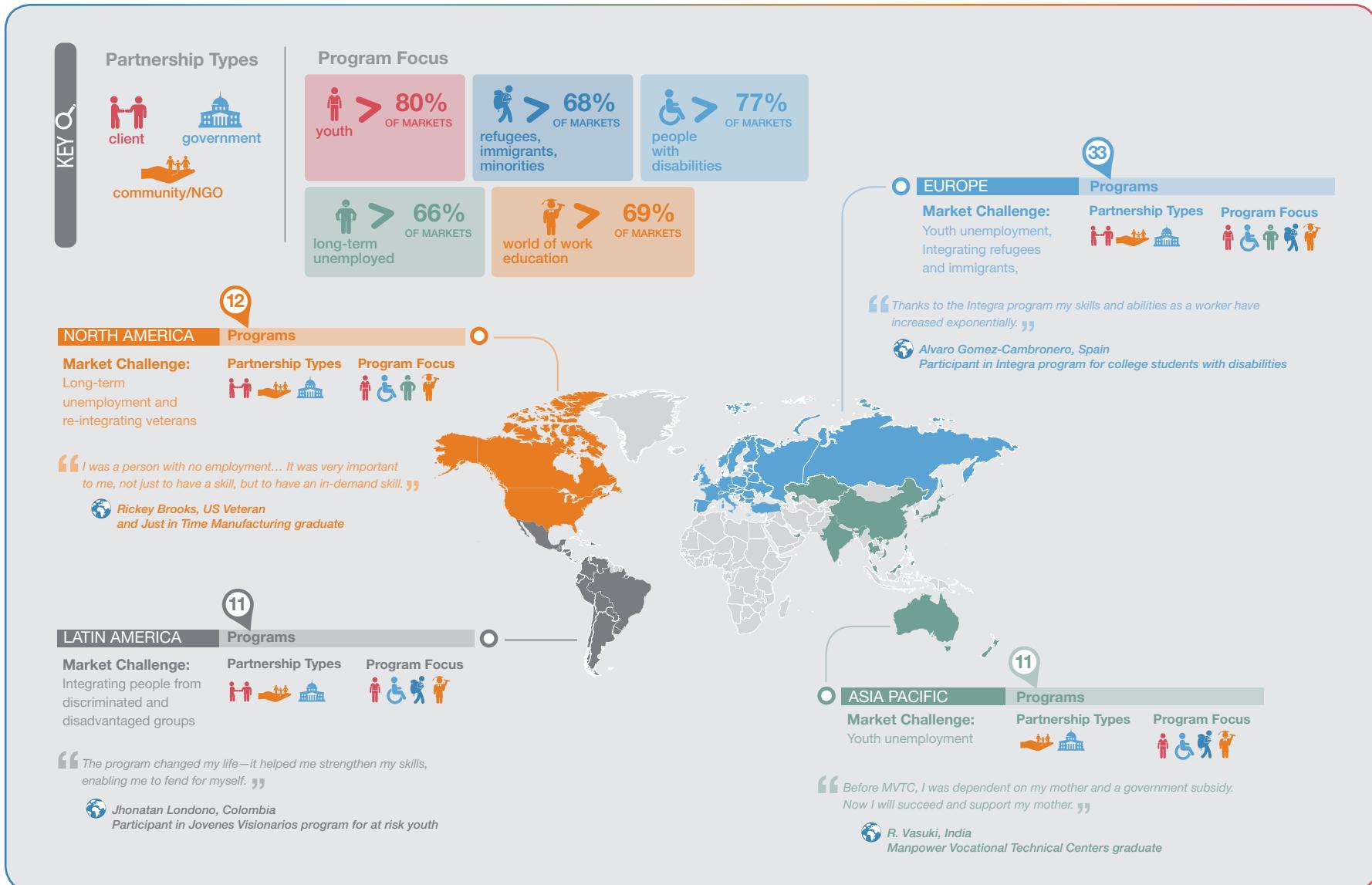
EDUCATING JOB SEEKERS IN HONG KONG ABOUT IN-DEMAND SKILLS AND CAPABILITIES



JOB DATING EVENTS IN FRANCE CONNECT YOUNG JOB SEEKERS WITH EMPLOYERS



PROGRAMS & PARTNERSHIPS / Connecting people with opportunities and helping them become more employable.



80% OF MARKETS / have employability programs for youth.

Creating 10,000 Internships

In Sweden, 27% of youth were unemployed in 2013. But thanks to [UngaJobb](#) (YoungJobs), they will now have more opportunities to develop work experience and become more employable.

UngaJobb got its start in 2009, and is the result of a partnership between Manpower, Swedbank, one of Sweden's largest banks, and the National Employment Service. Through our 60 local offices across Sweden we identify internship opportunities among our clients across a wide variety of industries and recruit the candidates from the local youth population. Potential interns are introduced to employers via "speed dating" interviews, and the National Employment Service handles the logistics of formal employment.

UngaJobb's vision is to contribute to a cultural change where young people have access to jobs through qualified and practical training experiences. Our goal is to create 10,000 new internships. To date, we have placed 4,000 young people in internships.

Tackling Youth Unemployment Across The World



 **Global**
Career development
283,000+ associates and contractors under the age of 25 were employed last year in our 13 largest markets, having access to free skills development and training opportunities.

 **Argentina**
Employability training
5,000+ low income youth received employability training through the Juntos por los Jovenes program in partnership with Ministry of Social Development, private, public and education sectors.

 **Australia**
Upskilling
15,000 youth struggling to enter the workforce will gain valuable skills through our partnership with Landcare Australia for Australia's national conservation initiative - Green Army Program.

 **France**
Supporting start-ups
Since 2012, the ManpowerGroup Foundation has funded the training of 5,200+ youth starting their own micro-business by providing financial support to Adie, the leading microcredit association in France.

