

Working to change the world

A human-first, just transition



2024-2025
Sustainability
Report

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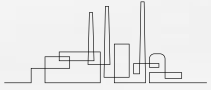
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A Message from our Chair & CEO

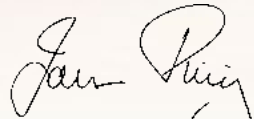
ManpowerGroup's belief that meaningful, sustainable employment has the power to change the world has guided us from the beginning, and has never been more important than it is today. At this pivotal moment – as AI transforms how we live and work – we have an extraordinary opportunity to shape a future of work that infuses AI to become more inclusive, innovative and human-centered, not less. That is what we mean by Humans First, Digital Always.

Our success has always been defined by winning in the market, growing our business, and contributing to our clients' success, while improving the lives of millions, building more prosperous communities, and a stronger, more sustainable planet. Today, that purpose is amplified by the need to close the gap between rapid technological change and workforce readiness: six in ten employers are investing in AI, yet only a quarter believe their people are prepared. We see this not as a challenge, but as a defining opportunity – to upskill millions, connect more people to meaningful work, and ensure technology enhances, rather than replaces, human potential.

This year's *Working to Change the World* Report reflects that ambition. It shows how we are advancing our pillars of Planet, People & Prosperity and Principles of Governance as interconnected priorities driving a more sustainable future. We are building the skilled, global workforce needed to unlock productivity, and partnering with clients to ensure work remains a source of dignity, resilience and prosperity for all.

These efforts are only possible thanks to the dedication of our people, the trust of our clients, and the talents of millions of workers who bring purpose to the world of work every day. For them, and with them, we remain committed to creating a brighter, more sustainable world of work – one where everyone has the chance to learn, grow and thrive.

Thank you for being part of this journey.


Jonas Prising, Chair & CEO





A Message from our Chief Sustainability Officer

Every day, somewhere in the world, a door opens: to a first job, a new skill, a fresh start. At ManpowerGroup, that's what drives us – unlocking opportunity for people and communities, while helping employers and economies transform for the future.

Work is shifting at a remarkable speed. AI can reshape industries, while GenAI can reinvent jobs and tasks, and the green transition can redefine economies. The choices we make now will determine whether this transformation lifts everyone – or risks leaving some behind.

That's why we are committed to a Just Transition – change that is fair, inclusive, and sustainable. Across our global brands – Manpower, Experis and Talent Solutions – we are opening doors for people everywhere to gain the skills they need for meaningful work today and careers for tomorrow.

In 2024/2025, we expanded AI literacy programs to reduce the digital divide and partnered with employers to strengthen the human skills – empathy, collaboration, creativity – that technology cannot replace. We prepared workers for the

green economy by identifying in-demand roles in clean energy and sustainable manufacturing, embedding reskilling pathways in industries like construction and logistics. Inside ManpowerGroup, we are using AI to connect talent to opportunity faster, broaden access to jobs and deliver insights that help clients navigate a rapidly changing world.

We also know people can only prosper when the planet does too. That's why we continue to modernize facilities, adopt renewable energy and accelerate emissions reductions – as we have always believed growth and sustainability can go hand in hand.

The future of work isn't waiting. It's moving fast – and we're determined to ensure it moves forward for everyone. Please join us in working to change the world.

Ruth Harper
Chief Marketing & Sustainability Officer

2024 / 2025 Highlights

Planet

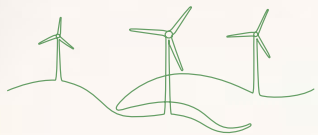
Recognized by **TIME Magazine** as one of the **World's Most Sustainable Companies** for 2024 and 2025.



Reduced direct (scope 1 & 2) emissions by 9% year-over-year and by 32% since 2019.



Increased our renewable energy usage by 18% in 2024. Our two largest markets, France and the U.S., jointly procured almost 13,000 MWh in renewable electricity.



New ManpowerGroup France headquarters is BREEAM certified for environmental performance, and its public transit-friendly location has reduced commuting distance by 28%. **Today, 68% of France HQ employees commute by public transit, biking or walking.**

Added 100 EVs and removed 200 gas powered vehicles from our global fleet.



People & Prosperity

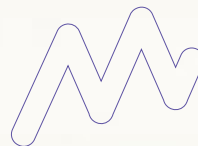
ManpowerGroup Human Age Institute's comprehensive soft-skills gap analysis provided critical insights to **inform the development of the JA EMPASS micro-credentials program for young workers.**



Recognized as a **best place to work in the U.S. by the Disability Equality Index for the ninth consecutive year.**

Experis Academy embedded AI skills and readiness across its learning programs to prepare consultants for the **evolving demands of the tech-driven workplace.**

By supporting more than 60,000 refugees to date globally, we have surpassed our goal for North America and remain on target for Europe. Our refugee efforts in Italy and the U.S. were recognized by leading NGOs.



More than 301,000 associates have participated in the MyPath program, acquiring soft and technical skills needed to fill in-demand roles.

Principles of Governance

Named by **Ethisphere** as one of the **World's Most Ethical Companies for the 16th time** – more than any organization in our industry.

Earned an **EcoVadis gold medal at the global level for 2025.**



Talent Solutions named a Leader in Recruitment Process Outsourcing (RPO) for the 15th consecutive year in the Everest Group 2025 PEAK Matrix® Assessment.

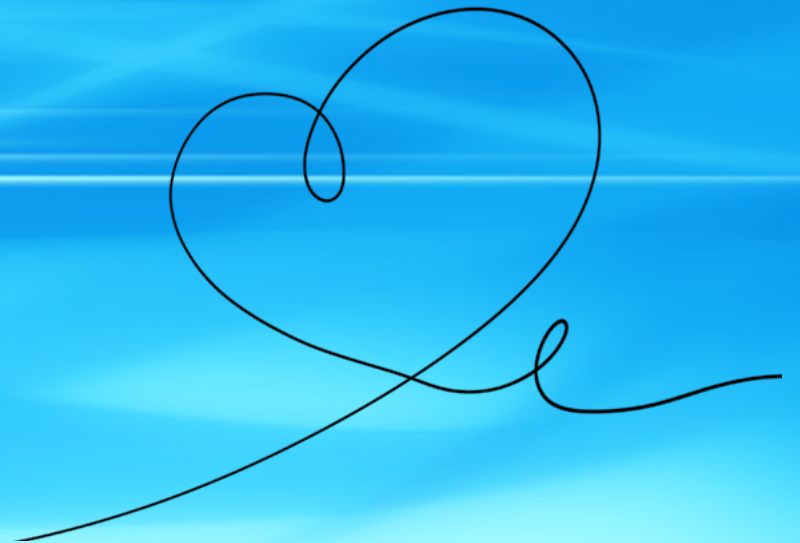
Became **first in our industry to have our 2030 emission reduction goals validated by the Science Based Targets initiative (SBTi),** as part of our transition to net zero by 2045 or sooner.





Working Towards A Human-First, Just Transition

A Just Transition to a technology and green-driven future will create more opportunities for more people to pursue meaningful work, maximize their potential, and make a positive, profound impact on their communities and the planet we all share.



Our *Working to Change the World* Plan

Our *Working to Change the World* Plan - and its three pillars - is embedded in our business strategy – caring for the Planet, amplifying our impact on People & Prosperity, and adhering to strong Principles of Governance with new awareness and urgency.



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

Being Creators of Talent at Scale and finding meaningful work for all

Setting high ethical standards for our industry and creating long-term value for all stakeholders

The Scope of This Report

Our fifth annual *Working to Change the World* Report includes data collected from January 1, 2024, to December 31, 2024, and examples of our strategy in action from 2024 and 2025.

Brands, Breadth and Global Presence

Our strong and distinct global brands, Manpower, Experis and Talent Solutions, help hundreds of thousands of organizations and millions of people around the world navigate a fast-changing world of work. The breadth of our brands, our global presence and seven decades of accumulated knowledge provide clarity in uncertain times.

Investments in our proprietary PowerSuite® technology platform have enabled us to strengthen Sophie AI™, our rapidly emerging, enterprise-wide AI ecosystem. Today, Sophie-enhanced products and solutions, incorporated across our workflows, are delivering unparalleled insight and intelligence to our clients and making the process of recruiting and matching talent more precise and effective than ever before.



Manpower is a global leader in contingent staffing and permanent resourcing, providing companies with strategic and operational flexibility and creating talent at scale. Our Talent Agents and specialized recruiters leverage data-driven and predictive insights to assess, guide, and place people into meaningful, sustainable employment. Our MyPath® program continues to expand, now in its ninth year and reaching more than 300,000 Manpower associates around the world. MyPath delivers a next-level talent experience and provides our clients with access to a deep, highly skilled, global talent pool to quickly fill in-demand roles in key sectors including Engineering, Finance, Supply Chain and Life Sciences.

