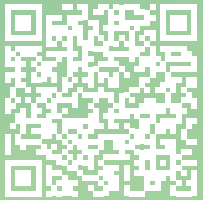




Working to Change the World

2021-2022 Belgium ESG Report



Scan me to
read our Global
ManpowerGroup
ESG Report



Explore Our ESG Report



Introduction

Message from our Managing Director and from our Sustainability Manager



ESG Strategy

Our Working to Change the World Plan



Planet

Delivering on our validated, science-based targets to reduce emissions by 2030



People & Prosperity

Committed to being Creators of Talent at Scale and Meaningful Work for All



Principles of Governance

Running a responsible business and setting high ethical standards



Key Performance Indicators

Progress against our KPIs in 2021



Disclosures

Aligning to GRI, SASB and Stakeholder Capitalism Metrics



Making Work Meaningful For A More Sustainable World

The world of work is undergoing profound change. First the pandemic and then a growing uncertainty linked to the climate, economic and geopolitical crisis are acting as a catalyst for profound transformations and reinforce the urgency of change. Faced with unprecedented pressure, companies must transform and become more agile, more resilient and more sustainable. Social engagement has become a priority for all stakeholders, whether they be, investors or clients, but also, increasingly, by more and more candidates or employees.

While in the past, corporate social responsibility on the whole was a philanthropic approach, today the acronym CSR (Corporate Social Responsibility) has given way to a broader, multidimensional concept: ESG (Environment, Social, Governance). Corporate social responsibility

encompasses the human dimension, governance and ethics as well as environmental impact.

Work must be meaningful

As a leader in the world of human resources, and in 2022 for the thirteenth consecutive year on the list of the world's most ethical companies, ManpowerGroup has been looking at these new expectations in recruitment and HR management. In a labour market marked by unprecedented talent shortages, a growing number of workers want their work to have more meaning. This must be reflected in concrete terms through a strong commitment to society by the company's management as well as its staff. Two-thirds of employees we recently surveyed said that they want their work to contribute to a better

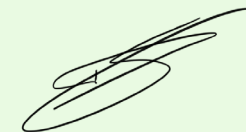
society. Two out of three want to work for a company whose values they share.

Working to change the world

Each company must formulate its own response to face the social challenges. At ManpowerGroup, our sustainability plan 'Working to Change The World' focuses on the areas where we have the greatest impact, through these three dimensions E, S and G. This plan is supported by all ManpowerGroup employees worldwide. In Belgium we are proud to present the initiatives that our teams are leading in 2021, in line with our global strategy. Of course, there is room for improvement, but we have laid the foundations for action that will allow us to continue to generate value, by working together with all our stakeholders.



Thank you for joining us in *Working to Change the World.*



Sébastien Delfosse,
Managing Director,
ManpowerGroup BeLux



Every Day We Can Transform The World And Lead Change

We are proud to share our first Working to Change the World report presenting the achievements of ManpowerGroup Belgium in implementing our global sustainability strategy across our three ESG pillars: how we are caring for the **Planet**, amplifying our impact on **People & Prosperity**, and adhering to strong **Principles of Governance**.

Our ESG strategy is based on a strong vision and we are moving in the same direction globally and locally working together and constantly seeking to innovate and deliver value to all stakeholders.

People and their Prosperity highlights the 'why' of our company, as we celebrate our 50 years in Belgium. We are working to build a better, more flexible and more equal workplace where everyone feels welcome and able to unleash their full potential. Our report shows numerous examples of our impact on the labour market every day. Recently we earned two great recognitions in Belgium: the Diversity Label of the Brussels Capital Region and the Award of the Best Staffing Company for the second consecutive year with our MyPath program.

Ethics & Governance is gaining importance in a more complex and changing environment where we have to mitigate risks and protect people and data. As it is at global level we can rely on strong Leadership Management to conduct responsible business with integrity.

All our colleagues are feeling the urgency to act for the **Planet** and reduce our emissions footprint. Also in Belgium we are making progress on our data collection to measure our impact on the environment and accelerate our journey to reach Net Zero by 2045 or sooner.

Thank you for reading our progress report and joining us in *Working to Change the World*.



Marc Vandeleene,
Sustainability Manager



Our ESG Strategy

*Our Working to
Change the World Plan*



About This Report

Welcome to the second annual *Working to Change the World* report from ManpowerGroup. This report summarizes our Environmental, Social and Governance (ESG) performance in 2021, and outlines how we have continued to positively impact the lives of our employees, clients and associates, while caring for the planet.

This report includes quantitative performance data from January 1, 2021, to December 31, 2021, unless stated otherwise, while our narrative also includes events through the first half of 2022. The preparation of this report has been informed by the Global Reporting Initiative (GRI) Standards, the Sustainability Accounting Standards Board (SASB) and the World Economic Forum (WEF) Stakeholder Capitalism Metrics.

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

The scope of data in this report includes 100% of our global operations across more than 75 countries and territories, unless otherwise noted.

Our ESG Strategy: Working to Change the World Plan

We believe meaningful, sustainable employment has the power to change the world.

Today we are proud to be sharing our one-year progress on our ESG Strategy:



Environmental (E)

Social (S)

Governance (G)

The three pillars of our strategy plan – Planet, People & Prosperity, and Principles of Governance — are designed to address the most urgent issues we face and focus on where we can make the most impact, from climate change to the skills shortage. Our *Working to Change the World Plan* serves as a unifying force because we believe the future is built on partnerships and on all we can achieve collectively to create positive social change.

Global Alignment & Collaboration

Our *Working to Change the World Plan* reflects the United Nations (UN) Global Compact sustainability principles and the UN Sustainable Development Goals.

We have been actively engaged with the UN since signing the Global Compact in 2006. In 2015, the UN established the 17 Sustainable Development Goals (SDGs), its blueprint for a more sustainable future. We support all the goals and are particularly focused on those where we can have the biggest impact:

 <p>4 QUALITY EDUCATION Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p>	 <p>10 REDUCED INEQUALITIES Reduce inequality within and among countries</p>
 <p>5 GENDER EQUALITY Achieve gender equality and empower all women and girls</p>	 <p>13 CLIMATE ACTION Take urgent action to combat climate change and its impacts</p>
 <p>8 DECENT WORK AND ECONOMIC GROWTH Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p>	 <p>17 PARTNERSHIPS FOR THE GOALS Strengthen the means of implementation and revitalize the Global Partnership for sustainable development</p>

“We remain strongly committed to the principles of the United Nations Global Compact and aligned with the Sustainable Development Goals where we believe we can make the most impact.”

- Jonas Prising, Chairman & CEO

We believe in the power of partnerships and the value of collaboration. We continue to maintain and develop relationships with our clients, industry bodies, government institutions and education systems, all of which allows us to scale solutions and amplify our impact.

Strategic Global Partnerships:

 <p>Signatory to the United Nations Global Compact since 2006</p>	 <p>Strategic Partner of the World Economic Forum</p> <ul style="list-style-type: none"> • Alliance for CEO Climate Leaders • CEO Action Group for the European Green Deal • Partnering for Racial Justice in Business • Partnering Against Corruption Initiative 	 <p>Founding member of the World Employment Confederation</p>
 <p>Partner of JA Worldwide for more than two decades JA Europe • JA USA • JA Americas</p>		 <p>Member of World Business Council for Sustainable Development</p>



Member of the **TENT Partnership for Refugees**

- Coalition for Afghan Refugees
- Sunflower Project to accelerate Ukrainian refugee women into employment in Europe



Planet

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

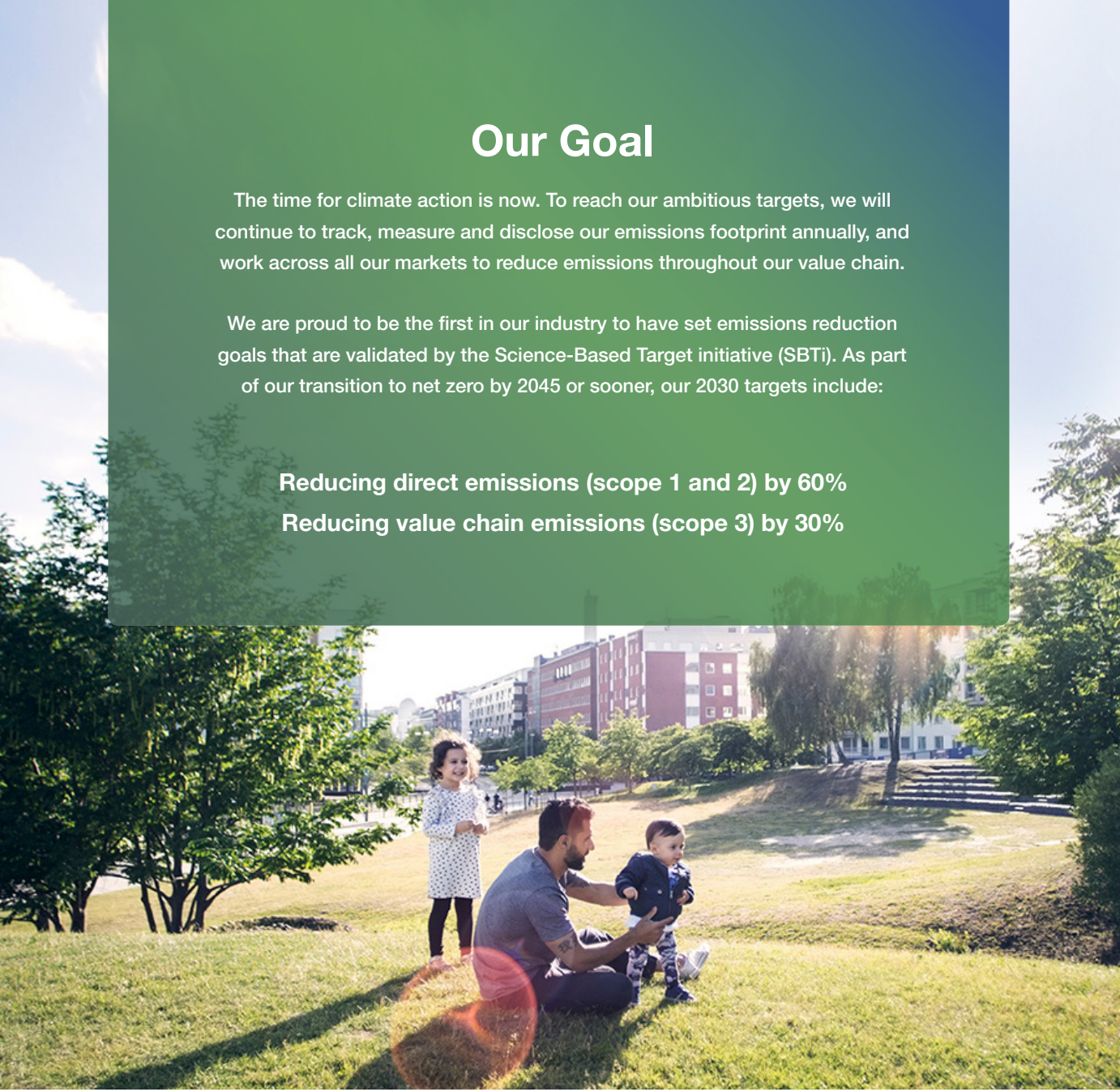


Our Goal

The time for climate action is now. To reach our ambitious targets, we will continue to track, measure and disclose our emissions footprint annually, and work across all our markets to reduce emissions throughout our value chain.