 **Germany**
Filling skills gaps
400 people, including youth, obtained industry qualifications and training in a number of industry sectors, including metalworking, electrical engineering and business.

 **Italy**
Vocational training
26,000 unemployed individuals, including youth, received basic business, vocational and on-the-job training through our Forma.Temp program.

 **Japan**
Job training
1,400 high school and college graduates developed soft skills and were placed for trial-work periods with small and mid-size firms following our training and internships.

 **Mexico**
Work reintegration
Talent Pipeline is a comprehensive consulting service that advises employers how to incorporate hundreds of apprentices and trainees into their workplaces and connect candidates with educational institutions.

 **Middle East & North Africa**
Work-ready competencies
Thousands of young people followed our "Finding a Job is a Job" curriculum, prepared in partnership with Education For Employment Foundation, which helps youth and first time job seekers enter the workforce.

 **Sweden**
Internships
10,000 internships for 18-24 year olds will be created through a program called UngaJobb (YoungJobs) developed in partnership with Swedbank and the Employment Service.

 **United Kingdom**
Youth charity programs
Created 200,000 new entry level jobs and helped avoid the economic and societal cost of a "lost generation" by supporting WORKing for YOUTH initiative alongside corporate partners.

 **United States**
Career coaching
Hundreds of Milwaukee area teens with barriers to employment participated in the ArtWork program, which provides employability training through paid internships, career coaching and exploration workshops.



Manpower Inclusive: A Winning Partnership For Diversity in Finland

In 2007, ManpowerGroup Finland launched Manpower Inclusive, a collaborative program that provides job opportunities for disadvantaged individuals — such as people with disabilities or chronic illness, immigrants, and youth, especially those who have been unemployed for more than one year.

"We wanted to create a bridge to employment by working in partnership with government, community organizations and businesses," said Mika Wilén, director of marketing and communications for ManpowerGroup Finland.

Manpower Inclusive leverages the expertise of partner organizations including Finland's Ministry of Employment and the Economy, The Finnish Neuromuscular Disorders Association, The Finnish Children and Youth Foundation, Fair Recruitment Campaign and Abbvie Oy.

By helping match candidates with opportunities, assisting with wage subsidies, and providing job coaching and other services, Manpower Inclusive has placed 400 people in jobs to date.

"These individuals now enjoy earning their own income and an improved quality of life, while their employers benefit from the skills of capable and motivated employees," added Mika.

The program's success was recognized in June of 2013 by the European Commission with a [CSR Award](#), which honors collaborative programs that tackle sustainability through innovation and partnerships.

Young Refugees Finding Their Futures

Work is an important element for the successful integration of refugees into a new society. That's why ManpowerGroup in the Netherlands teamed up with the Dutch Refugee Council to create a program that helps prepare young refugees for a successful future in their new home. The program matches refugees between the ages of 15 and 18 with study and future career opportunities and includes workshops, internships, company and school visits, and social activities.

And the ManpowerGroup team is having some fun with the project, too. In June, nearly 40 women from across the company took part in the 10K LadiesRun in Rotterdam, raising nearly €11,000.

"Of course we are very happy with the funds raised," said Sylvia van der Graaf of the Dutch Council for Refugees, "but the real benefit is the design of the program that will have a significant impact on the future of these young refugees."

POWERFUL connections

→ **Niels Strande, Denmark**



Job hunting is not easy. The economic crisis does not help, and it's no secret that it can be tough for a deaf person like me to get a job.

So it has been a great help for me that, without solicitation, an Experis recruiter offered to help me jump-start my career.

She did not spend her time finding just any job for me; she focused on finding a good company that does not see limitations but rather opportunities for a deaf employee to contribute to their business.

Note: We are happy to report that in March 2014, Niels obtained a position with a very large Danish company doing what he loves most.



RAISING FUNDS FOR THE DUTCH REFUGEE COUNCIL AT THE 10K LADIESRUN



68% OF MARKETS / have programs for refugees, immigrants, minorities and others with barriers to employment.

POWERFUL connections

→ By Jhonatan Londoño, Colombia

Manpower Changed My Life

In 2007, I was part of Jovenes Visionarios (Young Visionaries) in Medellin, Colombia. This program helped me to strengthen my skills and identify my weaknesses. The individual and group training, as well as the moral support, helped me—and others like me who had no one to rely on—to stand on our own feet. This is a great program and sets an example for other companies. As a Young Visionary, I'm proud, and I give many thanks to this company.



Community Investment and Engagement

WHY IT MATTERS / Our ability to understand and tap into the dynamics of our local communities is critical to the success of our business. Our visible engagement and support make for stronger, thriving communities where we live and work.

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.

- \$7.3 MILLION DONATED TO COMMUNITY ORGANIZATIONS, (MONEY, GOODS & SERVICES, & TIME)
- 35,000 HOURS OF COMMUNITY SERVICE IN 9 KEY MARKETS

TEAMWORKS: SUPPORTING OUR COMMUNITIES

Helping to develop sustainable workforces is the goal of TeamWorks, our North America corporate volunteer program. By concentrating our combined efforts on one focus area, we are better able to make

an immediate, community-wide impact. TeamWorks also increases appreciation for diversity, while boosting our ability to attract, develop and retain the best employees and candidates.

Each year, TeamWorks selects a small group of premier local and national non-profit and community organization partners that share our goal of building successful workforces. Colleagues at world headquarters in Milwaukee participate in a variety of organized volunteer activities, while our people in the field are encouraged to connect with national partners locally or choose their own local organizations with which to partner.



SAFETY FIRST / 100% of operations have standard practices to assess potential risks to associates and contractors on assignment.

2013 TEAMWORKS PARTNERSHIPS

ARTWORKS FOR MILWAUKEE: employability training via arts-based paid apprenticeships for at-risk Milwaukee high school students.