For more information about Manpower, visit www.manpower.com or follow us on [LinkedIn](#).

Experis is the global leader in IT Professional Resourcing and Services. Experis accelerates growth for organizations by attracting, assessing and placing specialized technology talent into in-demand roles for outcome-driven projects that enhance the competitiveness of the organizations and the people we serve. Experis Academy provides intensive “business-ready” training and post-placement coaching to new graduates, as well as customized on-the-job skills development to prepare existing employees for high-demand tech roles in Enterprise Applications, Business Transformation, Cloud and Infrastructure, Digital Workspace, and Cybersecurity.

For more information, visit www.experis.com, or follow us on [LinkedIn](#).

Talent Solutions encompasses the best-in-class global offerings from RPO, TAPFIN-MSP and Right Management. Talent Solutions delivers integrated and data-driven workforce solutions to help clients more effectively attract, acquire, develop and retain qualified talent and is at the forefront of integrating Sophie AI-enhanced products and insights across its portfolio. In 2025, Talent Solutions was named a Leader in RPO in the Everest Group PEAK Matrix® Assessment. TAPFIN-MSP was named Global Leader in Contingent Workforce Management (CWM) / Services Procurement (SOW) Solutions in the Everest Group PEAK Matrix® Assessment for 2024.

For more information, visit www.mpgtalentsolutions.com, or follow us on [LinkedIn](#).

Stakeholder Engagement

We are committed to meaningful stakeholder engagement, recognizing that our long-term success is deeply intertwined with the expectations and values of those we serve and partner with – including employees, associates, candidates, clients, partners, investors and the communities in which we operate.

In early 2025, we completed a comprehensive Double Materiality Assessment (DMA) to align with the EU Corporate Sustainability Reporting Directive (CSRD) and the disclosure topics outlined in the European Sustainability Reporting Standards (ESRS). Building on foundational work initiated in 2023, this rigorous process identified the actual and potential impacts, risks, and opportunities most relevant to our business and its broader ecosystem. It involved documenting key sustainability issues to assess both their financial relevance and their environmental and social implications – enabling us to prioritize the topics most significant to our business strategy.

The DMA process was informed by stakeholder input and industry benchmarking, helping us align our reporting and actions with the issues most material to our business impact and external expectations. This alignment enhances transparency, sharpens our strategic focus and supports shared value creation.

The results of our DMA establish a clear pathway for focusing our efforts on the sustainability issues that matter most. It enables us to strengthen our management of key topics, remain accountable to those we impact, and improve the clarity and relevance of our disclosures. This assessment also serves as a guiding framework to track progress, evaluate impact and stay responsive to evolving priorities across our stakeholder community.

Our Stakeholders

Employees

Our people drive our success, and by putting purpose at our core, we attract top talent who seek employers committed to sustainability and inclusivity.



Associates & Candidates

The associates we place are key to our mission of equitable workforce access, and we support their well-being and fair treatment.



Clients & Partners

We support clients and partners in achieving their workforce goals and collaborate with them to advance inclusive and sustainable employment practices.



Suppliers

We partner with suppliers who share our values, ensuring ethical sourcing and positive environmental and social impact.



Community

We support local communities through initiatives that promote opportunities, education, and equity.



Investors

We listen to investor expectations and provide transparent reporting to support informed decision-making, demonstrate impact and build trust.



Global Alignment & Collaboration

ManpowerGroup signed the United Nations Global Compact for Sustainability Principles in 2006 and has been a committed partner ever since. We have adopted the U.N.'s 17 Sustainable Development Goals (SDGs), with particular emphasis on those we can impact most.



Extending Our Reach and Impact Through Global Partnerships

Our enduring partnerships with leading organizations around the world help extend our mission to grow the modern, global workforce and address the issues that impact all of us in meaningful and sustainable ways.



ManpowerGroup partners with the World Economic Forum to shape the future of work. At [Davos 2025](#), Jonas Prising and Becky Frankiewicz shared insights on how AI can help people find value, purpose and connection, and discussed the green transition as a skills transition and rising workforce expectations. At the [Annual Meeting of the New Champions in China](#), we shared perspectives on skills, innovation and emerging markets.



ManpowerGroup partners with the [World Business Council for Sustainable Development](#) to advance a people-centric Just Transition, co-leading the Chief People Officer Network and delivering deep dives for WBCSD members. Insights from our [Work Intelligence Lab](#) contribute to key initiatives, and in 2025, we co-hosted an event in Chicago exploring how innovative workforce strategies position people as the most renewable resource.



ManpowerGroup continues to shape workforce policy with the World Employment Confederation (WEC), advancing equity, inclusion and sustainable workforce development. At this year's [Cape Town conference](#), we explored the future of work, agile leadership, digitalization, fair recruitment and multigenerational teams, while extending the dialogue through WEConversations on managing diverse and evolving workforces.



ManpowerGroup's partnership with Junior Achievement spans more than 20 years and 30+ countries. Together, we empower young people with employability skills through mentoring, workshops and career readiness programs. At this year's [JA Europe's GEN-E Festival](#) in Athens, we co-hosted "AI as a Career Catalyst" with Accenture, exploring how digital transformation and AI can shape inclusive opportunities for the next generation.



ManpowerGroup advances refugee workforce integration through long-standing collaboration with TENT, Welcome.US and UNHCR. In the past year, we impacted more than 30,000 refugees globally through mentorship, upskilling and job placement. We also expanded our Global Refugee Survey to enhance data insights, coordinating efforts across markets to guide equitable labor market solutions for our clients, in close collaboration with local NGOs.



At [Viva Technology 2025](#), ManpowerGroup highlighted how AI is reshaping — not replacing — work. Through panels, interviews, live demos and our Startup Challenge, we showcased innovation and workforce strategies for the future. With insights from Jonas Prising and global leaders, we emphasized technology as a catalyst for human potential, skills evolution, and inclusive growth.



ManpowerGroup has been a committed partner of the United Nations Global Compact since 2006, aligning with its sustainability principles and the U.N.'s 17 SDGs. This year, we were honored with a special invitation to celebrate 25 years of impact, recognizing our role as one of the earliest US-based participants and our shared commitment to driving meaningful change.

Awards & Recognitions

How others see us is important, and we transparently share our data for external organizations to assess. The accolades and recognition we receive are a testament to the work of our talented teams around the world. Being recognized for these efforts by those we admire motivates us to do even more to scale our impact.



World's Most Sustainable Companies 2024 and 2025, by TIME Magazine

Recognized by TIME as one of the World's Most Sustainable Companies for 2024 and 2025



Forbes' America's Best Temp Staffing Firms

Named one of Forbes' America's Best Temp Staffing Firms in 2025



World's Most Ethical 16th Time

One of the World's Most Ethical Companies for the 16th time – more than any organization in the industry



America's Most Responsible Companies

One of America's Most Responsible Companies 2023 and 2024



EcoVadis – Global Gold

Earned a gold medal at the global level, a recognition awarded to the top 5% of companies assessed. We currently have EcoVadis ratings in 25+ countries



Photo: Chairman & CEO Jonas Prising (Right) and President & Chief Strategy Officer Becky Frankiewicz (left) share ManpowerGroup's perspective on a People First Green Transition at the World Economic Forum Annual Meeting in Davos, Switzerland.

Planet



About our Environmental Mission

"We are proud of our continued progress since setting our science-based emissions targets in 2021. We are halfway to our goal and right on track, which is a testament to the unwavering dedication of our ManpowerGroup Planet community. As we look ahead, we're focused on accelerating impact and unlocking new possibilities for climate action across our global footprint."

-Natalie Lau, Director Global Sustainability Strategy & Reporting



Sustaining Progress

We are committed to making positive changes and having a lasting impact, and we encourage our people, partners and clients to join us. Our focus is to make and maintain measurable, incremental progress towards our goals. Sustained progress delivers outsized impact over time.

Our Climate Action Plan

Our Climate Action Plan focuses our efforts and initiatives on five levers to deliver impact at scale.

We are proud of our emissions reduction journey to date. In 2024, we reduced our direct emissions by 9% and are on track to meet our 2030 goals.

Our 2030 emissions goals are validated by the Science Based Target initiative (SBTi) and aligned to the Paris Climate Agreement, reflecting our commitment to help limit global warming to 1.5°C.

This is part of our ambition to reach net-zero by 2045 or sooner.