We are proud to be the first in our industry to have set emissions reduction goals that are validated by the Science-Based Target initiative (SBTi). As part of our transition to net zero by 2045 or sooner, our 2030 targets include:

- Reducing direct emissions (scope 1 and 2) by 60%
- Reducing value chain emissions (scope 3) by 30%



2021 Global Highlights



Committed to reaching **NET ZERO BY 2045** or sooner



First and only company in our industry to have set **VALIDATED, SCIENCE-BASED TARGETS**

Engaged in the WEF Alliance of CEO Climate Leaders, working to mitigate over **1GT OF EMISSIONS ANNUALLY BY 2030**



REDUCED OPERATIONAL EMISSIONS BY 39%

from our 2019 baseline, bringing us over halfway to our 2030 goal



Reported to Carbon Disclosure Project (CDP) for 11th year in 2021, with **SCORES HIGHER THAN INDUSTRY & REGIONAL AVERAGES**

Activated Planet Teams in markets representing 80%+ of revenue **ALIGN STRATEGY GLOBALLY & DELIVER LOCALLY**

on our Climate Action Plan



Our Strategy

Our ambitious targets to cut greenhouse gas emissions is the latest milestone in our Climate Action Plan. We are committed to measuring and reducing full value-chain impact — a key part of our goal to reach net zero by 2045 or sooner.

Our 2030 emissions targets are independently validated by SBTi and align with the goals of the Paris Climate Agreement, confirming our planned reductions to limit warming to 1.5°C above pre-industrial levels – the latest and most aggressive recommendations of the [Intergovernmental Panel on Climate Change \(IPCC\)](#). Of the more than 4,200 companies in the G20 that have set climate targets, we are proud to be among the [20% verified by SBTi](#).

To achieve our Climate Action Plan by 2030, we have identified five levers and are already implementing these across our markets.

SEE IT IN ACTION IN BELGIUM:

[Setting New Goals For Climate](#)

[Increasing Renewable Energy](#)

[Electrifying Our Fleet](#)

[Decarbonizing The Commute](#)

[Reducing Waste and Recycling](#)

OUR CLIMATE ACTION PLAN LEVERS



Setting New Goals For Climate

The change starts with you and me

Our ambition to reach NET ZERO by 2045 or sooner is a collective effort. The transition is supported by our **Planet Team** composed of motivated colleagues with a 'green mindset' representing different functions within the company : Procurement & Facility, Fleet, HR, Finance, Communications and of course colleagues from our branch network. They are the driving force for climate change at ManpowerGroup Belgium. In 2021-2022, they started the ManpowerGroup Climate Data Collection Program to measure where we are and where we need to put the focus to reduce emissions. Working on objective data will help us to build a credible roadmap with measurable objectives and transparent milestones for the coming years, bringing together the efforts of the whole company around the world. This plan will be updated in 2023.



ManpowerGroup Belgium

shares the same ambition for the planet as ManpowerGroup globally. To achieve our global strategy, we have set the following **objectives** :



ENERGY

- 100% renewable energy for our offices by 2030.
- Progressive transition of our branch network to low-carbon footprint buildings.
- Decrease our energy consumption.



MOBILITY

- Zero CO2 emissions from our company cars by 2030.
- Implementing actions to decarbonize our commuting (mobility plan, flexible working hours, hybrid working models, minimizing business travel).



ZERO PAPER / ZERO WASTE / RECYCLING

- 95% of our external documents in electronic form by 2024 and reduce internal document printing moving towards 'Zero Paper'.
- 100% Sorting & Recycling: procedures in place to ensure optimal reduction and sorting of internal waste, as well as recycling of materials (office furniture, IT equipment, electrical equipment, ink cartridges, etc.).



SUSTAINABLE PROCUREMENT

- Use of sustainable products in the daily running of the company (office supplies, bags, promotional materials, cups, etc.).
- Imposing environmental standards on our suppliers.

INCREASING RENEWABLE ENERGY

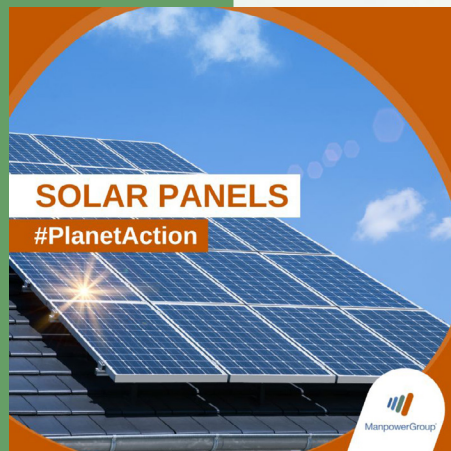
Greening Our Workplaces

Our Head Office in Woluwe and 95% of our branches use renewable electricity. Only those offices where individual power supply is not possible are supplied with other types of energy.

We are looking to move to more efficient, greener buildings, seeking also to innovate. We are proud to have equipped our new office in Leuven in July 2022 with solar panels, the first of many more to come. The transition is on its way.

We have implemented energy efficient initiatives, for instance installing LED lighting in our offices (program still in progress) or choosing signage without lighting for our branch network.

In the context of the energy crisis we have started an internal campaign to collect new ideas from our employees to implement and adopt more eco-responsible workplace behaviours. We want to save energy today sometimes with small daily actions, and build a more sustainable world tomorrow.



Our Head Office in Woluwe and 95% of our branches use renewable electricity.





ELECTRIFYING OUR FLEET

Investing in Electric Vehicles and rethinking Mobility



In Belgium, we are committed to reaching the target of 100% electric vehicles (EV's) by 2030. Recognizing the opportunity to reduce emissions through cleaner cars, we have started to implement our plan : today in 2022, 21 colleagues are using a zero emission car and 47 electric vehicles have been ordered for early 2023, which means that nearly 15% of our fleet will be zero emission.

In 2023 we will implement our new Mobility Plan with incentives to encourage colleagues to choose green mobility, receiving advantages when they choose to give up their company car (according to the law of 25/11/2021). It will accelerate the greening of our fleet and we can expect to reach 45% of electric vehicles by 2025 and reduce the size of the fleet.

We are contributing to the change by taking on the expense of the installation of charging stations for electric vehicles at our employees' homes – adding an appendix to our car policy with specific rules. We have already installed 25 charging stations including the installation of facilities at our Head office. It is an encouraging start.



ManpowerGroup Belgium committed to reaching the target of 100% electric vehicles (EV's) by 2030.

DECARBONIZING THE COMMUTE

Leveraging flexible hybrid work models

We are innovating to help people access work reducing their environmental footprint. That's why we're leveraging flexible hybrid work models – with the 3, 2, 2 formula (3 days in the office, 2 days at home and 2 days to rest) – allowing people to choose when they work from home or close to where they live by going to work in a local branch. Now we have a system in place to monitor teleworking and it represents around 15% of the working hours. A serious impact for the environment and also an improvement for our employees' quality of life.

We are also encouraging the organization of remote meetings. The same for training. Today, 82% of our training has been delivered remotely and 18% in person. Our trainers provide 438 training courses remotely compared to 80 face to face. Before covid, 99% of our training took place in person.



REDUCING WASTE AND RECYCLING

Giving a second life to goods

We are pursuing our efforts to reduce waste everywhere in our organisation. The main focus is on **Paper**. Today, nearly 95% of our external documents (invoices, timesheets, contracts etc.) are produced electronically.

On a daily basis we are discouraging printing documents and our papercut program raises awareness among employees to adopt the right behaviours.

Since several years we have implemented processes to recycle toners and ink cartridges.



In 2021, we were able to donate 80 laptops and desktops, combining our recycling target with our social commitment.

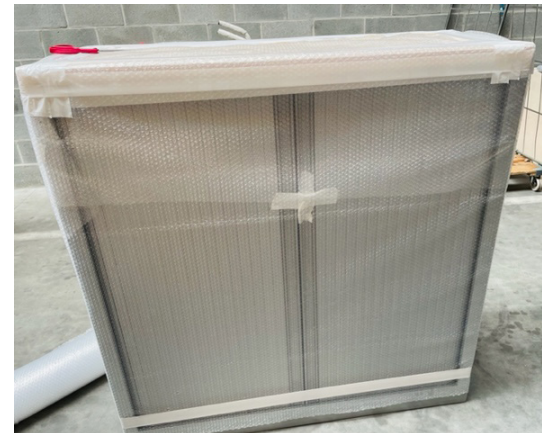
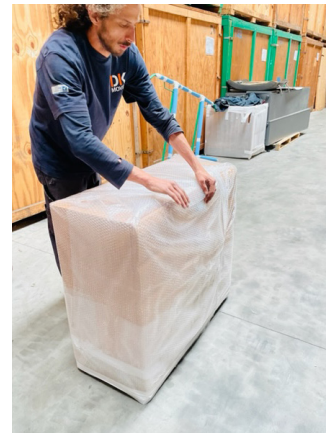


We are proud to give a second life to our **IT material** collaborating with two organisations:

- **Class Contacts** : connect children who are ill for a long period or in hospital, with their class. The organisation provides a laptop and helpdesk to make sure they can attend the lessons at a distance.
- **DigitalforYouth** : providing every child in Belgium with access to a laptop.