BEST BUDDIES: opportunities for one-on-one friendships, employment, and leadership development for people with intellectual and developmental disabilities.

CITY YEAR: unites young people of all backgrounds for a year of full-time service to keep students in school and on track to graduate.

JUNIOR ACHIEVEMENT: educating students about workforce readiness, entrepreneurship and financial literacy through experiential, hands-on programs.

LITERACY SERVICES OF WISCONSIN: providing literacy education to motivated adults.

OUR NEXT GENERATION KIDS: our Homework Club helps at-risk children achieve their full potential, envision a better tomorrow and grow into well-adjusted and successful adults.

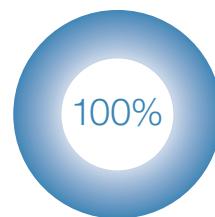
SOCIAL DEVELOPMENT COMMISSION: empowering Milwaukee County residents with resources to move beyond poverty, including economic and employment support, asset development and preservation, youth and family strengthening, and education.

Health, Safety & Wellness

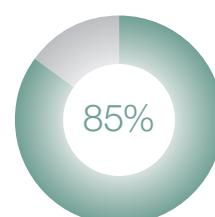
WHY IT MATTERS / Because we care about people, we care about the health and safety of everyone as an integral part of our culture.

We endeavor to 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, contractors and consultants in a client's work environment.

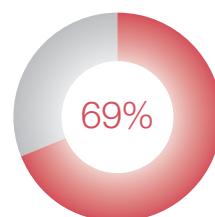
In 2013, we conducted an assessment of 13 of our largest operations to understand the approaches they were taking to ensure health and safety and promote wellness in their organizations and for the associates and contractors that we place with clients. Given the differences in local regulations, as well as the variety of industries and roles in which we place our associates and candidates, we expected that approaches would differ significantly around the world.



of operations have **standard practices** to assess the health & safety risk of clients' worksites and roles prior to placing associates & contractors on assignment.



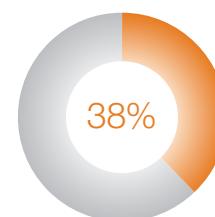
of operations provide **health & safety training** to employees, associates/ contractors or both. Training is provided to associates and contractors specific to the requirements of their roles and clients' work environments.



of operations have formal **employee wellness programs**.

Examples include:

- Employee Assistance Programs
- Free health screenings & annual checkups
- Discounted fitness memberships
- On-site fitness classes & weight-loss support groups
- Healthy choice menus in cafeterias and corporate catering
- Weight-loss and/or fitness challenges
- Monetary incentives for preventive health screenings



of operations have **health & safety certification**: These tend to be countries where a large volume of our clients are in industries that have more rigorous health & safety needs, like mining, logistics and construction.



FOCUS ON WELLNESS / Providing a variety of programs to promote wellness among our employees.

NEW POLICY AND GLOBAL FRAMEWORK

While a certain amount of variability is acceptable—even necessary—when working across so many different geographies and markets, we want to ensure that all of our operations have practices in place that align, as much as possible, with our global priorities. To that end, we have refreshed our global Health, Safety and Wellness policy, and developed a comprehensive program that establishes high-level governance, guidelines and goals. We plan to roll out this program in 2015 as part of our new Global Sustainability Framework.

→ GLOBAL FRAMEWORK

Global Sponsor	<ul style="list-style-type: none">Provide management, oversight and directionDemonstrate visible and active program supportReport overall program status to the Executive Operating Committee
Global Health, Safety & Wellness Committee	<ul style="list-style-type: none">Define key program guidelines and componentsMonitor established SKIs and metricsProvide best practice advice/counselAssist in the preparation of sustainability reporting

→ LOCAL PROGRAMS

Local Sponsor	<ul style="list-style-type: none">Develop local programs to meet company objectivesDemonstrate visible and active support of local programsMonitor effectiveness of local programsDesignate in-country Health, Safety and Wellness representatives
Local Program Owners	<ul style="list-style-type: none">Establish local programs in accordance with global guidelinesDevelop and maintain program documentation communicationEstablish and track program objectivesTrack and report program outcomes

POWERFUL connections

→ **Eira Phjanvaara, HR Manager,
ManpowerGroup Finland**

Wellness to Power the World of Work

At ManpowerGroup we believe in supporting people to become the person they want to be.

Two years ago ManpowerGroup offered me the HR professional role that I had dreamed of for a long time. I had doubts about how a demanding job would affect my general life satisfaction. But I soon realized that both professionally and as a working parent I had the full support of my manager, and our company culture supported my general well-being.

Now it is payback time! Recently I helped develop the Be Well Program, which includes everything from comprehensive occupational health, pension insurance and possibilities for remote work, to wellness training and fun sports activities like running and ice skating. There have also been a wide range of Be Well training sessions on stress management, ergonomics, nutrition, and more.

In my work, I help our people be strong and fit to meet our business challenges in the world of work.



Applying the UN Guiding Principles on Business and Human Rights

WHY IT MATTERS / People are core to our business. We have publicly committed to supporting our people by respecting internationally proclaimed human rights and fair labor practices, and to embedding these practices into our operations.

The United Nations Human Rights Council endorsed the [Guiding Principles on Business and Human Rights](#) as an authoritative global standard for addressing adverse impacts on human rights linked to business activity.

In 2013, we benchmarked our performance against the Guiding Principles:

PRINCIPLE 16: POLICY COMMITMENT

Our Code of Business Conduct and Ethics serves as our moral compass, and outlines our shared responsibility to treat people with respect, dignity, courtesy and fairness.