Climate Action Plan Progress

Progress-to-date Performance:

- **Scope 1 & 2** decreased by 9% year-over-year and by 32% since 2019, driven by an increase in renewable energy and electric vehicles.
- **Scope 3** reduced by 8% year-over-year and by 15% since 2019, driven by a reduction in supplier emissions and improved employee commuting trends.

More information about how we are continuing to activate our Climate Action Plan to reach our 2030 emission reduction goals can be found in our [Climate Transition Plan](#).

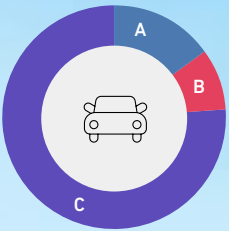
Updated Methodology:

- Emissions data is collected across 16 Planet Countries that collectively represent more than 80% of ManpowerGroup’s global revenue. To ensure our GHG emissions footprint represents all our global operations, we use revenue and full-time equivalent (FTE) data to extrapolate data to cover our non-reporting countries.
- ManpowerGroup’s annual emissions footprint is prepared by external consultants, Schneider Electric Advisory Services (formerly EcoAct), using guidance from the GHG Protocol Corporate Accounting and Reporting Standard. We are continuously working to improve data quality and are committed to transparently reporting our progress annually.
- Over this past year, we recalculated our 2019 GHG emissions footprint baseline to reflect the significant improvements in data quality and the latest industry guidance, particularly in Scope 3 emission categories. This re-baseline exercise enables us to more accurately compare our performance against the baseline.

Progress to Reduce Our Emissions

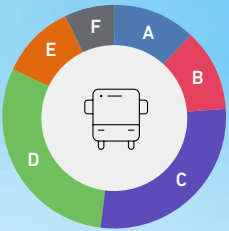
As a professional services company, our emissions are small compared to those in manufacturing and utilities; however, we are committed to reducing our emissions by focusing on our major sources — office footprint, corporate travel and shifting our fleets to EVs.

2024 GHG Emissions - by Scope



- A | Scope 1 - 11%
- B | Scope 2 - 5%
- C | Scope 3 - 83%

2024 GHG Emissions - by Source



- A | Office - 7%
- B | Fleet - 9%
- C | Purchased Goods & Services - 41%
- D | Employee Commute - 23%
- E | Business Travel - 11%
- F | Other - 9%

Trending Absolute GHG Emissions (tCO2e)

	2019	2024	% change from 2019 baseline
Scope 1	21,551	17,247	-20%
Scope 2 (market-based)	15,831	8,124	-49%
Scope 3	149,456	126,723	-15%
Total	186,838	152,094	-19%

In 2025, we completed a re-baseline exercise of our 2019 baseline year emissions due to significant developments in our property portfolio. This new baseline improves comparability with our 2024 performance data.



Photos: (Above) BREEAM-certified, the new ManpowerGroup France headquarters showcases eco-conscious architecture and design elements that actively support carbon reduction, climate change adaptability and ecological preservation.



Increasing Renewable Energy

Procuring renewable energy is an essential lever in our climate action roadmap. In 2024, we increased our renewable energy usage by 18%. Our two largest markets, France and the U.S., jointly procured almost 13,000 MWh in renewable electricity.

In France, renewable energy purchases increased by 45% from 2023, driven primarily by the recent move of ManpowerGroup France headquarters to a modern, eco-friendly building in La Défense, Paris. The new facility is BREEAM certified for environmental performance and features advanced energy-efficient systems, comprehensive waste management solutions and access to renewable energy options. With France HQ accounting for almost a quarter of the country's physical footprint, the shift to renewables marks a significant milestone for the business.

"The opening of our Paris headquarters provided the unique opportunity to rethink how we work and live together. Every decision reflects our commitment to a more sustainable and responsible future. Today 82% of our energy consumption comes from renewable sources, and we continue to seek innovative ways to further reduce our environmental impact."

-Olivier Foret, Europe Regional DPO ManpowerGroup, Legal and ESG Leader, ManpowerGroup France





Electrifying Our Fleet

We continue to make significant progress converting our fleet to electric vehicles (EVs) in six key markets, with the largest fleet presence in the Netherlands, Belgium, the U.K., Germany, Italy and France. We grew our total EV fleet to approximately 600 vehicles, while also removing nearly 200 gas-powered vehicles from our overall fleet.

In Belgium, our electric fleet grew by 45% over the past year. To further accelerate employee adoption, we expanded the EV catalogue to include more vehicle types and provided financial incentives for employees to install home charging stations. We also expanded the Fleet Manager role in Belgium into a Mobility Manager role to take a more holistic approach to employee mobility — promoting alternatives to individual car use such as car sharing, public transit and cycling. To lead by example, all senior and middle management in Belgium now drive fully electric or plug-in hybrid vehicles. These best practices are currently being scaled across our markets to help build a culture of sustainable mobility and further reduce fleet-related emissions.



Decarbonizing the Commute

Our 4th Annual Commute Survey engaged more than 20% of our global workforce. These 6,000+ employees, across Japan, France, Germany, Italy, Norway, the U.K., Spain, and the U.S., help us better understand employee commuting behaviors. An internal campaign ran in conjunction with the survey to help raise awareness about our emissions reduction goals and how employees can contribute by selecting more eco-friendly commute options.

These efforts to embed positive commuting behaviors within our employee base reduced our overall commuting emissions by 15% – not including homeworking emissions – in 2024.

- The relocation of our France HQ to the transit-friendly La Défense area **doubled employee train commuting and reduced overall car use in France by 10%.**
- Today, 68% of France HQ employees commute by public transit, biking or walking, and the central location in Paris has **reduced commuting distance by 28%.**
- The France HQ relocation, positive shifts to low-carbon commuting and a new hybrid work policy contributed to a **34% reduction in emissions in France in 2024.**
- In Germany, car commuting dropped by 9% and train use increased by 10%, resulting in a **22% reduction in commuting emissions.**



We continue to share best practices across markets to educate and engage employees, encouraging a shift toward public transit and other eco-friendly commuting options. When office lease renewals or relocations arise, we prioritize sites with strong access to public transit and cycling infrastructure to further support sustainable commuting behaviors.

Photos: (Above) Across global markets, employees like Kenji Taniguchi in Japan are embracing public transit and other eco-friendly commute options, helping reduce emissions and build a culture of sustainable commuting.

(Left): Our expanding electric fleet, now 600 vehicles strong across six key European markets, underscores ManpowerGroup's commitment to reducing emissions and promoting greener transportation solutions.



Minimizing Business Travel

In 2024, we resumed business travel with an uptick in face-to-face meetings with colleagues and clients. We made progress in embedding more intentional travel behaviors, implementing new travel policies in the U.S. and France in 2023, and leveraging virtual collaboration tools. As a result, business travel emissions increased slightly compared to 2023.

Moving forward, we continue to formalize our rigorous decision-making frameworks to help ensure travel is purposeful, efficient and aligned with our environmental goals. These policies, as well as increased awareness, empower our teams to make sustainable choices.



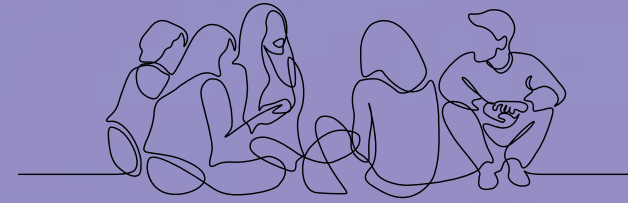
Engaging Suppliers

As the largest category of emissions within our Scope 3 footprint, we recognize the importance of engaging our suppliers to reduce our GHG emissions. In 2024, we continued working with suppliers in France, the U.K., and the U.S. to better understand emissions associated with those we spend the most with.