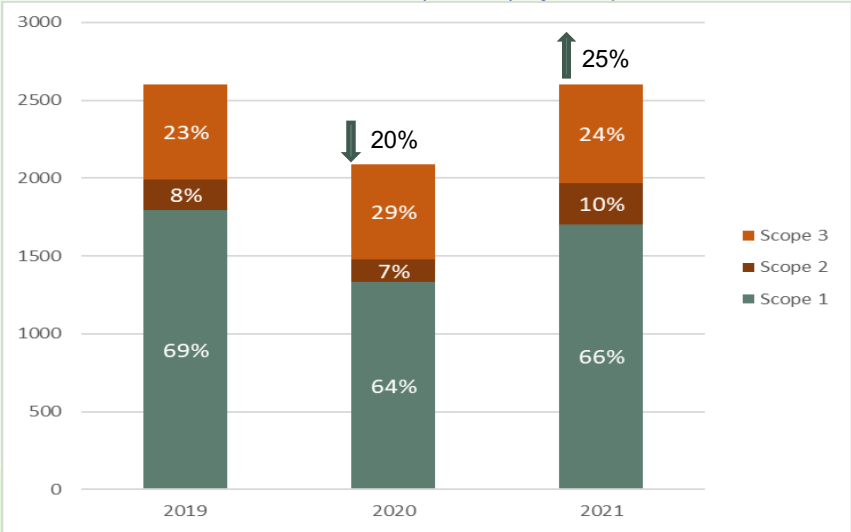
We have also processes in place to give a second life to our office **furniture** in schools or with NGO's.

In 2022, we were proud to collaborate with the DK Moves Foundation to move and donate our office furniture from our old brach in Leuven to equip a school in Sukuta in Gambia.

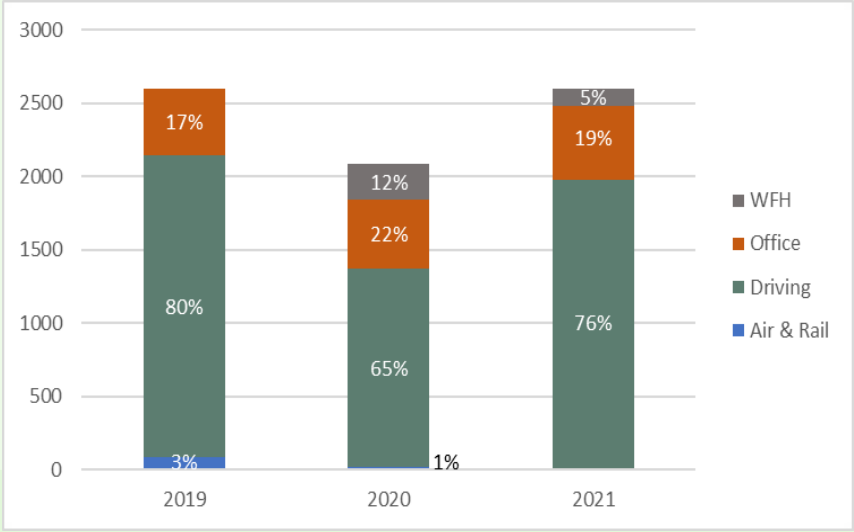


BELGIUM GHG FOOTPRINT 2019-2021

GHG Emissions (tCO2e) by Scope



GHG Footprint Breakdown by Activity



YOY EMISSIONS INCREASED IN 2021 ACROSS ALL THE 3 SCOPES

(after pandemic returning to the level of 2019)

Scope 1	1705
Scope 2 (location-based)	261
Scope 3	636

MAJORITY OF FOOTPRINT IS PRODUCED BY FLEET TRAVEL, WHICH INCREASED BY 45% IN 2021 YOY.

OUR NEW ACTION PLAN FOR COMPANY CARS WILL CONTRIBUTE TO DRASTICALLY REDUCING OUR GHG FOOTPRINT IN THE COMING YEARS.



People & Prosperity

Committed to Being
Creators of Talent at Scale
and Meaningful Work for All



Our Goal

We are #PeopleFirst. Every year, we impact millions of lives, connecting people with meaningful work and supporting them with guidance, advice, assessments, coaching and pathways to long-term sustainable employment. We are committed to being Creators of Talent at Scale and Meaningful Work for All.



2021 Global Highlights



Connected **2 MILLION** people to meaningful, sustainable work

TRANSFORMED 182.000 LIVES to date through Manpower MyPath



RESKILLED and PROVIDED LANGUAGE TRAINING to more than 20,000 REFUGEES in the last 5 years



BEST PLACE TO WORK FOR LGBTQ+ for the 6th consecutive year

>30%

GENDER DIVERSITY in our Board of Directors for more than 10 years



Bold new ambition to reach **50% WOMEN IN LEADERSHIP** by 2025, extending previous goal of 40%

BEST PLACE TO WORK FOR DISABILITY INCLUSION for 6th consecutive year



Our Strategy

Talent shortages have reached the highest level in 16 years, with [75% of global organizations reporting they cannot find the skilled workers they need](#). Now more than ever, companies and individuals need our help. That's why we're committed to being Creators of Talent at Scale and Meaningful Work for All.

OUR PEOPLE & PROSPERITY PLAN LEVERS

Creators of Talent at Scale

Boosting employability and income prosperity through career guidance, assessment, coaching, upskilling and reskilling

See it in Action in Belgium:

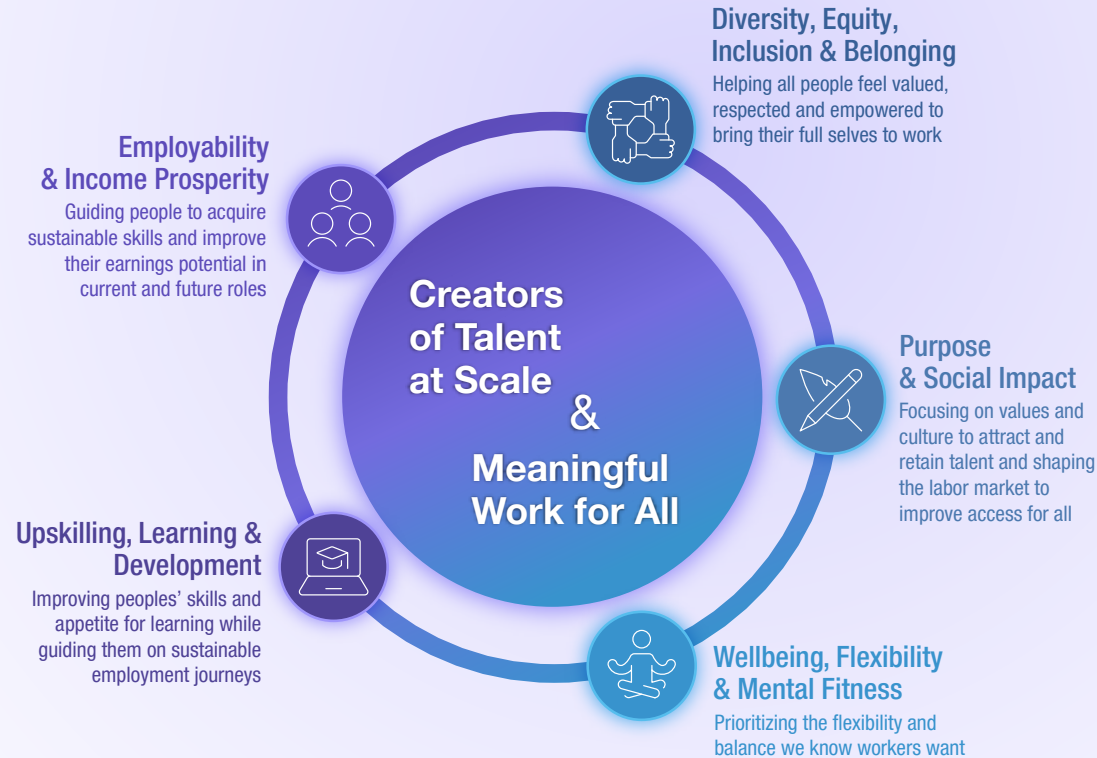
[Investing in our People](#)

[Improving People's Employability - MyPath](#)

[Upskilling our candidates - our Academies](#)

[Partnering with the Public Sector](#)

[Coaching + Assessment = Ready for Work](#)



Meaningful Work For All

Championing diversity, equity, inclusion and belonging (DEIB) in the workplace, prioritizing people's health and wellbeing, and committing to flexible work models to enable more people to participate in the workforce

See it in Action in Belgium:

[Building a Diverse Workforce](#)

[Promoting Disability Inclusion](#)

[Building a Healthy and Safe Workplace](#)

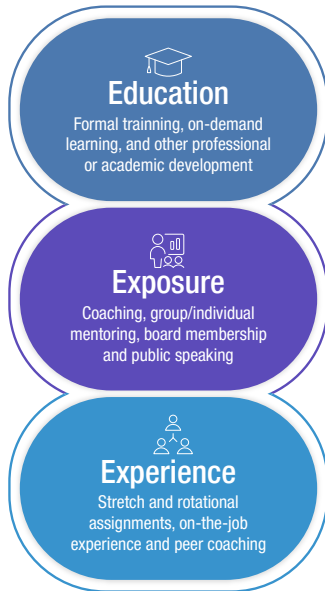
[The New Flexibility Paradigm](#)

INVESTING IN OUR PEOPLE



Our success in creating value for individuals and organizations around the world depends on our ability to unleash the potential of our people - that's why we invested a value of more than € 2 million euros in 2021 for employee development in Belgium. This amount includes the cost of our training department (staff and tools) and the number of training hours multiplied by the average hourly cost of an employee in 2021.

Unleash Potential



- Our programs which are designed to meet people where they are in their learning process incorporate the **3E'S** of our development philosophy. Every year we are unleashing the full potential of individuals by monitoring our talent planning tools including performance reviews, talent reviews, talent conversations, development plans and one2one progress meetings. We give priority to internal promotion and encourage mobility.
- Our L&D team has built individual **career paths** for all functions and at all stages of their career. In 2022, we reviewed our induction program combining an effective e-learning and face2face sessions.
- We can also rely on a team of 50 enthusiastic and experienced **Field Trainers** ready to share their expertise (sales administration IT etc) on a voluntary basis to help colleagues on their training journey.
- Through our International Future Leader Program (FLP), we support people in transition from individual contributor roles to first-line managers, creating a pipeline of leaders – women and men – for the future of our company as we can see on the picture of the Belgian participants of the FLP 2021-2022.



On completion of our leadership programs at global level, our people make positive leadership career moves – 60% after one year and 68% within two years.