PRINCIPLES 17-19: DUE DILIGENCE

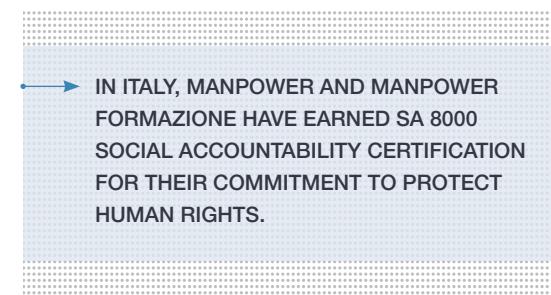
We conducted a preliminary assessment of our largest markets to understand the state of their practices to ensure human rights at work. We also developed a more detailed Human Rights Impact Assessment tool that will be rolled out in 2014.

PRINCIPLES 20-21: TRACKING & COMMUNICATING PERFORMANCE

Our local organizations supported a number of initiatives, including Project Futures, FEVIMTRA, Fundacion Reintegra, and Human Trafficking Task Force of Greater Milwaukee.

PRINCIPLE 29: GRIEVANCE MECHANISMS

We increased awareness among our employees of our resources for seeking guidance and reporting concerns about ethical issues. In addition, we improved our Business Ethics Hotline to provide online reporting capabilities, as well as toll-free access from anywhere in the world.

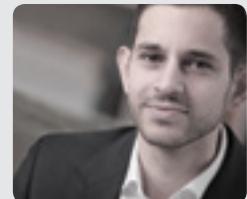


**POWERFUL
connections**

► Joe Wehbe, HR Diversity Coordinator
ManpowerGroup Australia/New Zealand

A box featuring a portrait of a man, Joe Wehbe, with the text "POWERFUL connections" above it and his title below. A small blue arrow points to the left of the text.

It is great to be part of a diverse workplace where I am treated equally. When I started at ManpowerGroup, my managers made sure that my colleagues understood how to accommodate my hearing disability. They have gone to great lengths to provide real-time captioning services for team meetings and phone calls so I won't be left behind.



ManpowerGroup believes in the dignity of work and employment opportunities for all, and that is what my role is all about! If it weren't for ManpowerGroup, I wouldn't have become the professional I dreamed of being.





ENVIRONMENTAL SUSTAINABILITY ACTIVITIES

Page 33

Manpower Sweden's new
bike fleet—zero-emission
business travel.

ISO14001 / Our operations in Australia, Finland, Netherlands, New Zealand, Norway and Sweden have obtained ISO14001 or equivalent certification for their environmental management systems.

Environmental Management

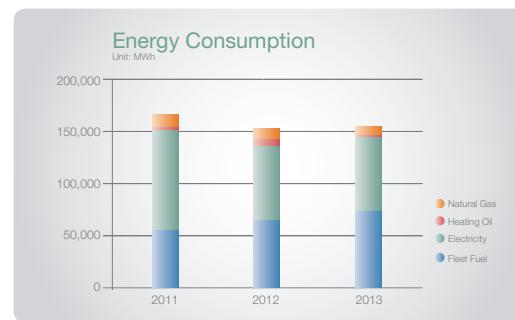
WHY IT MATTERS / Even office-based businesses have an opportunity and responsibility to reduce their environmental impact—especially a business with offices in 80 countries and territories.

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

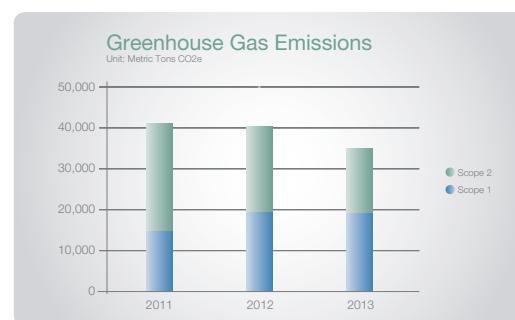
IMPROVING OUR ABILITY TO TRACK AND MEASURE PERFORMANCE

In 2012, we reported environmental performance in our three largest markets. In 2013, we continued to improve the quality and consistency of our environmental reporting, using raw data available from key operations and extrapolating performance across our global population. This enables us to establish a baseline against which to measure our performance and set goals going forward.

Beginning in 2014, we will set high-level goals and priorities for our environmental performance at the global level. Our key markets will then identify local targets and objectives that contribute to meeting our global goals.



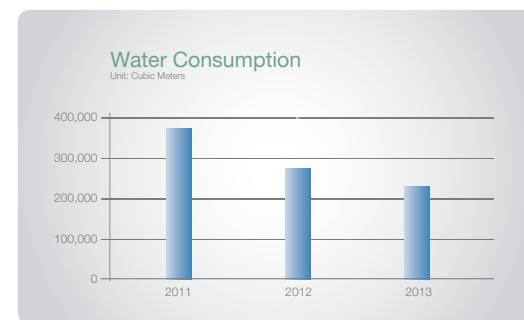
Detailed reporting on our environmental performance is available in the [Performance Data](#) table on page 35 and on our [Ecodesk](#) profile and [CDP responses](#).



MAKING OUR OFFICES MORE RESOURCE EFFICIENT

Following the lead set by our global headquarters in Milwaukee, which moved to a LEED Gold certified building in 2007, our headquarters in France, Germany, Australia, and Austria are all located in environmentally certified buildings.

Other countries have taken steps to reduce energy consumption in their offices by making use of technology such as programmable lights and thermostats, as well as encouraging employees to power down computers and turn off lights.



Our water consumption is limited to domestic use for drinking and hygiene. We strive to use this resource responsibly and reduce consumption through the use of water conservation technologies where possible.



GREENING OUR FLEETS / Our operations in Norway and Sweden have added electric cars to their fleets. And our colleagues in Sweden can now cycle to local meetings on one of several branded bicycles.



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. Most of our key markets have recycling programs in branch offices and standard practices to ensure the responsible disposal of electronic equipment.