People & Prosperity

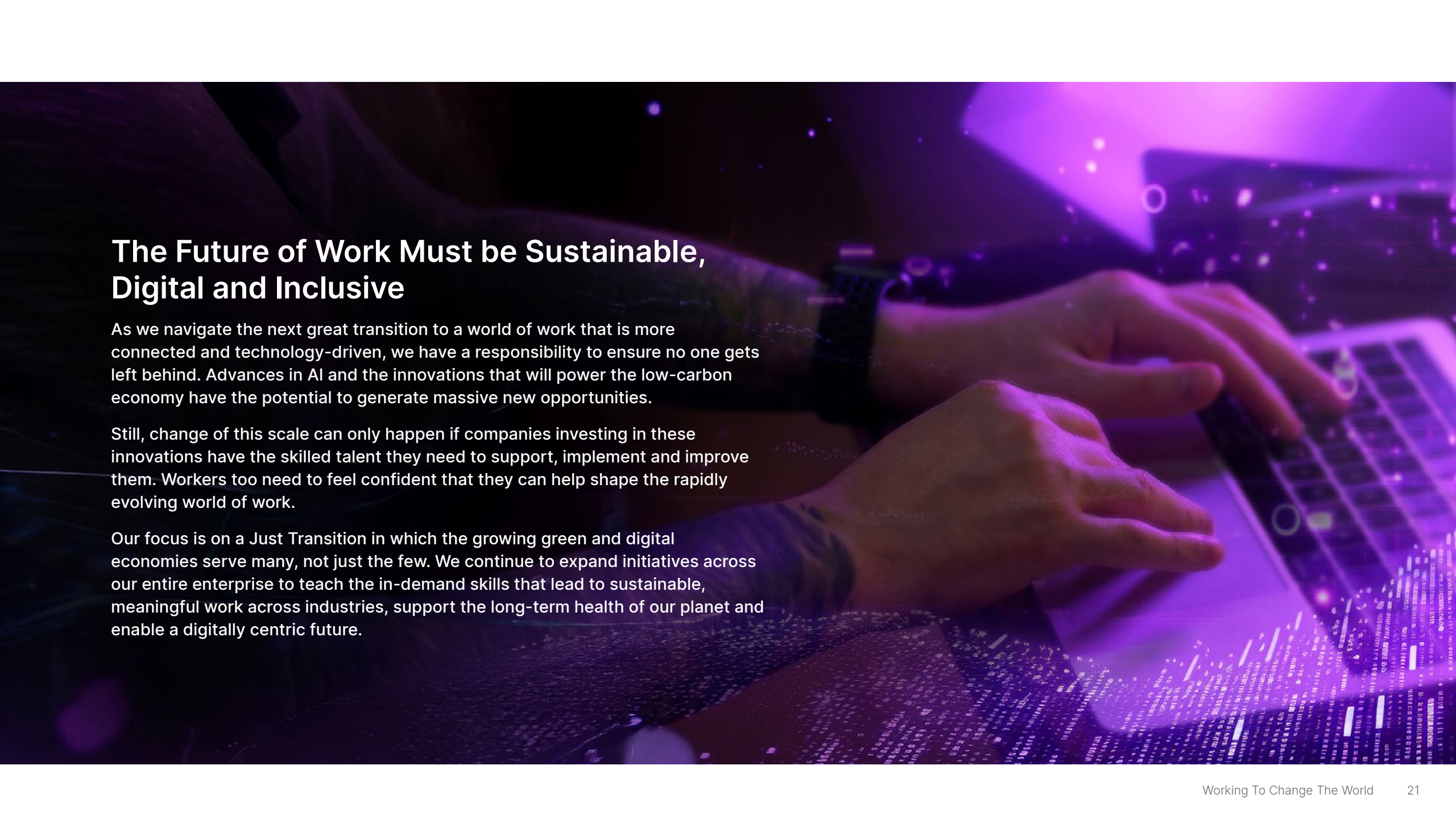
Creating Opportunity for All



"We believe that meaningful and sustainable work has the power to change the world. Our values are unwavering. People come first, and work is important in their lives. We trust, respect and provide opportunities for all, transforming people's lives with jobs today and guiding them to the jobs of tomorrow."

-Sophie Touhadian-Giely, Legal & ESG Leader ManpowerGroup Europe



A close-up photograph of a person's hands typing on a laptop keyboard. The scene is bathed in a cool, purple and blue light, creating a futuristic or digital atmosphere. Overlaid on the image are various digital elements, including glowing particles, lines of code, and abstract geometric shapes, suggesting a high-tech or data-driven environment.

The Future of Work Must be Sustainable, Digital and Inclusive

As we navigate the next great transition to a world of work that is more connected and technology-driven, we have a responsibility to ensure no one gets left behind. Advances in AI and the innovations that will power the low-carbon economy have the potential to generate massive new opportunities.

Still, change of this scale can only happen if companies investing in these innovations have the skilled talent they need to support, implement and improve them. Workers too need to feel confident that they can help shape the rapidly evolving world of work.

Our focus is on a Just Transition in which the growing green and digital economies serve many, not just the few. We continue to expand initiatives across our entire enterprise to teach the in-demand skills that lead to sustainable, meaningful work across industries, support the long-term health of our planet and enable a digitally centric future.

Commitment to People & Prosperity

Our commitment to People & Prosperity means expanding opportunities for anyone, anywhere, from any background, to acquire the in-demand skills they'll need to pursue meaningful work. We have an obligation and an opportunity to be a driving force for positive change and to ensure no one gets left behind in the greening and increasingly digital world of work. Every day, we help millions of people see what's possible, acquire the skills they need to fill a role today and grow to meet the opportunities of tomorrow.

In keeping with our commitment to putting people first, ManpowerGroup recognizes the United Nations Guiding Principles on Business and Human Rights and is committed to advancing the rights of everyone connected to our operations, directly or indirectly. We actively promote the internationally declared Fundamental Principles and Rights at Work, to help ensure that work is a source of dignity and purpose for all. And we leverage our global reach and close working relationships with hundreds of thousands of organizations to not only influence the way people are treated, but to encourage their continued development, support and advancement across complex multinational supply chains.

Upholding the intrinsic connection between meaningful work and human rights ensures that people everywhere are treated fairly – with dignity and respect – while earning a fair wage and working in safe, healthy environments. This approach not only grows economies and communities, but it also enables individuals to benefit from social mobility through dignified work and workforce empowerment.



Employability & Income Prosperity

While AI-readiness drives headlines, human-centric soft skills remain a priority in every workplace. Employers increasingly recognize that while technology can expand certain capabilities, it cannot replace human ingenuity, creativity and our capacity to build relationships and foster collaboration.

Skills like creative problem solving, effective communication, organization and responsiveness are innate but not predetermined. They can be taught, improved and expanded. And, in an ironic twist, technology can help. Closing the skills gap means more than making people more technological. It means making them more human too.



MyPath® Where AI and Human Skills Combine

At Manpower, we understand the importance of a high-performing, future-ready talent pool. This is why we have MyPath: our associate advocacy program for in-demand talent who have proven their reliability and career growth commitment. Each month, more than 82,000 active MyPath talent are on assignment. Globally, at least a third of that group completes training for in-demand skills on a quarterly basis. We are committed to advancing our offerings to better serve this high-potential talent pool and the clients who rely on them.

For example, our MyPath offering in the U.S. features both practical AI training and comprehensive soft skills development. In fact, we are using AI to make our soft skills training more intuitive and effective. By addressing both ends of the Human-Digital spectrum, we ensure our Associates have the skills and knowledge they need to be day-one ready for any opportunity.

The MyPath learning ecosystem now features **CAISY**, an AI-powered coaching tool for Talent Agents that helps simulate challenging

workplace conversations and delivers real-time, adaptive feedback to boost soft-skills training. CAISY simulations are directly embedded within **Manpower Acceleration Programs (MAPs)** to help Associates gain confidence and build essential communication skills.

MAPs also feature **role-specific AI-focused content** to provide understanding and practical experience using AI. The General Office Clerk MAP incorporates training on ChatGPT & Its Practical Use Cases. The Robotics Technician MAP emphasizes machine learning and AI and has tracks on collaborative robots (cobots) and applying AI in physical, task-oriented environments.

By mid-2026, AI training content will be embedded in all MyPath training programs, with **AI micro-learning bundles available for all Manpower Associates**. Modeled after our Experis Academy pathways, the micro bundles will address topics like AI Fundamentals & Generative AI, Real-World Use Cases, and Ethics & Bias in AI.

Customized Solutions & Emerging Technologies

MyPath is now a delivery channel for tailored, client-specific upskilling solutions. Earlier this year, we **partnered with Zoox, a pioneer in autonomous vehicle development, to deliver customized training programs to more than 500 consultants** through MyPath.

We continue to add emerging and green technology training programs to MyPath as a bridge between the technology-enabled future and the growing green economy. The latest – **Additive Manufacturing** – centers on the use of 3D printing to enhance production efficiency — bringing technology and green manufacturing into alignment.



AI-Integrated Learning for the Future of Work

AI skills and readiness are being embedded throughout **Experis Academy** learning programs to prepare consultants for the evolving demands of the tech-driven workplace.

From foundational micro-learning on AI, machine learning, and ethics, to curated pathways for in-demand roles like Generative AI Developers, AWS & Azure Engineers, and Data Scientists, Experis Academy programs emphasize knowledge growth and skills versatility.

Consultants also gain practical skills working in immersive AI sandboxes to explore prompt engineering with LLMs, cloud-based AI tools, and experimenting with SageMaker Studio. These experiences allow Academy graduates to confidently apply their knowledge in real-world scenarios and client environments.