IMPROVING PEOPLE'S EMPLOYABILITY & INCOME PROSPERITY

Manpower MyPath



According to our [ManpowerGroup Employment Outlook Survey](#), 76% of Belgian employers have difficulties filling their vacancies. Employability for every worker is a major challenge, particularly amplified after the health crisis and the accelerating digitalization of jobs. To meet the new HR challenges facing companies, and also to respond to candidates' new expectations, Manpower has launched a vast transformation programme at global level. We are reinventing our business model by offering career paths to our temporary workers. The aim is to strengthen employability and build long-term relationships with our candidates to overcome talent shortages.

Manpower MyPath achieves all of the above through a wide range of career advice, upskilling and coaching:



Personalized Career Coaching Via Expert Talent Agents

Our MyPath Talent Agents are trained as personal career Experts, to help people understand the skills they need to advance in growth industries such as logistics, manufacturing, business or IT operations.

Training and Certification Guidance for Data-Driven Pathways

MyPath participants access targeted and rapid trainings to gain in-demand skills. Upskilling is available through our Experis Academy (IT) and Jefferson Wells (Engineering) Academy as well as industry recognized Manpower Logistics and Technical Academies.

Recognizing Soft Skills to Strengthen Engagement

MyPath medals are awarded by clients to our associates to endorse people for the soft skills they display – like collaboration, curiosity, teamwork, problem solving and communication. We know from experience that when people feel recognized, they're more motivated and engaged on the job and in training.

KEY FACTS BELGIUM - 2021



Personalized career coaching via Expert Talent Agents:

Our MyPath Talent Agents are trained as personal career Experts, to help people understand the skills they need to advance in growth industries such as logistics, manufacturing, business or IT operations.

Training and Certification Guidance for Data-Driven Pathways:

MyPath participants access targeted and rapid trainings to gain in-demand skills. Upskilling is available through our Experis Academy (IT) and Jefferson Wells (Engineering) as well as industry recognized Manpower Logistics and Technical Academies.

Recognizing Soft Skills to Strengthen Engagement:

MyPath medals are awarded by clients to our associates to endorse people for the soft skills they display – like collaboration, curiosity, teamwork, problem solving and communication. We know from experience that when people feel recognized, they're more motivated and engaged on the job and in training.

UPSKILLING OUR CANDIDATES Manpower MyPath, a strong commitment

Today's careers are no longer linear and our role is to accompany individuals by encouraging professional transitions and the acquisition of new skills based on the potential we have identified.

ManpowerGroup has set up various **skills development programmes** to address talent shortages, particularly through its academies in the logistics sector, in technical professions and in the hotel and catering industry. These are online or practical, individual or group training courses.

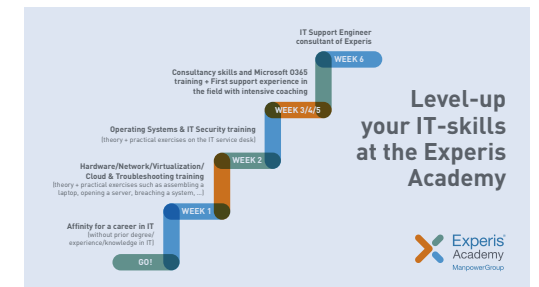
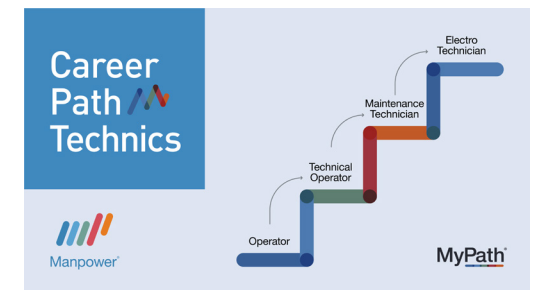
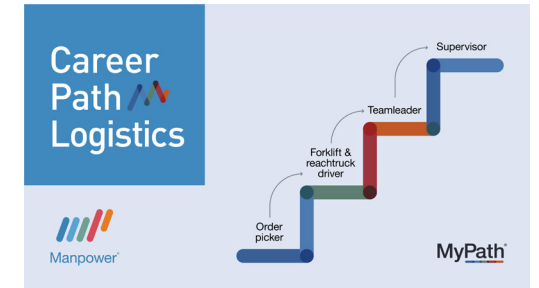
Our new Experis Academy launched in Belgium in 2022 will increase the pipeline for IT Talent, by upskilling non technical talents who have excellent soft skills and language skills to start their career as IT Support Engineer. consultant.



Cem Ide joined the temporary sector after running his own business : *"I needed to make a new start and fortunately Manpower called me. They really listened to me, they evaluated my skills through assessments and understood what I was looking for. Above all, they continued to follow up with me after my first assignment so that I could relaunch my career. I started this career switch by starting as a logistics operator at Parbelux. Then I was offered a training course (with certificate) to drive a reach truck. At the same time, I was able to take various personality tests which highlighted my management skills. After 9 months, I signed a permanent contract as a junior team leader in a sector that I didn't know anything about at first. I know I will be able to develop further. I am grateful to Manpower and of course to my new employer Parbelux, who have both placed their trust in me."*



The aim of the programme is to deepen the relationship between candidates/temporary staff and their 'Talent Agent'. Musli Muslija, Manpower Talent Agent in Vivoorde: *"MyPath is a mindset. The priority is to listen to the needs of candidates and develop a relationship of trust as a basis for individual coaching. Our role is to develop and boost the careers of the Talents we are in charge of."*



The success of the implementation of My Path in Belgium was recognized by the market as ManpowerBelgium won the prestigious title of Best Staffing Sourcing & Contingent Workforce Company at the Belgian HR Excellence Awards in March 2022.

PARTNERING WITH THE PUBLIC SECTOR

Help jobseekers to find sustainable employment

For more than 15 years, ManpowerGroup Belgium has been collaborating with the public sector to help job seekers in their search for work. The actions aim to allow a person to regain and maintain his or her place in the job market on a long-term basis. The objective is to provide the job seekers with personalized guidance, adapted to his or her personal and professional situation, to support him/her in transposing his/her skills into other areas, and to develop and implement a realistic professional plan that meets his/her aspirations and potential.

This project carried out by the experts of our Futurskill division allows us to share our expertise and implement our company's mission by strengthening the employability of individuals.



Public-Private Partnerships:

Actiris Project - Active Job Search Workshops

- Response to a tender for a project from Actiris (Brussels Employment Office).
- Project started in 2008 and renewed until 2025 included.
- Coaching in job search: strengthening motivation and attitude, definition/validation of professional orientation, knowledge of the job market, search tools and techniques, preparation for job interviews, etc.
- Duration of the coaching: one year.
- 609 people in the program in 2021 by 4 job coaches
- 39% positive outcomes after coaching (permanent contract, fixed-term contract, temporary work contract/minimum 20 days, skills training).
- Duration of the coaching: one year.

Actiris 50+ Project

- Response to a tender for a project from Actiris (Public Service for Employment and Vocational Training in Brussels).
- Project started in 2016 and renewed until 2024 included.
- Coaching in job search for job seekers aged 50 and over.
- Concrete awareness-raising and information actions aimed at employers in order to directly

or indirectly improve the chances of job seekers aged 50+ to find a job.

- Duration of the coaching: one year.
- 61 people in the program in 2021 by 1 job coach (half time).
- 18% positive outcomes after coaching (permanent contract, fixed-term contract, temporary work contract/minimum 20 days, vocational training).

Forem project

- Response to a tender for a project from Forem (Public Service for Employment and Vocational Training in Wallonia).
- Project started in 2005.
- Coaching in job search: strengthening motivation and attitude, definition/validation of professional orientation, knowledge of the job market, search tools and techniques, preparation for job interviews, etc.
- Skills assessment and reinforcement of motivation and attitude (behaviour) of job seekers.
- 15 trainers.
- 256 training courses carried out in 2021.
- 161 candidates were able to complete a free internship in 2021 in a company. Our clients were able to hire 92 candidates on temporary contracts whose performance was satisfactory during their internship. The project has successfully reintegrated a number of candidates who were initially considered 'difficult' to employ.

COACHING + ASSESSMENT = READY FOR WORK

JA Worldwide - Les Jeunes Entreprises - Vlajo

We believe a sustainable career starts by helping young people develop the skills they need to succeed in the fast-changing future of work. Our partnership with [JA Worldwide](#) spans decades and stretches across more than 30 countries in support of their goal of inspiring 10 million students every year to dream big, identify their passions and reach their full potential.

Also at ManpowerGroup Belgium, we want to help young people prepare for the working world of tomorrow. Our partnership with [Vlajo](#) and [LJE - Les Jeunes Entreprises](#) enables us to give concrete form to this commitment by sharing the values that drive us. This year, in addition to our traditional participation as jury members during the ‘Small Business Project’ competition and the Company of the Year Competition at local and regional level, several colleagues took

part in the “Entrepreneur for the Classroom” programme promoted by Vlajo. Unforgettable, interactive and motivating sessions, to reach out to young people. Every human being is full of talents and skills. The role of an educator, a recruiter or a manager is to unlock the potential so that everyone knows in which area they can develop and build a better world. We are proud to participate in this mission together with these powerful organizations.



BUILDING A DIVERSE WORKFORCE

DEIB : Diversity, Equity, Inclusion, Belonging



In 2022, we have defined new goals to progress in our journey to build a company and a world of work where every person finds their place. Our new DEIB policy is shared by our employees as our DEIB index reached 90% in our 2022 ManpowerGroup Annual People Survey.

- **Non-Discrimination/Diversity:** be compliant with the law and build a diverse workforce and labour market.
- **Equity:** offer equal opportunities for everyone in full transparency.
- **Inclusion:** create a working environment that includes and promotes a diversity of cultures, backgrounds and ways of thinking.
- **Belonging:** create a culture that allows each person to be themselves and to be fully recognised, every day.

Diversity Label of the Brussels Capital Region

In 2021, our commitment to diversity and inclusion was rewarded as we received the [Diversity Label of the Brussels Capital Region](#). This prize recognizes employers who implement concrete actions with Actiris to promote diversity and fight against discrimination.

The plan was elaborated by our Diversity Team and with support of [Actiris](#) included over twenty actions focused on groups benefiting from the Brussels diversity policy (origin, age, disability, education and gender). These actions covered recruitment and selection, training, management or communication.

We are working on our new plan to consolidate our action and make new progress.



ManpowerGroup says **YES** to diversity

ManpowerGroup says **NO** to discrimination

The plan made it possible to set up various actions to promote diversity. In particular, focus has been put on recruitment advertising to try to break down stereotypes that are still too often present in communication.