GREENING OUR FLEETS

Fleet fuel accounts for almost half of our energy consumption. It's no surprise that our operations are looking at ways to increase the efficiency of their fleets, while at the same time reducing their emissions. For the past few years, our operations in Belgium, France, Italy, the Netherlands, Norway, Sweden and the UK have all been replacing fleet vehicles with lower-emission models. Nearly 80% of Italy's fleet runs on liquid natural gas. Norway and Sweden both have electric cars in their fleets. And our colleagues in Sweden can now cycle to local meetings on one of several bicycles branded with our logos.

POWERFUL connections

**Mattias Ransfeldt, Consultant Manager,
Manpower Sweden**

I feel that the environment is important for me, but even more important for my children. I like using the bike because I like building strong legs instead of environmental footprints. After some weeks of taking the bike instead of the car, I realized that I felt better, saved some money and was helping a little bit for the environment.





PERFORMANCE DATA & GRI INDEX

Performance Data	ECONOMIC	Current Year 2013	2012	2011	GRI Code	Global Compact Principle
Financial Performance						
Revenues from services (\$ million)		20,250.5	20,678.0	22,006.0	G4-EC1	
Gross profit (\$ million)		3,366.7	3,442.0	3,706.3		
Operating profit (\$ million)		511.9	411.7	524.2		
Net earnings (\$ million)		288.0	197.6	251.6		
Revenues in emerging markets (\$ million)		2,676.8	2,637.9	2,475.9	G4-EC1	
Client & Candidate Success						
Candidate Experience score		70	*****	73	G4-PR5	
People placed in permanent, temporary and contract positions		3.4 million	3.4 million	3.5 million	G4-EC1 G4EC8	
Associates on assignment daily		600,000	636,000	600,000	G4-EC1	
Ethical & Principles-Based Culture						
Employees required to train & certify on Code of Business Conduct and Ethics		100%	100%	100%	G4-HR2 G4-SO3 G4-SO4	1-6, 10
Percentage of operations assessed for risks related to corruption		100%	100%	100%	G4-SO3	10
Supply Chain Integrity						
Number of suppliers in key operations with CSR provisions embedded in contracts (percentage of total spend)		550 (22%)	*****	*****	G4-LA14 G4-HR10 G4-SO9	1-10
Number of suppliers in key operations requested to provide positive assurance of alignment with CSR principles (percentage of total spend)		1660 (66%)	*****	*****	G4-LA14 G4-HR10 G4-SO9	1-10
Percentage of high-risk suppliers audited		100%	*****	*****	G4-LA14 G4-HR10 G4-SO9	1-10

***** Data unavailable / not previously tracked

Performance Data	SOCIAL	Current Year 2013	2012	2011	GRI Code	Global Compact Principle
Employability						
Associates participating in training programs		72,732	*****	*****	G4-LA9 G4-LA10	
Key operations with employability programs		100%	*****	*****	G4-SO1 G4-LA10	
Donations (\$ million)		7.3	3.7	6.36	G4-EC8	
Investments in employability programs (\$ million)		63.6	*****	*****	G4-EC8 G4-SO1	
Volunteer hours		35,000	60,000	32,200	G4-EC8 G4-SO1	
Diversity & Inclusion						
Total number of employees		27,000	25,544	28,344	G4-9	
Women employees		65%	67%	*****	G4-LA12	6
Women in management positions		57%	55%	*****	G4-LA12	6
Women on the Board of Directors		31%	31%	31%	G4-LA12	6
Executive leaders not of US origin		69%	70%	*****	G4-LA12	6
Employees represented by labor unions / collective bargaining agreements		51%	40%	*****	G4-11	3
Employee Development & Engagement						
Percent of employees fully or partially engaged		92%	92%	93%		
Employees receiving regular performance reviews		100%	100%	100%	G4-LA11	
Key operations offering leadership development programs		85%	*****	*****	G4-LA10	
Number of managers participating in leadership development programs		1475 (52%)	*****	*****	G4-LA9	
Key operations offering other development programs		85%	*****	*****	G4-LA10	
Number of employees participating in other development programs		4725 (27%)	*****	*****	G4-LA9	
Percentage of mid- and senior-level positions filled internally		84%	*****	*****	G4-LA1	
Employee turnover (voluntary)		13%	15%	16%	G4-LA1	

***** Data unavailable / not previously tracked

Performance Data	SOCIAL (CONTINUED)	Current Year 2013	2012	2011	GRI Code	Global Compact Principle
Health, Safety & Wellness						
Key operations with wellness programs		69%	*****	*****		
Key operations with health & safety certifications		38%	*****	*****		
Reportable injuries among employees (number of incidents per million hours worked)		2.97*	16.38**	19.03**		
Reportable injuries among associates (number of incidents per million hours worked)		23.36*	83.19**	88.88**		

ENVIRONMENT

Environmental Management

Key operations with environmental certifications	31%	31%	23%		7
Key operation HQs in certified buildings	31%	31%	*****		8, 9
Key operations with energy/emissions reduction initiatives	62%	53%	*****		8, 9
Key operations with recycling programs	77%	*****	*****		8
Key operations with responsible e-waste disposal programs	85%	*****	*****		8

Energy (MWh)***

Total energy consumption	154,467	151,081	168,702	G4-EN3	8
Fuel consumption in offices	9,358	13,029	16,601	G4-EN3	8
Heating oil	844	5,029	3,877	G4-EN3	8
Scope of raw data (% of employees)	47%	46%	37%		
Natural gas	8,514	8,000	12,725	G4-EN3	8
Scope of raw data (% of employees)	41%	42%	33%		
Electricity consumption in offices	71,626	72,533	96,719	G4-EN3	8
Scope of raw data (% of employees)	36%	53%	43%		
Percentage of electricity from renewables	10%	17%	14%	G4-EN3	8, 9
Fuel consumption by fleets	73,483	65,519	55,382	G4-EN3	8, 9
Scope of raw data (% of employees)	52%	47%	27%		
Energy intensity per employee	5.450	5.330	5.952	G4-EN5	8

***** Data unavailable / not previously tracked

* Scope of data: 13 key markets representing 74% of total employees and 83% of revenues.