To complement technical training, the Experis Academy Soft Skills Channel builds and strengthens core capabilities such as emotional intelligence, communication, and critical thinking.

Upskilling, Learning & Development



The skills revolution is here. More than half of employers worldwide already use generative AI, and almost 60% of CEO's predict that the technology will have a significant impact on their business in the next three years. Yet most companies still struggle to find the skilled talent they need to pursue a more digital, greener future.

We partner with leading global organizations to expand our reach and tap our deep resources to inform our skills development programs. We focus on building in-demand, high-value skills to ensure the candidates and associates we place will contribute to our clients from day one. We build lifetime learning pathways to help individuals and organizations keep pace with progress and sustain momentum, even through disruption.

Preparing People for Work with SAP

In May 2025, Experis Italy joined Experis Spain as a People to Work by [SAP](#) program partner. The innovative training program has already helped more than 400,000 individuals around the world enrich their digital skills to meet new market demands.

60% of employers expect digital transformation to affect their business by 2030, and workers say that 40% of the skills they use today will be transformed or become obsolete in the next five years. ([World Economic Forum](#))

As a People to Work by SAP delivery partner, Experis Academies in Italy and Spain prepare candidates to meet the digital opportunities of the future with SAP system-specific training, as well as soft skills and adjacent skills development.

An SAP Global Certification digital badge is awarded upon successful completion to help participants stand out in a competitive market. SAP reports that 85% of digital badge recipients have found a new job as an SAP consultant, developer or user of SAP technology.



Tech Skills Become Tech Jobs with Amazon Web Services

Experis Academy is a growing global presence within the AWS Skills to Jobs Tech Alliance. Through public and private learning opportunities, connecting employers with job seekers, providing job market data and insights to AWS and employers, as well as supporting job seekers, we are plugging skilled workers into the technology ecosystem and turning tech skills into tech jobs.

At AWS events in Spain, Germany and England, Experis experts have led discussions on the growing demand for AI skills development while helping attendees hone their interview skills and better align their experience to future opportunities.

These initial efforts will soon expand as ManpowerGroup explores future collaboration opportunities with the AWS Skills to Jobs Alliance in the U.K., Italy, Spain, Germany, Switzerland, Colombia, Brazil, Egypt, Singapore and Malaysia.



"With 75% of companies reporting a shortage of IT talent, we are proud to partner with SAP to deliver a training program that builds real professional opportunities for people."

*-Salvatore Basile,
Director of Experis Italy*

Opportunity for All

Our global reach and relationships with hundreds of thousands of organizations around the world gives us the ability to influence the way people are treated in the workplace and within society. We recognize the United Nations Guiding Principles on Business and Human Rights and are committed to advancing the rights of everyone involved in or impacted by our operations.

Work is a source of dignity and purpose for all. At a time when people, young and old, find it more difficult to enter or re-enter the workforce; when marginalized and displaced people are at risk of being left behind by the pace of progress; ManpowerGroup provides new insights and opens new doors to meet people where they are.



Insight-Driven Skills Development with Junior Achievement

For more than 20 years, ManpowerGroup and Junior Achievement Worldwide have helped young, aspiring workers around the world get career-ready. This commitment continues with the groundbreaking **EMPASS project**: a multi-year initiative financed by the **European Education and Culture Executive Agency** to establish micro-credentials for in-demand soft skills that often hinder young job seekers in Europe.

The **ManpowerGroup Human Age Institute** recently completed a comprehensive analysis **documenting the soft-skills gap from three perspectives: employers, schools and young workers** themselves. The insights from this analysis will focus the EMPASS micro-credential curriculum on the most needed soft skills for entry-level workers, such as communication, commitment and continuous learning.

In the next phase, EMPASS micro-credentials will be **piloted with 1,500 students in Spain, Romania and Greece**, before being finalized and scaled for Europe-wide distribution.

Photos: Gala Díaz, representing Fundación ManpowerGroup España, joined key partners of the EU-funded #EMPASS consortium in Thessaloniki to explore the transformative role of microcredentials in education and employment.



TENT

A Global Impact in Just 2 Years

In 2022, ManpowerGroup announced a three-year commitment to connect 3,000 refugees in North America and 45,000 in Europe to employment opportunities with our clients through our Manpower MyPath & Experis Academies.

To date, we have impacted the lives of more than 60,000 refugees globally through mentorship, upskilling, and job placement, including 30,000 in North America, which is 10x our initial goal. In Europe, we are 68% complete toward our goal, and on track to fulfill our 2026 commitment.

In 2024, our efforts were recognized by leading advocacy groups in Italy and the United States. We continue to expand our work with Accenture, employers, resettlement agencies and NGOs around the world, and sustain our partnerships with UNHCR, TENT and Welcome.US.

Purpose & Social Impact



An expanding world of work must be able to accommodate an increasingly disparate workforce. While there is ample evidence correlating the varied perspectives and backgrounds represented within an organization to its creativity and productivity, creating and nurturing those environments can be a challenge.

Simply put, people from different generations bring different perspectives, expectations and objectives to the job. They communicate differently, across different channels, and seek meaning and fulfillment in different ways. Still, they all want to be heard, respected and valued for their skills and contributions. And deserve to be.

Maximizing the Potential of Mature Workers

In Spain, nearly one-third of the unemployed population is over the age of 50. Of those nearly 800,000 people, more than half are considered long-term unemployed – adding to their social and economic pressure. [ManpowerGroup Spain](#) has teamed up with Talent Senior to help mature professionals acquire new skills and hone existing ones to maximize their potential.

Working with UPF Barcelona School of Management, ManpowerGroup recently launched the Strategic Leadership 50+: Experience, Resilience and Adaptability program to help senior managers better lead diverse teams and recognize and value the different skills, perspectives and values team members contribute to an organization.

By helping leaders identify and foster competencies in others, the program also encourages them to explore their own experiences and skills that can open new opportunities for personal and professional growth.



Giving Young Workers a Seat at the Table

Gen Z represents almost a third of the workforce in ManpowerGroup Poland. Yet an internal workshop on generational differences revealed that these workers and their perspectives were underrepresented in executive decisions affecting the company and its policies.

To address this representation gap, ManpowerGroup Poland recruited a working group of young employees to shadow company leaders and contribute new ideas and perspectives to the decision-making process.

An intergenerational board now convenes regular operational meetings to review company performance, refine decisions and plan for the collective future. Young employees actively engage with senior leaders, share their perspectives and question the rationale behind policies and ideas.

Cross-generational representation enriches senior leadership's decision-making while exposing young workers to high-level business dynamics. The result is a better, more informed, cohesive and collaborative work environment for all.



Photos: At ManpowerGroup Poland, Gen Z employees step into leadership conversations by shadowing alongside senior leaders, bringing fresh perspectives and shaping a more inclusive future.

Wellness, Flexibility & Mental Fitness



Ensuring that people feel supported and cared for at work and beyond is central to building a resilient workforce with the ability to adapt to change. Providing employees with helpful resources is just the start. Making it clear that their well-being is our priority removes the barriers that can keep them from accessing resources or asking for help.

Photos: (Middle): As part of the new Working Mindset program, ManpowerGroup UK leaders work alongside young employees to help establish a good work-life balance early in their careers.

(Right): The recently established psychosocial care rooms in the ManpowerGroup Mexico office promote mental well-being for employees.

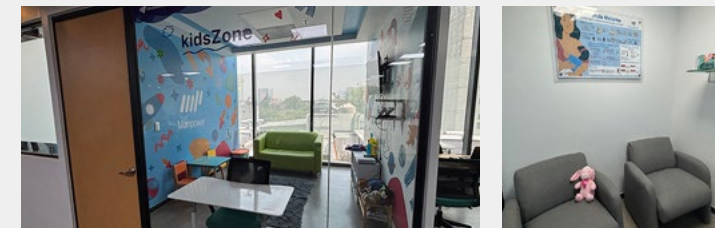


Working Mindset Global Expansion

The Working Mindset program, developed by ManpowerGroup UK and featured in our 2024 *Working to Change the World* Report, expanded its global reach and impact in 2025. The groundbreaking program is designed to help young employees (under 25) balance work and personal life. Working Mindset promotes understanding and trust among workers, and bridges generational differences through shared experiences, storytelling and dialogue.

The program's proven success at creating immediate, positive impact has sparked interest across ManpowerGroup. The program has now expanded to Germany, where it is being used to support apprentices in the early stage of their work journey, and will begin to roll out globally in October 2025.

In recognition of its impact and potential, Working Mindset received the 2025 ManpowerGroup Power Award, the company's highest honor. Established more than 60 years ago by ManpowerGroup co-founder Elmer Winter and selected by the global leadership team, the Power Award reinforces the importance of mental health and well-being to ManpowerGroup.