Whilst diversity is the positive side, the first priority must always remain to struggle against any form of discrimination in the society and in the labour market. Our diversity plan has made it possible to intensify training and awareness-raising actions in this area. For example, through training taken at UNIA (The Center for Equality, Against Discrimination) and a new online training course followed each year by all our staff in Belgium but also, by creating an educational tool aimed at temporary workers to help them react if faced with discrimination.



BUILDING A DIVERSE WORKFORCE

DEIB : Diversity, Equity, Inclusion, Belonging



Promoting Disability Inclusion

One success story from our plan was the hiring of a new colleague with a visual impairment who came to strengthen Manpower's Flexteam. Working shift schedules and teleworking, this team of consultants meets the needs of clients outside of office hours and on weekends. It's a job that suited Christelle perfectly, who shared her personal testimony on the Manpower blog under the title *'Finding a job when you don't have a disability is not easy, but with a white cane it is even more difficult'*.



INTEGRATING AND INCLUDING
Enabling all people to participate in the workplace and achieve their potential

- [Read the testimonial](#)
- [Interview about our Diversity Label: "Diversity improves the performance of companies"](#)



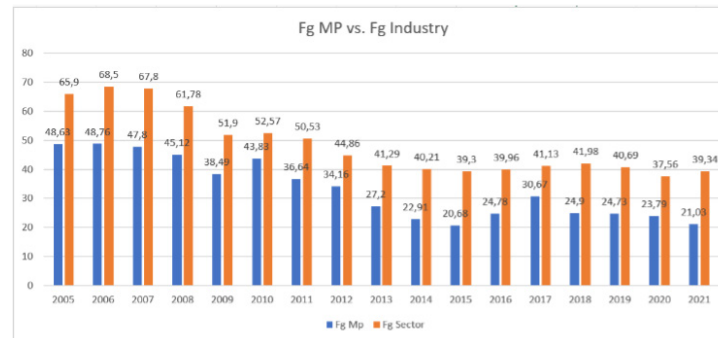
Since many years, we are achieving good results regarding the frequency degree and severity degree of work-related accidents.

BUILDING A HEALTHY AND SAFE WORKPLACE

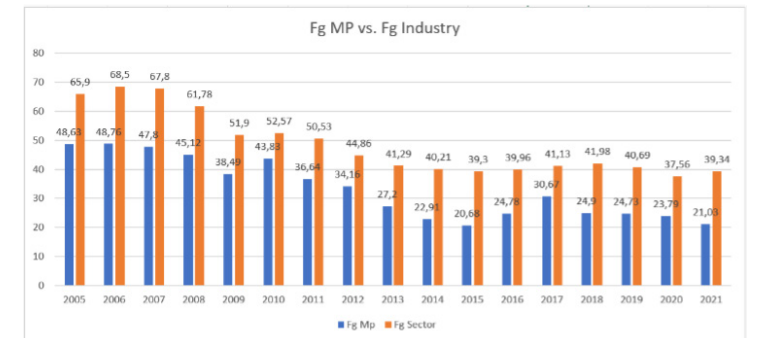
Our global Health and Safety Policy outlines our commitment to provide a safe working environment for all our internal staff, as well as the associates and consultants we place on assignment with clients. The policy is included in our Code of Business Conduct and Ethics, and all employees are trained and certified annually. Aligned with our global commitment, and in compliance with applicable local and national regulations, our operations around the world maintain local health and safety standards. Using custom designed work environment surveys, we ensure our workplaces are safe while assessing the health and safety risk of client worksites and roles and educating clients on ways they can improve their own practices.

One of the main priorities of ManpowerGroup is the ever-increasing need to focus on and invest in health and safety. ManpowerGroup Belgium has over 50 years of experience in keeping our clients and temporary workers safe. Our work is not only ensuring the ongoing health and safety of our temporary workers but also partnering with clients to strengthen their health and safety requirements. It gives us a view on how the modern workforce will view health and safety going forward and how organizations can engage their clients in their modern safety culture.

In 2022, Manpower Belgium also obtained the renewal of its VCU certificate (Interim Safety Checklist) for its safety management system and the sending of temporary workers to workplaces with higher risks (Offices: Antwerpen, Beveren, Kortrijk).



Accident frequency refers to the ratio of accidents and hours worked. The ratio is calculated per million hours worked. The frequency is used mainly in comparisons between different industries.



Accident severity refers to the ratio of number of days of absence and hours worked. The ratio is calculated per thousand hours worked. The severity is used mainly in comparisons between different industries.

THE NEW FLEXIBILITY PARADIGM Work My Way – ‘One Size Fits One’



We believe flexible work is here to stay. At our global HQ and offices around the world, employees are adopting a more flexible way of working. With the support of their managers and teams, they can choose where, when and how to best do their jobs, instilling trust and enabling choice for our people.

We know from our *What Workers Want: From Surviving to Thriving at Work* research that more than a third of employees want to choose where they work (workplace or home) based on their daily needs. Work My Way also enables us to tap into what our people want, and be more intentional about when and how we bring people into the office. For us, we leverage the 4Cs for moments of Connection, Collaboration, Celebration and Care.

Flexibility is not limited to the way we work but to all dimensions of HR as people nowadays want to make their own choices. That’s why we have adopted the **‘One Size Fits One’ approach** to make sure our employees can enjoy a flexible career path that matches their individual needs. It includes the way we help people to grow but also the way we reward them. With our ‘cafeteria plan’ (FIP – Flexible Income Plan), we offer flexible and attractive salary packages that help people to achieve their professional and personal goals.

We believe this vision of HR is key for talent attraction, retention and employee engagement – our 2022 ManpowerGroup Annual People Survey (MAPS) shows consistently high levels.



**70% employee engagement reported in
ManpowerGroup Annual People Survey in Belgium in 2022**





Principles of Governance

Running a responsible business
& setting high ethical standards



Our Goal

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



2021 Global Highlights



Named by Ethisphere as one of the **WORLD'S MOST ETHICAL COMPANIES FOR THE 13TH YEAR** - the only company in our industry to be awarded this accolade for more than a decade

Consolidated Board oversight of ESG in the newly named **GOVERNANCE AND SUSTAINABILITY COMMITTEE**



Named to the **DOW JONES SUSTAINABILITY INDEX FOR THE 12TH YEAR** and improved our score year over year

Achieved **PLATINUM, GOLD AND SILVER ECOVADIS RANKINGS** in 24 countries and at the global level to date ★ ★ ★ ★

Completed our **11TH CARBON DISCLOSURE PROJECT (CDP) RESPONSE**



Published our **HUMAN RIGHTS POLICY** and aligned reporting to new Stakeholder Capitalism Metrics framework



Recognized as **CS050 AWARD WINNER** for our cyber security approaches

#1

Received **HIGHEST POSSIBLE SCORE BY SUSTAINALYTICS**, putting us in the second percentile of all companies

Our Strategy

Our extensive global reach – working across more than 75 countries and territories with hundreds of thousands of employees – gives us the opportunity to promote and advocate for the highest ethical standards for business conduct and responsible employment across regions and industries around the world.

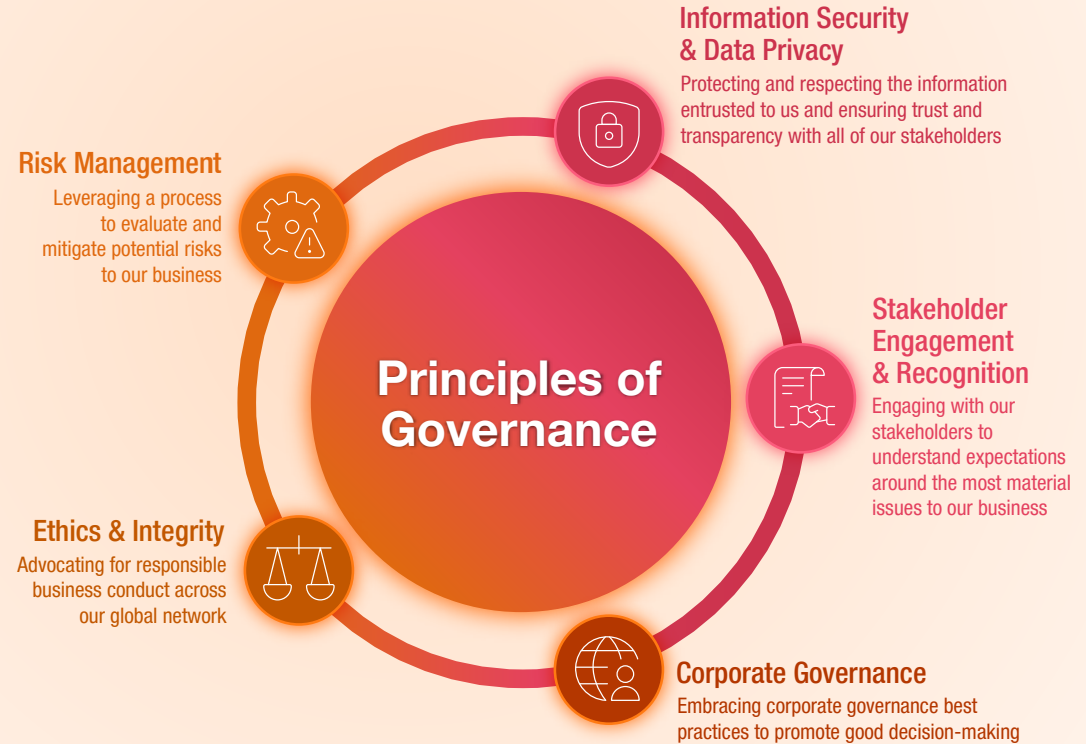
See It In Action in Belgium:

[ESG & Sustainability Policies](#)

[Stakeholder Engagement & Recognition](#)

Set high ethical standards for our industry and manage our business to create long-term value for all stakeholders.