** Scope of data: 4 key markets representing 40% of total employees and 55% of revenues

*** Extrapolated to 100% based on raw data available from key operations

Performance Data	Current Year 2013	2012	2011	GRI Code	Global Compact Principle
ENVIRONMENT (CONTINUED)					
Emissions (metric tonnes CO2e)***					
Scope 1 emissions	19,267	19,915	14,641	G4-EN15	8
Stationary combustion	1,778	4,290	4,633		
Mobile combustion	17,490	15,625	10,009		
Scope 2 emissions	16,661	20,181	27,348	G4-EN16	8
Scope 1 + Scope 2 emissions	35,928	40,096	41,989	G4-EN18	8
Scope 3 emissions from air travel****	7,124	*****	*****	G4-EN17	8
Scope of raw data (% of employees)	49%	*****	*****		
Scope 1 + Scope 2 emissions per employee	1.331	1.570	1.481	G4-EN18	8
Scope 1 + Scope 2 emissions per \$ million revenue	1.774	1.939	1.908	G4-EN18	8
Waste & Recycling (metric tonnes)***					
Total waste	7,291	13,879	11,260	G4-EN23	8
Waste to landfill	2,290	5,044	4,682	G4-EN23	8
Waste recycled	5,001	8,835	6,578	G4-EN23	8
Percentage of total waste recycled	69%	64%	58%	G4-EN23	8
Scope of raw data (% of employees)	6%	4%	4%		
Water (cubic meters)***					
Water consumption	257,256	278,404	375,388	G4-EN8	8
Scope of raw data (% of employees)	10%	7%	6%		

**** Data unavailable / not previously tracked

*** Extrapolated to 100% based on raw data available from key operations

**** As reported by Egencia, new vendor as of 2013

GRI Index

GRI Code	Description	Reference or Short Answer	Global Compact Principle
STRATEGY & ANALYSIS			
G4-1	Statement from the most senior decision-maker of the organization	Executive Message	1-10
ORGANIZATIONAL PROFILE			
G4-3	Name of the organization	ManpowerGroup Inc.	
G4-4	Primary brands and services	2013 Annual Report	
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	2013 Annual Report	
G4-7	Nature of ownership and legal form	2013 Annual Report	
G4-8	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries)	2013 Annual Report	
G4-9	Scale of the reporting organization	2013 Annual Report	
G4-10	Workforce demographics	Diversity & Inclusion, Performance Data	6
G4-11	Percentage of employees covered by collective bargaining agreements	Performance Data	1, 3
G4-12	Description of organization's supply chain	Supply Chain Integrity	2, 4-6, 10
G4-13	Significant changes during the reporting period regarding size, structure, ownership or supply chain	2013 Annual Report	
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	Human Rights & Fair Labor , Recognition , Memberships	1-10
G4-16	Memberships in associations and/or national/international advocacy organizations	Memberships	1-6, 10

GRI Index

GRI Code	Description	Reference or Short Answer	Global Compact Principle
IDENTIFIED MATERIAL ASPECTS AND BOUNDRIES			
G4-17	Entities included in organization's financial statements	2013 Annual Report	
G4-18	Process for defining report content and Aspect Boundaries	We are in the process of transitioning to the G4 framework and plan to report on this in our 2014 report.	
G4-19	Material Aspects identified in the process for defining report content	About this Report	
G4-20	Aspect Boundary within the organization for material Aspects	We are in the process of transitioning to the G4 framework and plan to report on this in our 2014 report.	
G4-21	Aspect Boundary outside the organization for material Aspects	We are in the process of transitioning to the G4 framework and plan to report on this in our 2014 report.	
G4-22	Effect of, and reasons for, restatements of information provided in previous reports	N/A	
G4-23	Significant changes from previous reporting period in Scope and Aspect Boundaries	N/A	
STAKEHOLDER ENGAGEMENT			
G4-24	List of stakeholder groups engaged by the organization	Our Stakeholders	
G4-25	Basis for identification and selection of stakeholders with whom to engage	Our Stakeholders	
G4-26	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	Our Stakeholders	
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	Our Stakeholders , About this Report	
REPORT PROFILE			
G4-28	Reporting period (e.g., fiscal/calendar year) for information provided	2013 calendar year	
G4-29	Date of most recent previous report	2012	
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	Corporate Governance	

GRI Index

GRI Code	Description	Reference or Short Answer	Global Compact Principle
ECONOMIC			
Aspect: Economic Performance			
DMA	Disclosure on Management Approach	2013 Annual Report	
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	2013 Annual Report , Investing in Employability	
G4-EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	2014 CDP Response	7
G4-EC3	Coverage of the organization's defined benefit plan obligations	2013 Annual Report	
G4-EC4	Financial assistance received from government	Not tracked at the global level	
Aspect: Indirect Economic Impacts			
DMA	Disclosure on Management Approach	Investing in Emerging Markets , Investing in Employability , Community Investment & Engagement , Performance Data	
G4-EC8	Significant indirect economic impacts, including the extent of impacts	Investing in Emerging Markets , Investing in Employability , Community Investment & Engagement , Performance Data	
ENVIRONMENTAL			
Aspect: Energy			
DMA	Disclosure on Management Approach	Environmental Management	7
G4-EN3	Energy consumption within the organization	Environmental Management , Performance Data	8
G4-EN5	Energy intensity	Performance Data	8
G4-EN6	Reduction of energy consumption	Environmental Management	8, 9
Aspect: Emissions			
DMA	Disclosure on Management Approach	Environmental Management	7
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	Environmental Management , Performance Data	8
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	Environmental Management , Performance Data	8
G4-EN18	Greenhouse gas (GHG) emissions intensity	Environmental Management , Performance Data	8
G4-EN19	Reduction of greenhouse gas (GHG) emissions	Environmental Management	8-9