Creating a Culture of Care: ManpowerGroup Mexico

When the government of Mexico established new regulations for corporations to identify, analyze and address psychosocial risk factors at work and build environments that promote mental well-being of all workers, ManpowerGroup Mexico accepted the challenge and made access to care a top priority.

Beginning in 2023, ManpowerGroup Mexico established a psychosocial care program to provide employees with access to a growing array of services and programs. From hosting counseling services on-site to offering anytime/anywhere remote and virtual counseling sessions, to recently adding nutrition counseling and lifestyle support to its menu of services, the program supported hundreds of employees.

With the number of consultations doubling year-over-year, a marked decrease in absenteeism, and employee surveys emphasizing the culture of care established by ManpowerGroup Mexico, the program has delivered tangible benefits at all levels. Today, as new services and access pathways are being explored, the program is also expanding – welcoming employees in Central America to enjoy its benefits.

Principles of Governance

Committed to leading our industry with the highest ethical standards



"As one of our top priorities, sustainability is overseen at the board of directors' level by our Governance and Sustainability Committee. Our committee tracks sustainability trends and reviews our performance and disclosures. Our leaders are dedicated to driving progress and delivering value for all our stakeholders."

-Michelle Nettles, Chief People & Legal Officer





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.

Our Plan

Our extensive global reach — working across more than 70 countries and territories with hundreds of thousands of employers — 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.



Photo: (From left) Masahiro Ikeda, Sebastien Van Dyk, Penny O'Reilly, Caroline Pfeiffer and Mohamed El Derwy represent ManpowerGroup at the World Employment Conference 2025. Caroline was named World Employment Confederation Global Vice President in April.

Our Principles of Governance Levers



Corporate Governance

Good corporate governance promotes good decision-making.

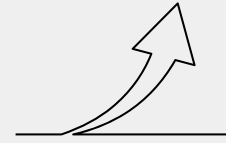
Sustainability is one of our top priorities, which is why it is overseen at the board of directors' level by our Governance and Sustainability Committee.

The Governance and Sustainability Committee tracks sustainability trends, including reviewing our performance and disclosures, and, along with the Audit Committee, our Enterprise Risk Management (ERM) process regularly.

Our Executive ESG Steering Committee — in place for over two years — reports directly to the CEO and includes our Chief Sustainability Officer, Chief People & Legal Officer.

We've also added sustainability to the performance scorecard of our Chairman & CEO, which will now include oversight of our sustainability program and publicly stated science-based emission reduction targets.

Risk Management



Our Enterprise Risk Management (ERM) process is how we evaluate and respond to evolving business risks, while ensuring we maintain the highest standards of ethics and accountability.

Enterprise Risk Management

Designed to establish a standard framework to ascertain risk from the bottom up, our ERM defines roles and responsibilities based on the 2017 Committee of Sponsoring Organizations (COSO) framework. Our Audit Advisory Services leader coordinates our global ERM strategy, program design and training of our country and regional risk teams, and our board of directors approves all aspects of ERM with support from the Audit Committee. We also continue to integrate sustainability into Enterprise Risk Management.

Risk Disclosures

We disclose the business risks we track through the ERM process in our ManpowerGroup Form 10-K. These include sustainability-related risks, from evolving government regulations and client expectations to the global talent shortage and developments regarding people and culture. Our assessment of risk due to climate change aligns with the framework set by the Task Force on Climate-Related Financial Disclosures (TCFD). In 2025, we submitted our CDP climate change disclosure for the 15th year.



Ethics & Integrity

Leveraging our global influence to set high standards of ethics, business conduct and responsibility in the treatment of workers.

Human Rights

We believe employment brings meaning and value to a person's life. As a global organization, we are in a position to advance that belief by placing millions of people and working with hundreds of thousands of organizations around the world, influencing the treatment of workers across continents.

We are a signatory to the U.N. Global Compact, supporting the International Labor Organization's declared Fundamental Principles and Rights at Work, and are committed to respecting human rights within our own company, as well as those with whom we partner.

Our [Human Rights Policy](#) outlines our zero-tolerance toward forced labor and modern slavery. In key markets including Australia and the UK, we've generated additional country-specific modern slavery compliance statements. Moreover, we leverage our industry leadership to advocate for ethical recruitment practices, employment flexibility and security, as well as opportunities for vulnerable populations to develop skills and participate in the workforce.

Code of Conduct & Business Ethics

Values and ethical business practices extend to the behavior we expect from our employees. Through our 24/7 Business Ethics Hotline, any employee or third party can report an ethics concern. The hotline is available globally in over 20 languages. All the reports are reviewed by the Ethics & Compliance Team and shared with the Audit Committee of the board of directors.

We hold our supply chain partners to the same standards. Through our Supplier Code of Conduct, we outline key practices and expectations around business principles, culture, social responsibility and sustainability.

Ethical AI & Innovation

In the rapidly evolving world of AI, we find ourselves on the brink of a transformative era that promises to reshape the way we live, work and interact with the world around us. Just as importantly, technology is set to provide us with a deeper, more meaningful understanding of human potential.

The opportunities are immense, but as with any emerging technology, AI raises ethical and equity concerns. In 2021, we convened our AI New Projects Review Committee – led by our Chief Innovation Officer and Chief Information Security Officer, with representatives from our legal team – to review and map innovations against the following priorities: data privacy, cybersecurity, human oversight, explainability, technical robustness and legal accountability.

Our AI New Projects Review Committee has issued comprehensive AI guidelines to encapsulate our commitment to innovation and to share our experiences and insights within our organization and across the broader AI landscape. These guidelines empower our employees to harness the potential of AI, ensuring they use it ethically and responsibly as a tool for growth.

Information Security & Data Privacy

Diligence and vigilance in a world of evolving cyber threats.



Employee Education & Awareness

As online security and privacy issues continue to multiply, we regularly update our programs to educate employees and help them maintain their vigilance. Awareness campaigns, including digital training courses focused on data protection, privacy and information security, as well as email phishing exercises, help keep our people alert to the growing prevalence of cyber threats.

Our email system integrates phishing alarm technology to help employees report concerns, while our Information Security Incident Management Policy clearly outlines the communication and escalation process for events related to privacy.

Cyber Security Governance & Framework

Our comprehensive global information security framework aligns with the internationally recognized ISO 27001 standard. All of the data centers in our key markets (80% of our business) are certified to ISO 27001, as are several of our largest country operations representing 42% of worldwide revenues.

Stakeholder Engagement & Recognition

Understanding stakeholder expectations, emerging trends and the actions we need to take to foster better corporate governance.

Stakeholder Engagement Strategy

Ours is a culture of trust and transparency, which we achieve through responsible corporate governance as well as active, ongoing engagement with all our stakeholders — investors, employees, clients, associates and governing bodies. We work with them to tap into emerging trends and expectations with respect to sustainability, gain a clear understanding of the issues that matter most, and of what they expect of us as a corporate citizen. In our recently completed Double Materiality Assessment (DMA), we received stakeholder feedback to prioritize the issues most relevant and material to our business strategy. Our stakeholder engagement strategy and sustainability strategy are therefore linked. This will remain important as we progress toward more focused and transparent reporting of material topics and continue to identify key emerging trends.

Industry Leadership

ManpowerGroup is a founding member of the World Employment Confederation (WEC), the voice of the global employment industry. Our Global SVP, Caroline Pfeiffer, was appointed Vice President, and we have increased the number of leaders in elective positions at WEC.

Through the WEC, we participate in stakeholder initiatives, and our executives serve on both global and local federation boards.

In addition, our relationships with independent international organizations, as well as think tanks, NGOs, and academia, give us multiple forums to promote more inclusive, open and sustainable labor markets.