OUR PRINCIPLES OF GOVERNANCE LEVERS



MANPOWERGROUP ESG & SUSTAINABILITY POLICIES

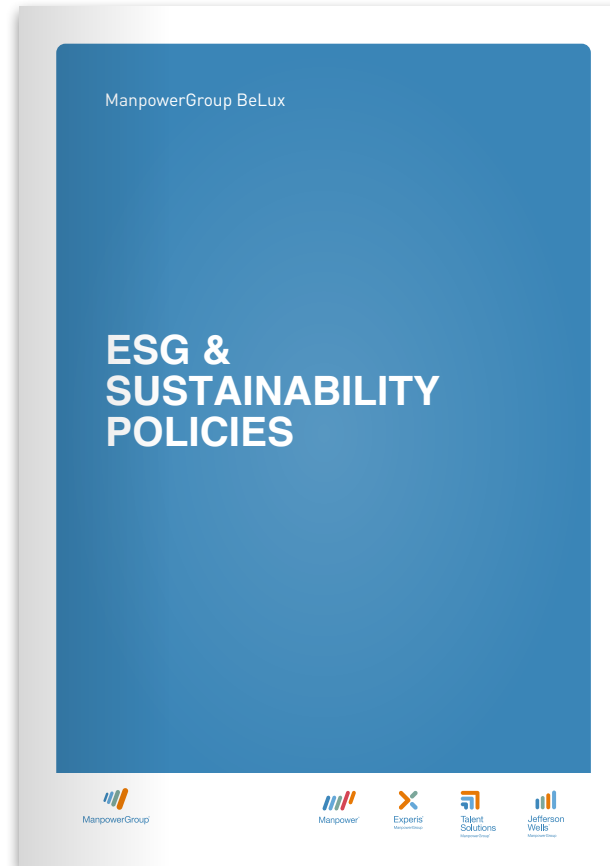
Setting a high ethical standard for our industry and advocating for responsible business conduct and responsible employment across our global network

The three pillars of our strategic plan – Planet, People & Prosperity, and Principles of Governance – are designed to address the most urgent issues we face in the world of work.

Since the creation of ManpowerGroup in 1948 in Milwaukee in 1948 and the start of our company in Belgium in 1972, we are running a responsible business and setting high ethical standards.

Trust, transparency and accountability are foundational to delivering our purpose and our promise to create value to all our stakeholders.

Our (ESG) strategy is supported by several policies. Our employees are trained and certified to apply them. In order to share our commitments with all our stakeholders in full transparency, we have brought together in a document all the policies implemented in Belgium and worldwide. The document is available on our ManpowerGroup Belgium website in the section Sustainability.



- ESG & Sustainability Policy
- Human Right Policy
- Health, Safety and Well-Being Policy
- Non-Discrimination/Diversity, Equity and Belonging – DEIB Policy
- Policy Against Modern Slavery
- Anti-Corruption Policy
- Policy on Gifts, Entertainment and Sponsorships
- Environmental Policy
- Social Dialog Policy
- Information Security Policy
- Supply Chain Business Partner Policy

STAKEHOLDER ENGAGEMENT & RECOGNITION

Engaging with our stakeholders to understand emerging trends, what's most material to our business and how to strengthen our leadership position within the industry

Stakeholder Engagement Strategy

The combination of strong corporate governance and active engagement with our shareholders encourages trust and transparency throughout our business – both of which have critical importance in today's complex world.

We regularly evaluate what is material to our ESG strategy and work with our stakeholders to tap into emerging trends and expectations. By maintaining a dialogue with our investors, employees, clients, associates and government bodies, we gain a clearer image of the issues that matter most to our key stakeholder groups and what is expected of us as a corporate citizen.

Our stakeholder engagement strategy supports the evolution of ESG strategy. Our open and ongoing engagement will remain important as we progress toward more focused strategic areas and continue to identify key emerging trends

Industry Leadership

We are actively engaged with the World Employment Confederation (WEC), the voice of the employment industry at a global level, which represents more than 50 countries. Through relationships with international policymakers (ILO, OECD, World Bank, IMF, IOM, EU) and other stakeholders (trade unions, think tanks, NGOs, academia), the World Employment Confederation (WEC) promotes more inclusive, open and sustainable labor markets. ManpowerGroup is a founding corporate member of WEC, through which we actively participate in multi-stakeholder initiatives and our executives serve on both global and local federation boards.

In Belgium we are playing a leading role at Federgon – The Belgian Federation of HR providers – collaborating with all the stakeholders to implement the vision of the organization.

“We approach the world of work with an open mind and actively collaborate with the various stakeholders to provide solutions that benefit everyone in a constantly changing labour market”



Belgian Recognition

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

Recent Awards



Manpower Belgium has been nominated every year since 2011 at the HR Excellence Awards and in 2021 won the prestigious 'Best Staffing, Sourcing & Contingent Workforce Management Company' Award for the second consecutive year.



ManpowerGroup BeLux has earned a Gold CSR & sustainability rating on EcoVadis's environmental, social and ethical supplier performance assessment, in 2020.



In 2021, ManpowerGroup Belgium earned the Diversity Label from the Brussels Region demonstrating the implementation of structural solutions to

improve diversity and inclusion in the organization through actions in recruitment, HR management and communications.

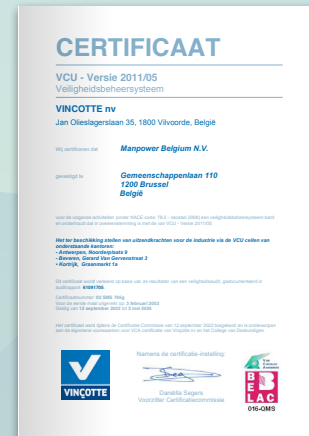
Certificates

ISO 9001: Total Quality Management - since 1998.

VCU-LSI: Safety Check List Temporary Workers - 7 branches - since 2003.

Federgon Quality Label: Temporary Work.

Federgon Quality Label: Project Sourcing.





Performance Data

Progress against our KPIs in 2021



ManpowerGroup Belgium 2021 (2022) Key Performance Indicators

Employee Demographics

STAFF (HEADCOUNT) 2021	total	men	women
ManpowerGroup Belgium (permanent staff)	557	148	409
ManpowerGroup Belgium associates (contractors)	351	249	102

EMPLOYEES BY AGE 2021	total	men	women
18-30	227	72	155
31-50	365	114	251
50+	48	18	30

EMPLOYEES BY LEVEL 2021	total	men	women
Level 1 - Senior Leadership	8	6	2
Level 2 - Leadership - Middle Management	32	21	11
Level 3 - Field & Functional Management	83	14	69
Level 4 - Individual Contributor	434	107	327

EMPLOYEES BY LEVEL 2021	
Senior Leadership	25%
Leadership - Middle Management	34%
Field & Functional Management	83%
Individual Contributor	75%
All levels in the organisation	73%

Culture & Capabilities

CULTURE	2021	2022
Employee Engagement Index score	68,2	70,6
Collaborative Culture Index score	64,1	66,3
Performance based Culture Index score	81,7	83
Trusted & Ethical Culture Index score	87,7	88,9
DEIB (Diversity; Equity, Inclusion, Belonging) Culture Index score	89,7	90,6
Development & Career Index score	73,8	77,7

LEARNING & DEVELOPMENT	2021
Total investment in skills training and development activities (in euros)	2.007.000
Employees participating in training & development programs	100%
Total number of hours spent in skills training & development	28.634
Average number of hours spent in skills training & development per employee	31,53

TALENT MANAGEMENT	women	men	total
Management and leadership roles filled by internal promotion	0	1	1
Functional management roles filled by internal promotion	3	3	6
Total turnover – at all levels	17,24%	19,64%	17,95%
Voluntary turnover – management level and above	9,67%	3,63%	12,76%
Total turnover – management level and above	0%	14,71%	10,87%
Voluntary turnover – management level and above	0%	8,82%	6,82%

RECRUITMENT - NEW HIRES 2021	women	men	total
Level 1 - Senior Leadership	1	0	1
Level 2 - Leadership - Middle Management	1	1	2
Level 3 - Field & Functional Management	3	7	10
Level 4 - Individual Contributor	36	103	139
New Hires	41	111	152

ManpowerGroup Belgium 2021 (2022) Key Performance Indicators

Health & Safety Performance Indicators

PERMANENT STAFF	2020	2021
Employee absentee rate (unplanned absences as a percentage of total scheduled work days)	-	5,58
Lost-time incidents: Number of work-related injuries that resulted in employees missing one or more days of work	1	0
Lost time: Number of days employees were not able to work due to work-related injury	10	0
TEMPORARY WORK	2020	2021
Temporary workers - Frequency Rate (total number of lost time injury events) x 1,000,000/total hours worked)	23,79	21,03
Temporary workers - Severity Rate Rate (number of days lost due to injuries) x 1,000/total hours worked)	0,74	0,57
VCU Certificate		YES
Number of branches covered by Safety Certificate		3

Environmental Performance 2021

Total energy consumption (MWh)*	1.067
Percentage of energy from renewable sources	95%
Direct operational (Scope 1) GHG emissions (tCO2e)	1.705
Direct operational (Scope 2) location based) GHG emissions (tCO2e)	261
Indirect value chain (Scope 3) location based) GHG emissions (tCO2e)	636
Waste Management & Recycling: Process in place for waste management & recycling according to the legal environment obligations in Belgium	-

*Electricity 485 MWh, Gas 582 MWh. Data includes Head Office and 31 offices. No data available in 14 offices.

Social Impact Investment 2021

Number of associates following the MyPath program	2.265
Number of associates/temps trained in the Manpower Logistics Academies	158
Employment rate	84%
Number of associates/temps trained in the Manpower Technical Academies	19
Employment rate	84%
Number of hours of volunteering	128
Donations to community organizations/NGO (In euros)	13.000

Ethics

	2020	2021
Employees trained on ethics policies (%)	100%	100%
	2021	2022
Trusted & Ethical Culture Index score	87,7	88,9
Client Net Promoter Score (Manpower)	25,9	-
Talent Net Promoter Score (Manpower)	34,8	-
Google Rating Manpower Belgium (on a a scale of 5) : 4	-	4

ManpowerGroup Belgium 2021 (2022) Key Performance Indicators

Notes on Performance Data

1. Global Leadership replaced Senior Leadership category in 2020. Global Leadership has most impact on business strategy and represents global, regional, country and functional leaders from key markets.
2. In key markets representing approximately 80% of worldwide employee population and revenues
3. Percentage of employees responding to all Index indicators on the ManpowerGroup Annual People Survey (MAPS)
4. Includes data reported by key markets representing 80% of worldwide employee population and average time spent on annual ethics and data privacy training by all employees worldwide
5. A significant percentage of our roles are entry level, and we expect a high level of turnover as these jobs are typically a pathway to other careers.
6. Percentage of worldwide revenues in countries with certified management systems
7. In key markets where data is tracked, representing approximately 60% of worldwide employees. Absenteeism rates vary significantly between countries, with a low of 0 to a high of 8. Absenteeism data is not tracked in some countries, including the US, where our Paid Time Off policy enables employees to take scheduled or unscheduled time off as needed for any reason.
8. The definition of “recordable injury event” varies widely between countries, with some required to report any incident no matter how minor and others reporting only those that require medical treatment or result in lost time. Therefore, recordable incident rates vary widely between countries, with a low of 0 and a high of 10 events per million hours worked.
9. The definition of “lost-time injury” varies widely between countries, with some required to report all COVID-related absences as lost-time incidents and others reporting only those that require medical treatment. Therefore, lost-time injury vary widely between countries.
10. Aggregated from data reported by key markets representing approximately 60% of associates on assignment.
11. All ManpowerGroup internal staff employees are required to complete annual training on the ManpowerGroup Code of Business Conduct and Ethics, Anti-Corruption Policy, and information security and data privacy standards.
12. Weighted average of Manpower & Experis client NPS in key markets
13. Weighted average of Manpower associate & Experis professional NPS in key markets
14. Scope 3 includes indirect impacts from office and fleet energy use, business travel, employee and associate commutes and estimated work-from-home emissions.