GRI Index

GRI Code	Description	Reference or Short Answer	Global Compact Principle
SOCIAL—LABOR PRACTICES AND DECENT WORK			
Aspect: Employment			
DMA	Disclosure on Management Approach	Talent Planning , Diversity & Inclusion , Engagement	
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region	Engagement (We will begin reporting on employee turnover by gender and role in 2015.)	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	
Aspect: Occupational Health & Safety			
DMA	Disclosure on Management Approach	Health, Safety & Wellness	
G4-LA6	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender	Performance Data (The significant decrease in 2013 injury rates is a reflection of the increased scope of reporting. A number of markets that were not included in past years reporting have extremely low injury rates among both employees and associates.)	
Aspect: Training & Education			
DMA	Disclosure on Management Approach	Developing Great Talent , Investing in Employability	
G4-LA9	Average hours of training per year per employee by gender, and by employee category	We do not believe that hours of training is a relevant metric. We do report on participation in training programs. Developing Great Talent , Investing in Employability	
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	Developing Great Talent , Investing in Employability	
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
Aspect: Diversity and Equal Opportunity			
DMA	Disclosure on Management Approach	Diversity & Inclusion	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	Diversity & Inclusion	1, 6
Aspect: Supplier Assessment for Labor Practices			
DMA	Disclosure on Management Approach	Supply Chain Integrity	1-6
G4-LA14	Percentage of new suppliers that were screened using labor practices criteria	Supply Chain Integrity	1-6

GRI Index

GRI Code	Description	Reference or Short Answer	Global Compact Principle
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SOCIAL—HUMAN RIGHTS

Aspect: Assessment

DMA	Disclosure on Management Approach	Human Rights & Fair Labor	
G4-HR9	Total number and percentage of operations that have been subject to human rights reviews or impact assessments	Human Rights & Fair Labor	1-6

Aspect: Supplier Human Rights Assessment

DMA	Disclosure on Management Approach	Supply Chain Integrity	1-6
G4-HR10	Percentage of new suppliers that were screened using human rights criteria	Supply Chain Integrity	1-6

SOCIAL—SOCIETY

Aspect: Local Communities

DMA	Disclosure on Management Approach	Investing in Employability, Community Investment and Engagement	1, 6
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	Employability Programs Around the World	1,6

Aspect: Anti-Corruption

DMA	Disclosure on Management Approach	Ethical & Principles-Based Culture, Code of Business Conduct and Ethics Training	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	Code of Business Conduct and Ethics Training	10

Aspect: Public Policy

DMA	Disclosure on Management Approach	Code of Business Conduct and Ethics	10
G4-SO6	Total value of political contributions by country and recipient/beneficiary	Our Code of Business Conduct and Ethics prohibits contributions to political parties, politicians and related institutions.	10

Aspect: Supplier Assessment for Impacts on Society

DMA	Disclosure on Management Approach	Supply Chain Integrity	10
G4-SO9	Percentage of new suppliers that were screened using criteria for impacts on society	Supply Chain Integrity	10

RECOGNITION / Our commitment and approach are recognized both globally and locally.

Recognition

Our strong commitment to responsible business practices is reflected in everything that we do—from our corporate governance structure and policies, to our people practices, to the assurances we seek from our supply chain business partners. We strive to provide a great work environment for our employees and to be a beacon of integrity for our clients.

Our commitment and approach have been consistently recognized over the years, both globally and at the local level.

GLOBAL RECOGNITION									
11 CONSECUTIVE YEARS	3 CONSECUTIVE YEARS	6 CONSECUTIVE YEARS	6 CONSECUTIVE YEARS	MOST TRUSTWORTHY PUBLIC COMPANY	100 BEST CORPORATE CITIZENS	2 CONSECUTIVE YEARS	DIVERSITY RECOGNITION AT THE HIGHEST LEVEL	EXCELLENCE IN WORKPLACE EFFECTIVENESS AND FLEXIBILITY	
On Fortune magazine's list of World's Most Admired Companies	Named one of the World's Most Ethical Companies	Listed on FTSE4 Good Index Series	Named to Dow Jones Sustainability Index	Fourth annual study of more than 2000 US-based public companies	Named to Corporate Responsibility Magazine list	Gold CSR Rating from EcoVadis	Recognized by 2020 Women on Boards Campaign	Alfred P. Sloan Award	

LOCAL RECOGNITION							
ARGENTINA	FINLAND	FRANCE	ITALY	MEXICO	NORWAY	UNITED KINGDOM	UNITED STATES
Listed on IFREI's Family Responsible Employer Index	Recognized by the World Wildlife Fund for environmental management	Highest EcoVadis CSR rating in our industry	Earned SA800 Social Accountability certification	Recognized for Social Responsibility, Inclusion, and Gender Equality	Recognized by Lighthouse for environmentally friendly operations	Earned Two Ticks ratings for support of people with disabilities	Named one of America's Top Corporations for Women's Business Enterprises

INDUSTRY ENGAGEMENT / Through our participation in key industry associations and initiatives, our leaders advance the agenda of talent as a critical component of sustainability in the Human Age.