Global 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:



Talent Solutions named a Leader in RPO in the Everest Group PEAK Matrix® Assessment 2025



Experis recognized as a Leader by Everest Group in U.S. IT Contingent Talent and Strategic Solutions PEAK Matrix® Assessment 2025



Manpower named a Leader and Star Performer in Everest Group's U.S. Contingent Talent and Strategic Solutions PEAK Matrix® Assessment 2025



Talent Solutions TAPFIN named Global Leader in Contingent Workforce Management (CWM) / Services Procurement (SOW) Solutions in Everest Group PEAK Matrix® Assessment 2024



Recognized by TIME as one of the **World's Most Sustainable Companies** for 2024 and 2025



First in our industry to have our **2030 emission reduction goals** validated by the Science Based Targets initiative (SBTi), as part of our transition to net zero by 2045 or sooner



Earned a **gold medal** at the global level, a **recognition awarded to the top 5% of companies assessed**



MCSI ESG Rating: **BBB Leader Status**



One of the **World's Most Ethical Companies for the 16th time** – more than any organization in the industry



Named one of **Forbes' America's Best Temp Staffing Firms** in 2025



One of **America's Most Responsible Companies** 2023 and 2024



Recognized as a **best place to work in the U.S.** by the Disability Equality Index for the ninth consecutive year

KPIs & Disclosures

Progress against our KPIs in 2024 & aligning to GRI, SASB and Stakeholder Capitalism Metrics



ManpowerGroup 2024 Key Performance Indicators

Unless otherwise noted, data represents 100% of worldwide operations

Employee Demographics

Employees worldwide, full-time equivalent (FTE)	26,700
Employees represented by unions, works councils and/or collective bargaining agreements	56%

Global Workforce Breakout

By Region		By Age Bracket		By Level	
Americas	31%	18-35	37%	Executive & Global Leadership ¹⁷	0.3%
Asia Pacific & Middle East	17%	36-49	40%	Senior Leadership	1%
Northern Europe	19%	50+	21%	Leadership	3%
Southern Europe	33%			Field & Functional Management	16%
				Individual Contributor	79%

Global Workforce - Female Representation

	2022	2023	2024
Global Leadership	33%	34%	36%
All management roles	57%	57%	58%
All levels of the organization	61%	61%	62%
New hires ¹	57%	56%	55%
Promotions ¹	69%	74%	67%

Culture & Capabilities

	2022	2023	2024
Employee Engagement Index score ²	65%	71%	NA
Total investment in employee development (million \$USD) ¹	\$15	\$17	\$12
Average hours in training & development per FTE ³	16	18	16
Employees participating in training & development programs ¹	100%	100%	100%
Positions filled through internal promotions ^{1, 4}	54%	52%	52%
Total turnover – at all levels ^{1, 5}	32%	29%	33%
Voluntary turnover – at all levels ^{1, 5}	23%	19%	20%
Total turnover– management level and above ^{1, 4}	18%	19%	14%
Voluntary turnover – management level and above ^{1, 4}	13%	11%	8%

Health & Safety Performance Indicators

	2022	2023	2024
Markets with health & safety certification (% worldwide revenues) ⁶	43%	47%	47%
Employee absentee rate (unplanned absences as a percentage of total scheduled work days) ⁷	2	3	4
Employee recordable incident rate (number of recordable incidents among employees per million hours worked) ^{1, 8}	3	5	4
Employee lost-time incident rate (number of lost-time injury events among employees per million hours worked) ^{1, 9}	1	2	2
Associate recordable incident rate (number of recordable injury events among associates on assignment per million hours worked) ¹⁰	22	18	20
Associate lost-time incident rate (number of lost-time injury events among associates on assignment per million hours worked) ¹⁰	18	15	31

ManpowerGroup 2024 Key Performance Indicators

Social Impact Investment

	2022	2023	2024
Investment in associate training (million \$USD) ¹	\$56.4	\$49.0	\$41.5
Associates participated in skills training & development programs ¹	190,384	233,131	202,571

Trust & Transparency

	2022	2023	2024
Employees trained on ethics policies ¹¹	100%	100%	100%
Client Net Promoter Score ¹²	45	41	48
Associate Net Promoter Score ¹³	50	52	57
Number of countries assessed by EcoVadis ¹⁴	24	25	25
Percentage of business represented by assessed countries ¹⁴	87%	88%	68%
Percentage of key markets assessed by EcoVadis ¹⁴	91%	92%	88%

Environmental Performance

	2022	2023	2024
Markets with ISO14001 certification (% worldwide revenues) ⁶	23%	22%	22%
Total energy consumption (MWh)	127,144	135,237	95,691
Non-renewable energy consumption (MWh)	115,671	120,488	78,213
Renewable energy consumption (MWh)	11,474	14,749	17,478
Percentage of energy from renewable sources in key markets ⁴	32%	43%	46%
Direct operational (Scope 1) GHG emissions (tCO ₂ e)	19,359	19,682	17,247
Indirect operational (Scope 2 location-based) GHG emissions (tCO ₂ e)	11,540	12,268	9,974
Indirect operational (Scope 2 market-based) GHG emissions (tCO ₂ e)	12,280	11,280	8,124
Indirect value chain (Scope 3) GHG emissions (tCO ₂ e) ¹⁵	112,483	98,719	126,723
Scope 1 + 2 (market-based) emissions per \$million revenue	1.60	1.64	1.42
Scope 1 + 2 (market-based) emissions per FTE	1.02	1.11	0.95
Water consumption (MIO m3)	0.36	0.29	0.12
Total waste generated (t) ¹⁶	2,997	3,647	1,654
Percentage of waste recycled	47%	60%	54%

ManpowerGroup 2024 Key Performance Indicators

Notes on Performance Data

1. In key markets representing approximately 80% of worldwide employee population and revenues.
2. Our new all-employee survey, "Amplify Your Voice", uses a new format to measure employee engagement: 1-5 scores are expressed as a percentage, based on the average response. Prior year data is measured based on the percentage of employees responding favorably to all Index indicators on the ManpowerGroup Annual People Survey (MAPS). 2023 data is therefore not comparable to prior years.
3. Includes online training hours via PowerYou platform and time spent on annual ethics and data privacy training by all employees worldwide
4. For management and leadership levels.
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 12. 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 15 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 rates 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. This represents the cumulative total of countries that have undergone an EcoVadis assessment in the past and is not the number of assessments within a particular year.
15. Scope 3 includes indirect impacts from office and fleet energy use, business travel, employee commutes and estimated work-from-home emissions. A rebaseline was completed in 2025 to better support the comparability of data.
16. Hazardous waste is not applicable for our business.
17. This level is new and was added in 2024. This will be the reporting structure going forward.

GHG Emissions - Methodology

- Data is collected across 16 key markets that collectively represent more than 85% of ManpowerGroup global revenue. To account for 100% of our operations, missing values of reporting countries are modeled, and the total is extrapolated for non-reporting countries utilizing data on revenue and full-time-equivalent. Our emissions footprint is completed by external consultants, leveraging guidance from the GHG Protocol. We are continuously working to increase data transparency, quality, and coverage of our emissions reporting.
- We continue to advance our methodology to align to best practice. This year we advanced our market-based residual emissions factors and have begun collecting supplier-specific emissions data to move away from spend calculations. Where we are still using spend calculations, we have also seen the CEDA emission factor for furniture reduce due to more accurate source information.
- We recognize the need for comparable data to show meaningful progress towards our emissions goals. We are therefore looking to re-baseline in the near future to reflect new methodology advancements and ensure we properly demonstrate our progress-to-date.

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 standards on sustainability reporting and disclosure, enabling businesses, governments, civil society and citizens to make better decisions based on information that matters.

Statement of Use		ManpowerGroup Inc. has reported the information cited in this GRI content index for the period January 1, 2024 - December 31, 2024 with reference to the GRI Standards.
GRI 1 Used		GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)		None
GRI Indicators		ManpowerGroup
GRI 2: General Disclosures 2021		
2-1	Organizational details	2024 Annual Report Form 10-K ManpowerGroup Subsidiaries and Affiliates
2-2	Entities included in the organization's sustainability reporting	2024 Annual Report Form 10-K 2024 CDP Report
2-3	Reporting period, frequency and contact point	Data is reported annually. Performance indicator data is reported for the 2024 calendar year. All other information is inclusive of activities up to the date of publishing, September 2025. Contact: Natalie Lau, Global Director of Sustainability Strategy & Reporting at Natalie.Lau@manpowergroup.com
2-4	Restatements of information	2024-25 Sustainability Report - Planet 2024 CDP Report
2-5	External assurance	Financial reporting has been assured by an external auditor.
2-6	Activities, value chain and other business relationships	2024 Annual Report Form 10-K ManpowerGroup Sustainability Perspectives - Sourcing and Supply Chain
2-7	Employees	2024-25 Sustainability Report - Key Performance Data Table 2024 Annual Report Form 10-K
2-9	Governance structure and composition	2024-25 Sustainability Report - Corporate Governance