Aligning Disclosures

Aligning to GRI, SASB and Stakeholder Capitalism Metrics



Scan me to see the metrics in our Global ManpowerGroup ESG Report



GRI Disclosure Index

The Global Reporting Initiative (GRI) is an international independent organization that helps businesses, governments, and other organizations understand and communicate the impact of business on critical sustainability issues. GRI's Sustainability Reporting Standards are the most widely used on sustainability reporting and disclosure, enabling businesses, governments, civil society and citizens to make better decisions based on information that matters.

This report has been prepared in reference to the Global Reporting Initiative's (GRI) Sustainability Reporting Standards. For a detailed explanation of the indicators, visit the GRI website <https://www.globalreporting.org/standards/>.

GRI Indicators		ManpowerGroup
GRI 102: GENERAL DISCLOSURES		
102-1	Legal name of organization	ManpowerGroup Inc.
102-2	Primary brands and services	2021 Annual Report Form 10-K
102-3	Headquarters	100 Manpower Place, Milwaukee, WI 53212 USA
102-4	Countries of operations	ManpowerGroup operates in 75+ countries and territories. The largest countries of operation are detailed in the 2021 Annual Report Form 10-K. ManpowerGroup Subsidiaries and Affiliates
102-5	Nature of ownership	2021 Annual Report Form 10-K
102-6	Markets served	2021 Annual Report Form 10-K
102-7	Scale of organization	2021 Annual Report Form 10-K
102-8	Information on employees	2021-22 ESG Report 2020 ESG Report pages 4-10 2021 Annual Report Form 10-K
102-9	Supply chain	2020 ESG Report pages 23-25
102-10	Significant changes to the organization	2021 Annual Report Form 10-K
102-12	External initiatives	2021-22 ESG Report - Global Alignment & Collaboration
102-13	Association memberships	2021-22 ESG Report - Global Alignment & Collaboration
102-14	Statement from a senior decision-maker	2021-22 ESG Report - Introduction
102-15	Key impacts, risks and opportunities	2021 Annual Report Form 10-K 2021-22 ESG Report - Stakeholder Engagement



GRI Disclosure Index

GRI Indicators		ManpowerGroup
102-16	Values, principles, standards and norms of behavior	Code of Business Conduct and Ethics
102-17	Mechanisms for advice and concerns about ethics	Business Ethics Hotline
102-18	Governance structure	2021-22 ESG Report - Corporate Governance
102-20	Executive level responsibility for ESG topics	2021-22 ESG Report - Corporate Governance
102-43	Approach to stakeholder engagement	2021-22 ESG Report - Stakeholder Engagement
102-45	Entities included in consolidated financial statements	2021 Annual Report Form 10-K
102-46	Defining report content and topic boundaries	2021-22 ESG Report - About this Report
102-47	Relevant topics identified	2021-22 ESG Report - About this Report
102-48	Restatements of information	None
102-49	Changes from previous reporting period	None
102-50	Reporting period	Performance indicator data is reported for the 2021 calendar year. All other information is inclusive of activities through July 2022.
102-51	Date of most previous report	June 2021
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	Natalie Lau, Director of ESG Natalie.Lau@manpowergroup.com
102-54	Claims of reporting in accordance with GRI Standards	We use the GRI standards to inform our ESG reporting.
102-56	External assurances	Financial reporting has been assured by an external auditor.
GRI 103: MANAGEMENT APPROACH		
103-1	Explanation of material topics	The introduction to each section of our 2020 ESG Report explains the relevance of each material topic to our business and our stakeholders.
103-2	Management approach	Management approach for each material topic is included within each section of the 2020 ESG Report .

GRI Disclosure Index

GRI Indicators		ManpowerGroup
GRI 201: ECONOMIC PERFORMANCE		
201-1	Direct economic value generated and distributed	2021 Annual Report Form 10-K
201-2	Financial implications and other risks and opportunities due to climate change	Climate-related risks and opportunities are disclosed in our annual response to CDP, which are publicly available on the CDP site and our corporate website. 2021 CDP Report
GRI 203: INDIRECT ECONOMIC IMPACTS		
203-2	Significant indirect economic impacts	2021-22 ESG Report - People & Prosperity, 2020 ESG Report pages 4-10, 14-16
GRI 205: ANTI-CORRUPTION		
205-1	Operations assessed for risks related to corruption	ManpowerGroup's global Audit Advisory Services team performs an annual Country Risk Profile Analysis, including corruption risk, across all countries of operation.
205-2	Communication and training on anti-corruption and actions taken	2021-22 ESG Report - Principles of Governance, Key Performance Data Table 2020 ESG Report pages 17-19
205-3	Confirmed incidents of corruption and actions taken	In 2021, there were no confirmed incidents of corruption.
GRI 302: ENERGY		
302-1	Energy consumption within the organization	2021-22 ESG Report - Planet, Key Performance Data Table
302-3	Energy intensity	2021-22 ESG Report - Planet, Key Performance Data Table
302-4	Reduction of energy consumption	2021-22 ESG Report - Planet, Key Performance Data Table
GRI 305: EMISSIONS		
305-1	Direct (Scope 1) GHG Emissions	2021-22 ESG Report - Planet, Key Performance Data Table
305-2	Energy indirect (Scope 2) GHG emissions	2021-22 ESG Report - Planet, Key Performance Data Table
305-3	Other indirect (Scope 3) GHG emissions	2021-22 ESG Report - Planet, Key Performance Data Table
305-4	GHG emissions intensity	2021-22 ESG Report - Planet, Key Performance Data Table
305-5	Reduction of GHG emissions	2021-22 ESG Report - Planet, Key Performance Data Table

GRI Disclosure Index

GRI Indicators		ManpowerGroup
GRI 401: EMPLOYMENT		
401-1	Employee hires and turnover	2021-22 ESG Report - People & Prosperity, Key Performance Data Table
401-3	Parental leave	2020 ESG Report pages 4-10
	Employee engagement	2021-22 ESG Report - People & Prosperity, Key Performance Data Table
GRI 403: HEALTH & SAFETY		
403-1	Operational health and safety management system	2020 ESG Report pages 11-13
403-2	Hazard identification and risk assessment	2020 Social Impact Report
403-5	Worker training and health and safety	2020 Social Impact Report
403-6	Promotion of employee health	2021-22 ESG Report - People & Prosperity, Key Performance Data Table, 2020 Social Impact Report
403-7	Prevention and mitigation of occupational health and safety impacts directly related to business relationships	2020 Social Impact Report
403-9	Work-related injuries	2021-22 ESG Report - People & Prosperity, Key Performance Data Table
GRI 404: TRAINING AND EDUCATION		
404-1	Average hours of training per year per employee	2021-22 ESG Report - People & Prosperity, Key Performance Data Table
404-2	Programs for upskilling and career management	2021-22 ESG Report - People & Prosperity, Key Performance Data Table
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY		
405-1	Diversity of governance bodies and employees	2021-22 ESG Report - People & Prosperity, Key Performance Data Table 2021 Annual Report Form 10-K 2022 Proxy Statement
405-2	Ration of remuneration of women to men	2021-22 ESG Report - People & Prosperity, Key Performance Data Table

GRI Disclosure Index

GRI Indicators		ManpowerGroup
GRI 406: NONDISCRIMINATION		
406-1	Incidents of discrimination and corrective actions taken	<p>As stated in our Code of Business Conduct and Ethics, we encourage all employees to report concerns to their managers or through our Ethics Hotline.</p> <p>All allegations of harassment or discrimination are thoroughly investigated and action is taken at the most appropriate level. Allegations received through the Ethics Hotline are reported to the Audit Committee of the Board of Directors.</p> <p>We do not require employees to take sexual harassment claims to private arbitration.</p>
GRI 412: HUMAN RIGHTS ASSESSMENT		
412-2	Employee training on human rights policies or procedures relevant to our operations	2020 ESG Report pages 14-16
412-1	Human right review/impact assessment	2020 ESG Report pages 14-16
412-3	Significant agreements or contracts that include human rights clauses	2020 ESG Report pages 23-25
GRI 413: LOCAL COMMUNITIES		
413-1	Operations with local community engagement and development programs	2021-22 ESG Report - People & Prosperity , 2020 Social Impact Report 2020 ESG Report pages 9, 16, 25
GRI 415: PUBLIC POLICY		
415-1	Political contributions	The use of company funds for political contributions is strictly prohibited by the ManpowerGroup Code of Business Conduct and Ethics . In 2021 ManpowerGroup did not make any political contributions.
GRI 418: CUSTOMER PRIVACY		
418-1	Substantiated complains regarding breaches or customer privacy and losses of customer data	2021 Annual Report Form 10-K

