



# Human Capital

**“We are all convinced that it is the workers of the future who will shape the future of work, and we can play a major part in making this come true.”**

– Jonas Prising, Chairman & CEO



## **We are a Workforce Solutions and Human Capital Company**

Human capital management is at the core of our business. Our purpose is to provide meaningful and sustainable employment and is rooted in our values: People, Knowledge and Innovation.

Our 30,900 employees, spanning approximately 75 countries, help improve the lives of more than half a million workers daily by providing guidance, advice, assessments, coaching, upskilling, reskilling and pathways to long-term sustainable employment. These efforts support local economies by increasing employability and opportunity for the millions of lives that we reach each year. Through our ESG Plan, Working to Change the World, we work to address these challenges under our People & Prosperity pillar, with a focus on how we can become Creators of Talent at Scale and continue delivering on our purpose.

For more than 70 years, we have developed global insights on the issues and trends impacting organizations and individuals in today’s fast changing world of work. Our own research and solutions, coupled with partnerships with clients and Non-Governmental Organizations (e.g., World Economic Forum, World Employment Confederation, Junior Achievement, World Business Council on Sustainable Development), are helping us advance the global discussion around current topics. These include the impact of digitization, shifting in-demand skills, exacerbating talent shortages, and the increased need for reskilling and upskilling. Our most recent annual Talent Shortage Survey reported that 75% of companies cannot find the skilled workers they need – the highest number in 16 years.



## **We Seek to Create Talent at Scale**

Our Manpower MyPath program is designed to deliver targeted upskilling at speed and scale in order to accelerate our associates' employability at higher wage levels, while also growing our pool of in-demand talent for our clients. Through this program, Manpower recruiters provide personalized and data-driven guidance, development, training, and access to jobs – especially in growth sectors like advanced manufacturing, information technology, supply chain and customer service. MyPath has already impacted hundreds of thousands of lives, and MyPath associates represent more than 35% of our associate talent pool, across nearly 13,000 clients and 15 markets.

Our Experis Academy targets the creation of IT talent with custom-designed curricula to upskill workers into specialized roles that can meet the demand for cloud, infrastructure, business transformation and digital workforces skills. This accelerated development program features coaching and soft-skills training, and most Academy graduates receive a permanent job offer from our clients upon completion. We have graduated more than 1,700 developers while also bridging the skills gaps for more than 160 tech companies across 14 countries.

## **We Are Focused on Championing DEIB (Diversity, Equity, Inclusion, Belonging), Strengthening Our Culture and Developing Our People**

### **Our Global Footprint**

We have a global footprint, though our teams are managed locally: 30% of our people are in the Americas, 31% in Southern Europe, 22% in Northern Europe and 17% in Asia Pacific/Middle East.

### **Championing DEIB**

We believe that all people deserve to feel safe, respected and able to thrive in the workplace. Our focus on DEIB encompasses four goals: (1) globally, support gender diversity at leadership levels; (2) locally, address a second dimension of diversity based on gaps or opportunities within a country; (3) culturally, foster an inclusive environment that supports our diverse workforce; and (4) societally, advance employment security for workers while promoting upskilling, well-being, flexibility and income opportunity.

We believe that diversity starts at the top. Our Board of Directors has exceeded 30% gender diversity for more than 10 years, is 17% racially diverse and 42% non-US born. Our Executive Leadership Team, which reports directly to the CEO, is 27% women, 36% racially diverse and 72% non-US born. Our Global Leadership Team, the top 95 leaders in the company, is 33% women. Our gender parity goal is 50% at the global leadership level by 2025.

Gender diversity is our primary DEIB goal across all markets; in addition, our 17 largest markets have also established secondary diversity targets. These have been developed to reflect socio-economic challenges, cultural references and data privacy requirements specific to each of these countries. Examples include: First Nations representation in Australia, people with disabilities in Japan, young people in Mexico, LGBTQ+ in the Netherlands, age diversity in Spain, and racial and ethnic diversity in the US.

Championing DEIB in our workplaces also means that we prioritize health and wellbeing, and have committed to flexible work models across the globe to attract, engage and retain our people. In several markets, we have launched initiatives and trained our managers to promote greater awareness of mental wellbeing.



## Developing Our People

Our success in creating value for individuals and organizations around the world will depend on our ability to leverage the potential of our own people.

We are investing in our people through our Leadership Development Programs, incorporating the 3 E's of our development philosophy: Education, Exposure and Experience. This supports both our strategic ambitions and their personal goals, broadening and deepening our investment:

- The Future Leader Program (FLP) supports people in transition from individual contributor roles to first-time managers
- The Accelerated Leadership Program (XLP) advances leaders into more senior roles.
- The Strategic Leadership Program (SLP) supports leaders who have the potential to attain the most senior roles.

Upon completion of these programs, most of our people have made positive leadership career moves. We've also increased our focus on learning through investment in the development of our Sales Academy, our Talent Agent program and our internal Experis Talent Academy while curating new online micro-courses for all employees.

## Strengthening our Culture

Listening is key to supporting an inclusive and resilient culture. Through annual and regular pulse surveys, we can understand employee sentiment around various items – from the effectiveness of our people and culture strategy, to leadership, ethics and values and development opportunities.

After launching our Culture Matters initiative in 2021, we continued our commitment to strengthening our employee engagement moving forward. Since 2021, thousands of employees across 30 countries have completed tens of thousands of “sprints” and “drills”, experimenting with new cultural behaviors to begin building them into daily routines.

We believe these efforts have enhanced employee engagement, as reflected in our ManpowerGroup Annual People Survey (MAPS) results. This survey, which has had response rates over 80%, gives voice to our employees worldwide to share opinions, feedback, and opportunities for improvement. We have analyzed the results to identify actions we can take to strengthen our culture at the global and local levels.



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