Industry Engagement

EXECUTIVE LEADERS

- Business Ethics Leadership Alliance
- Committee for Economic Development, Director
- G100 Network
- HR Policy Association, Board Member
- Human Capital Institute, National Advisory Board Member
- International Confederation of Private Employment Agencies (CIETT), Vice President
- National Academy of Human Resources, National Advisory Board Member
- Personnel Roundtable, Executive Committee Member
- United Nations Global Compact
- World Economic Forum (WEF), Strategic Partner
- WEF Global Agenda Council on Migration
- WEF Global Agenda Council on Gender Parity
- WEF Global Agenda Council on Youth Unemployment

COUNTRY LEADERS

- American Chamber of Commerce, Finland, Germany, Spain
- Amsterdam Economic Board, Human Capital Steering Group, Netherlands
- Association Energie Jeunes, France
- Association for Private Employment Agencies (HPL), Finland
- Association of Private Employment Agencies (BAP), Germany

- Australian Institute of Company Directors
- Business Council Coordinator (CCE), Mexico
- Centre for Social Justice Research, United Kingdom
- CEO Forum Group, Australia
- Confederation of India Industry
- Confederation of Norwegian Service Industries (NHO), Chair
- Employers' Association of Germany
- European Union Chamber of Commerce in China
- Federal Association of Medium-Sized Businesses, Germany
- Federal Commission of Labour and Social Affairs, Sweden
- Federation of HR Service Providers, Belgium, Past President
- Federation of Private Employment Agencies, Netherlands, Board Member
- Foundation for Action Against Exclusion (FACE), France
- German Association for Materials, Purchasing and Logistics
- Indian Staffing Federation
- Japan Executive Search and Recruitment Association, Outplacement Services Council
- Japan Staffing Services Association
- JINC, Supervisory Board Member, Netherlands
- Mexican Association of Human Capital Enterprises
- National Association of Employment Services Companies (ASEMPLEO), Spain
- Recruitment and Consulting Services Association, Australia
- Shanghai Human Resources Consulting Association

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Simplify to Win in the Human Age

Amid economic volatility, the key to business relevance and success today is strategic simplification. This fosters the flexibility and agility companies need to be successful.



Cracking the Case

Why you need women leaders. How to get them and keep them.



When Engaging the Right Talent, One Size Does Not Fit All

Whether high-tech or high-touch: it's all about the candidate. Make sure your organization is delivering the right Candidate Experience.



Contingent Workforce Index

The Contingent Workforce Index helps employers make informed decisions about their entire workforces by measuring and tracking the relative ease of sourcing, hiring and retaining contingent workers in 75 countries.



Manpower Employment Outlook Survey

Each quarter, the Manpower Employment Outlook Survey measures hiring confidence among approximately 66,000 employers in 42 countries and territories.



The Talent Shortage Continues: How the Ever Changing Role of HR Can Bridge the Gap

Why is talent so elusive? HR leaders must play three distinct roles to ensure talent sustainability for their organizations – as supply and demand experts, as marketers and as designers.



A Technology Roadmap for Smarter Sourcing

HR professionals are challenged to identify sourcing technology that will connect them to the right talent quickly and effectively. The best sourcing technologies are agile—adapt to both the rapid changes in the talent marketplace and recruiting innovations—and attuned to client's business needs.



Why Financial Institutions Need a Workforce Strategy

The current economic environment of certain uncertainty, growing talent shortages and quickly-evolving workforce needs make it imperative to have a robust workforce strategy in place that accelerates execution of business strategy. This paper outlines talent management strategies HR functions can use to develop and maximize their employees' human potential.



Accelerating the Leadership Development of High Potentials

This joint Right Management and Conference Board report frames the conversation about how top companies select, develop and deploy leaders in Asia, where the shortage of leaders and pressure to develop leaders is greater than anywhere else.



Recruiting a Competitive Workforce: Should Needed Skills Be Built or Bought?

Globally, the working-age population is on the decline. At the same time, low-skilled workers exceed demand while high-skilled workers are in short supply. For the foreseeable future, it appears there will continue to be more buyers (employers) than there is product to buy (talent). The companies that come out on top will be the ones that learn when it's best to buy talent and when it's more effective to build it. And the answers may not be as obvious as they seem.

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The Great Talent Shortage Awakening: Actions to Take for a Sustainable Workforce

In the world of 2013, the only certainty is uncertainty. Changing demographics, technological evolution and a world prone to political, economic and social shocks have created a global environment in which talent shortages are the rule rather than the exception. As business cycles have become compressed, so too have skills cycles.



The People Side of Strategy

Talent has long been a critical differentiator for organizations, fueling a race for the best and brightest individuals that has been raging for nearly half a century. Even today, with high levels of global unemployment, competition among employers to attract skilled workers has never been more fierce.



Optimizing the Talent Pool

As economic conditions improve, having a blueprint for growth and thinking differently about talent acquisition strategies is what will help companies drive their businesses forward.



Recruit the Right Talent

Organizations that recruit right-fit candidates and provide leadership training can create a high-performance sales organization by building bench strength and helping talented sales professionals develop the necessary skills to become effective leaders.



Series: The Future of the Manufacturing Workforce

The manufacturing environment is changing dramatically, and the technologies and the skills to use them are becoming critical to the success of manufacturing companies. This series of five reports presents challenges and solutions to closing the manufacturing talent gap.



Make Global Recruiting a Winning Strategy

Today's global workforce is on the move like never before. Macro-economic forces, including globalization and technological revolutions, provide individuals even more choices of how, where and when they want to work. While this is great news for talented job seekers, it is increasingly challenging for many employers who are discovering that finding the right talent where and when they need it most is not an easy task.



Leading in the Human Age

Companies today must prepare for one certainty—uncertainty. Specifically, companies will need to challenge themselves to create profiles for highly resilient and strategic Human Age leaders who can, in turn, build and leverage collaborative organizations. Businesses able to successfully navigate the Human Age and control their destiny are outpacing former competitors, swept along by the forces driving and shaping this era.