SASB Disclosure Index

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

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

Accounting Metrics		ManpowerGroup Reporting
DATA SECURITY		
SV-PS-230a.1	Description of approach to identifying and addressing data security risks	2021-22 ESG Report - Principles of Governance
SV-PS-230a.2	Description of policies and practices relating to collection, usage, and retention of customer information	ManpowerGroup Global Privacy Notice
SV-PS-230a.3	(1) Number of data breaches, (2) percentage involving customers' confidential business information (CBI) or personally identifiable information (PII), (3) number of customers affected	As reported in the 2021 Annual Report Form 10-K, we experienced 2 data security breaches resulting from unauthorized access to our systems and other fraudulent activities, such as social engineering. These breaches did not affect any client data, and none of the incidents involved confidential business information or personally identifiable information. None of the incidents had a material impact on our operations or financial results.
WORKFORCE DIVERSITY & ENGAGEMENT		
SV-PS-330a.1	Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees	2021-22 ESG Report - People & Prosperity Key Performance Data Table
SV-PS-330a.2	(1) Voluntary and (2) involuntary turnover rate for employees	2021-22 ESG Report - People & Prosperity Key Performance Data Table
SV-PS-330a.3	Employee engagement as a percentage	2021-22 ESG Report - People & Prosperity Key Performance Data Table
PROFESSIONAL INTEGRITY		
SV-PS-510a.1	Description of approach to ensuring professional integrity	2021-22 ESG Report - Principles of Governance 2020 ESG Report page 18
SV-PS-510a.2	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	Not Applicable
ACTIVITY METRICS		
SV-PS-000.A	Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract	We had approximately 30,000 FTE employees as of December 31, 2021. On average, we place 600,000 associates on temporary or project-based assignments with clients every day.
SV-PS-000.B	Employee hours worked, percentage billable	Not Applicable



Stakeholder Capitalism Metrics Disclosure Index

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

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

SCM Core Metrics & Disclosures		ManpowerGroup Reporting: Locations & Notes
PRINCIPLES OF GOVERNANCE		
Governing Purpose	Setting Purpose – The company's stated purpose, as the expression of the means by which a business proposes solutions to economic, environmental and social issues. Corporate purpose should create value for all stakeholders, including shareholders.	2021-22 ESG Report – ESG Strategy 2022 Proxy Statement 2021-22 ESG Report – CEO Letter
Quality of Governing Body	Governance Body Composition – Composition of the highest governance body and its committees by: competencies relating to economic, environmental and social topics; executive or non-executive; independence; tenure on the governance body; number of each individual's other significant positions and commitments, and the nature of the commitments; gender; membership of under-represented social groups; stakeholder representation.	2022 Proxy Statement
Stakeholder Engagement	Material Issues Impacting Stakeholders – A list of the topics that are material to key stakeholders and the company, how the topics were identified and how the stakeholders were engaged.	2021-22 ESG Report – Global Alignment 2021-22 ESG Report – Stakeholder Engagement
Ethical Behavior	Anti-corruption 1. Total percentage of governance body members, employees and business partners who have received training on the organization's anti-corruption policies and procedures, broken down by region. a. Total number and nature of incidents of corruption confirmed during the current year, but related to previous years; and b. Total number and nature of incidents of corruption confirmed during the current year, related to this year. 2. Discussion of initiatives and stakeholder engagement to improve the broader operating environment and culture, in order to combat corruption.	2021-22 ESG Report – Ethics & Integrity 2021-22 ESG Report – Key Performance Data Table ManpowerGroup Anti-Corruption Policy
	Protected Ethics Advance and Reporting Mechanisms A description of internal and external mechanisms for: 1. Seeking advice about ethical and lawful behavior and organizational integrity; and 2. Reporting concerns about unethical or unlawful behavior and lack of organizational integrity.	2021-22 ESG Report – Ethics & Integrity Business Ethics Hotline
Risk and Opportunity Oversight	Integrating Risk & Opportunity Into Business Process – Company risk factor and opportunity disclosures that clearly identify the principal material risks and opportunities facing the company specifically (as opposed to generic sector risks), the company appetite in respect of these risks, how these risks and opportunities have moved over time and the response to those changes. These opportunities and risks should integrate material economic, environmental and social issues, including climate change and data stewardship.	2021 Annual Report Form 10-K



PLANET

<p>Climate Change</p>	<p>Greenhouse Gas (GHG) Emissions – For all relevant greenhouse gases (e.g. carbon dioxide, methane, nitrous oxide, F-gases, etc.), report in metric tonnes of carbon dioxide equivalent (tCO₂e) GHG Protocol Scope 1 and Scope 2 emissions. Estimate and report material upstream and downstream (GHG Protocol Scope 3) emissions where appropriate.</p>	<p>2021-22 ESG Report – Planet Key Performance Data Table</p>
	<p>TCFD Implementation – Fully implement the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). If necessary, disclose a timeline of at most three years for full implementation. Disclose whether you have set, or have committed to set, GHG emissions targets that are in line with the goals of the Paris Agreement – to limit global warming to well below 2°C above pre-industrial levels and pursue efforts to limit warming to 1.5°C – and to achieve net-zero emissions before 2050.</p>	<p>We are aligned with the TCFD recommendations. In addition to setting a strong governance structure for climate oversight, our emission reduction targets have been verified by Science Based Targets Initiative (SBTi) and are in line with the 1.5C pathway. We are currently working to conduct climate scenario analyses and develop a climate transition plan.</p>
<p>Nature Loss</p>	<p>Land Use & Ecological Sensitivity – Report the number and area (in hectares) of sites owned, leased or managed in or adjacent to protected areas and/or key biodiversity areas (KBA).</p>	<p>Not material</p>
<p>Freshwater Availability</p>	<p>Water Consumption & Withdrawal In Water-Stressed Areas – Report for operations where material: megalitres of water withdrawn, megalitres of water consumed and the percentage of each in regions with high or extremely high baseline water stress, according to WRI Aqueduct water risk atlas tool. Estimate and report the same information for the full value chain (upstream and downstream) where appropriate.</p>	<p>Not material</p>

PEOPLE

<p>Dignity and Equality</p>	<p>Diversity & Inclusion (%) Percentage of employees per employee category, by age group, gender and other indicators of diversity (e.g. ethnicity).</p>	<p>2021-22 ESG Report – People & Prosperity Key Performance Data Table</p>
	<p>Pay Equality Ratio of the basic salary and remuneration for each employee category by significant locations of operation for priority areas of equality: women to men, minor to major ethnic groups, and other relevant equality areas.</p>	<p>2020 ESG Report page 8</p>
	<p>Wage Level 1. Ratios of standard entry-level wage by gender compared to local minimum wage. 2. Ratio of the annual total compensation of the CEO to the median of the annual total compensation of all its employees, except the CEO.</p>	<p>ManpowerGroup complies with minimum wage laws in every jurisdiction in which we operate. We are subject to regulations that govern wage levels in many countries, as well as industry-level collective bargaining agreements in a few markets. We disclose CEO pay ratio in the 2021 Annual Report Form 10-K.</p>
	<p>Risk For Incidents of Child, Forced or Compulsory Labour An explanation of the operations and suppliers considered to have significant risk for incidents of child labour, forced or compulsory labour. Such risks could emerge in relation to: 1. Type of operation (such as manufacturing plant) and type of supplier; and 2. Countries or geographic areas with operations and suppliers considered at risk</p>	<p>ManpowerGroup Human Rights Due Diligence Framework</p>

SCM Core Metrics & Disclosures

ManpowerGroup Reporting: Locations & Notes

Health & Well-Being	<p>Health & Safety – The number and rate of fatalities as a result of work-related injury; high-consequence work-related injuries (excluding fatalities); recordable work-related injuries; main types of work-related injury; and the number of hours worked.</p> <p>An explanation of how the organization facilitates workers’ access to non-occupational medical and healthcare services, and the scope of access provided for employees and workers.</p>	<p>2021-22 ESG Report - People & Prosperity Key Performance Data Table</p> <p>ManpowerGroup offers health insurance to employees and associates in most jurisdictions where such benefits are not legally required. See 2021 Annual Report Form 10-K, page 8.</p>
Skills for the Future	<p>Training – Average hours of training per person that the organization’s employees have undertaken during the reporting period, by gender and employee category (total number of hours of training provided to employees divided by the number of employees).</p> <p>Average training and development expenditure per full time employee (total cost of training provided to employees divided by the number of employees).</p>	<p>2021-22 ESG Report - People & Prosperity Key Performance Data Table</p> <p>2020 Social Impact Report</p>

PROSPERITY

Employment & Wealth Generation	<p>Absolute Number & Rate of Employment</p> <ol style="list-style-type: none"> Total number and rate of new employee hires during the reporting period, by age group, gender, other indicators of diversity and region. Total number and rate of employee turnover during the reporting period, by age group, gender, other indicators of diversity and region. 	<p>2021-22 ESG Report - People & Prosperity Key Performance Data Table</p>
	<p>Economic Contribution</p> <ol style="list-style-type: none"> Direct economic value generated and distributed (EVG&D), on an accruals basis, covering the basic components for the organization’s global operations, ideally split out by: <ul style="list-style-type: none"> Revenues Operating costs Employee wages and benefits Payments to providers of capital Payments to government Community investment Financial assistance received from the government: total monetary value of financial assistance received by the organization from any government during the reporting period. 	<p>2021-22 ESG Report - People & Prosperity Key Performance Data Table</p> <p>2021 Annual Report Form 10-K</p> <p>ManpowerGroup 2020 Social Impact Report</p>
	<p>Financial Investment Contribution</p> <ol style="list-style-type: none"> Total capital expenditures (CapEx) minus depreciation, supported by narrative to describe the company’s investment strategy. Share buybacks plus dividend payments, supported by narrative to describe the company’s strategy for returns of capital to shareholders 	<p>2021 Annual Report Form 10-K</p>
Innovation of Better Products & Services	<p>Total R&D Expenses – Total costs related to research and development.</p>	<p>2021 Annual Report Form 10-K</p>
Community & Social Vitality	<p>Total Tax Paid – The total global tax borne by the company, including corporate income taxes, property taxes, non-creditable VAT and other sales taxes, employer-paid payroll taxes, and other taxes that constitute costs to the company, by category of taxes.</p>	<p>2021 Annual Report Form 10-K</p>





Forward-Looking Statements

Statements made in this report that are not statements of historical fact are forward-looking statements, and these may include, among other things, information concerning our sustainability strategies and objectives, and the company's environmental, socioeconomic and human capital efforts. All forward-looking statements involve risks and uncertainties, including the risks and uncertainties identified under Item 1A – Risk Factors in our annual report on Form 10-K for the year ended December 31, 2021 ("2021 10-K"), as well as the Company's Quarterly Report on Form 10-Q for the quarter ended March 31, 2022 and any additional risks described in our other filings with the Securities and Exchange Commission (SEC). These factors, many of which are beyond our control, could cause actual performance, results and events to differ materially from those contained in the forward-looking statements. We caution that any forward-looking statement reflects only our belief at the time the statement is made. We do not undertake any obligation to update such information, or to update this 2021-2022 ESG Report, to reflect subsequent events or circumstances.