GRI Disclosure Index

GRI Indicators		ManpowerGroup Reporting
2-13	Delegation of responsibility for managing impacts	2024-25 Sustainability Report - Corporate Governance
2-22	Statement on sustainable development strategy	2024-25 Sustainability Report - Message From Our Leaders
2-23	Policy commitments	Code of Business Conduct and Ethics ManpowerGroup Human Rights Policy
2-24	Embedding policy commitments	Code of Business Conduct and Ethics ManpowerGroup Human Rights Policy ManpowerGroup Sustainability Perspectives - Human Rights ManpowerGroup Supply Chain Business Partner Policy
2-26	Mechanisms for seeking advice and raising concerns	Business Ethics Hotline
2-28	Membership associations	2024-25 Sustainability Report - Global Alignment & Collaboration
2-29	Approach to stakeholder engagement	2024-25 Sustainability Report - Stakeholder Engagement
GRI 3: Material Topics 2021		
3-1	Process to determine material topics	2024-25 Sustainability Report - Stakeholder Engagement
3-2	List of material topics	2024-25 Sustainability Report - Stakeholder Engagement
3-3	Management of material topics	Management approach for each material topic is included within each of ManpowerGroup's Sustainability Perspectives which can be found at the bottom of our Sustainability Reports and Policies page.
GRI 201: Economic Performance 2016		
201-1	Direct economic value generated and distributed	2024 Annual Report Form 10-K
201-2	Financial implications and other risks and opportunities due to climate change	Our climate-related risks and opportunities are disclosed in our annual response to CDP .
GRI 203: Indirect Economic Impacts 2016		
203-2	Significant indirect economic impacts	2024-25 Sustainability Report - People & Prosperity ManpowerGroup Sustainability Perspectives - Human Rights and Human Capital

GRI Disclosure Index

GRI Indicators		ManpowerGroup Reporting
GRI 205: Anti-Corruption 2016		
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	2024-25 Sustainability Report - Principles of Governance, Key Performance Data Table ManpowerGroup Sustainability Perspectives - Ethics
205-3	Confirmed incidents of corruption and actions taken	In 2024, there were no confirmed incidents of corruption.
GRI 302: Energy 2016		
302-1	Energy consumption within the organization	2024-25 Sustainability Report - Planet, Key Performance Data Table
302-3	Energy intensity	2024-25 Sustainability Report - Planet, Key Performance Data Table
302-4	Reduction of energy consumption	2024-25 Sustainability Report - Planet, Key Performance Data Table
GRI 305: Emissions 2016		
305-1	Direct (Scope 1) GHG emissions	2024-25 Sustainability Report - Planet, Key Performance Data Table
305-2	Energy indirect (Scope 2) GHG emissions	2024-25 Sustainability Report - Planet, Key Performance Data Table
305-3	Other indirect (Scope 3) GHG emissions	2024-25 Sustainability Report - Planet, Key Performance Data Table
305-4	GHG emissions intensity	2024-25 Sustainability Report - Planet, Key Performance Data Table
305-5	Reduction of GHG emissions	2024-25 Sustainability Report - Planet, Key Performance Data Table
GRI 401: Employment 2016		
401-1	Employee hires and turnover	2024-25 Sustainability Report - People & Prosperity, Key Performance Data Table
401-3	Parental leave	ManpowerGroup Sustainability Perspectives - Health and Safety
	Employee engagement	2024-25 Sustainability Report - People & Prosperity, Key Performance Data Table

GRI Disclosure Index

GRI Indicators		ManpowerGroup Reporting
GRI 403: Occupational Health and Safety 2018		
403-1	Operational health and safety management system	ManpowerGroup Sustainability Perspectives - Health and Safety
403-2	Hazard identification and risk assessment	ManpowerGroup Sustainability Perspectives - Health and Safety
403-5	Worker training and health and safety	ManpowerGroup Sustainability Perspectives - Health and Safety
403-6	Promotion of employee health	2024-25 Sustainability Report - People & Prosperity, Key Performance Data Table ManpowerGroup Sustainability Perspectives - Health and Safety
403-7	Prevention and mitigation of occupational health and safety impacts directly related to business relationships	ManpowerGroup Sustainability Perspectives - Health and Safety
403-9	Work-related injuries	2024-25 Sustainability Report - People & Prosperity, Key Performance Data Table
GRI 404: Training and Education 2016		
404-1	Average hours of training per year per employee	2024-25 Sustainability Report - People & Prosperity, Key Performance Data Table
404-2	Programs for upskilling and career management	2024-25 Sustainability Report - People & Prosperity, Key Performance Data Table
GRI 405: Diversity and Equal Opportunity 2016		
405-1	Diversity of governance bodies and employees	2024-25 Sustainability Report - People & Prosperity, Key Performance Data Table 2024 Annual Report Form 10-K 2025 Proxy Statement
405-2	Ration of remuneration of women to men	ManpowerGroup Sustainability Perspectives - Diversity, Equity, Inclusion and Belonging
GRI 406: Nondiscrimination 2016		
406-1	Incidents of discrimination and corrective actions taken	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 . 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. We do not require employees to take sexual harassment claims to private arbitration.

GRI Disclosure Index

GRI Indicators		ManpowerGroup Reporting
GRI 413: Local Communities 2016		
413-1	Operations with local community engagement and development programs	2024-25 Sustainability Report - People & Prosperity ManpowerGroup Sustainability Perspectives - Human Rights and Human Capital
GRI 415: Public Policy 2016		
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 2024 ManpowerGroup did not make any political contributions.
GRI 418: Customer Privacy 2016		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	2024 Annual Report Form 10-K

SASB Disclosure Index

The Sustainability Accounting Standards Board (SASB) is a nonprofit focused on helping companies identify and publicly disclose the financially material 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 2023-12.

Accounting Metrics		ManpowerGroup Reporting
Data Security		
SV-PS-230a.1	Description of approach to identifying and addressing data security risks	2024-25 Sustainability 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 Note
SV-PS-230a.3	(1) Number of data breaches, (2) percentage that (a) involve customers' confidential business information and (b) are personal data breaches, (3) number of (a) customers and (b) individuals affected	Any Material data security breaches would be disclosed in our 2024 Annual Report on Form 10-K. In 2024, we had no material data security breaches and no client data has been affected.
Workforce Diversity & Engagement		
SV-PS-330a.1	Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management, and (c) all other employees	2024-25 Sustainability Report - People & Prosperity , Key Performance Data Table
SV-PS-330a.2	(1) Voluntary and (2) involuntary turnover rate for employees	2024-25 Sustainability Report - People & Prosperity , Key Performance Data Table
SV-PS-330a.3	Employee engagement as a percentage	2024-25 Sustainability Report - People & Prosperity , Key Performance Data Table
Professional Integrity		
SV-PS-510a.1	Description of approach to ensuring professional integrity	2024-25 Sustainability Report - Principles of Governance ManpowerGroup Sustainability Perspectives - Ethics
SV-PS-510a.2	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	Any Material legal proceedings would be disclosed in our 2024 Annual Report on Form 10-K . In 2024, we had no material monetary losses as a result of legal proceedings associated with professional integrity.
Activity Metrics		
SV-PS-000.A	Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract	We had approximately 26,700 full-time equivalent employees as of December 31, 2024. On average, we place 500,000 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 define a core set of metrics and disclosures to align companies' mainstream reporting on performance against sustainability indicators and track their contributions toward the Sustainable Development Goals (SDGs) on a consistent basis.

In January 2021, ManpowerGroup joined the International Business Council 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.	2024-25 Sustainability Report - Our Working to Change the World Plan 2025 Proxy Statement 2024-25 Sustainability Report - Message From Our Leaders
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.	2025 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.	2024-25 Sustainability Report - Global Alignment 2024-25 Sustainability 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.	2024-25 Sustainability Report - Ethics & Integrity, 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.	2024-25 Sustainability Report - Ethics & Integrity Business Ethics Hotline
Risk and Opportunity Oversight	Integrating risk and 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.	2024 Annual Report Form 10-K

Stakeholder Capitalism Metrics Disclosure Index

SCM Core Metrics & Disclosures		ManpowerGroup Reporting: Locations & Notes
Planet		
Climate Change	Greenhouse gas (GHG) emissions – For all relevant greenhouse gases (e.g. carbon dioxide, methane, nitrous oxide, F-gases etc.), report in metric tons of carbon dioxide equivalent (tCO2e) GHG Protocol Scope 1 and Scope 2 emissions.	Relevant GHG emissions are reported in our 2024-25 Sustainability Report - Planet, Key Performance Data Table NOx, SOx, VOCs, PM, and HAP are not material to ManpowerGroup.
	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.	We are aligned with the TCFD recommendations as shown through our recently published Climate Transition Plan .
Nature Loss	Land use and 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).	Land use, biodiversity, and conflict minerals are not material to ManpowerGroup.
Freshwater Availability	Water consumption and withdrawal in water-stressed areas – Report for operations where material: megaliters of water withdrawn, megaliters 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.	Total water consumption is reported in our 2024-25 Sustainability Report - Key Performance Data Table ManpowerGroup has minimal water consumption, therefore water topics, such as wastewater discharge, water quality and high water stress areas, are not considered material to our business.
People		
Dignity and Equality	Diversity and inclusion (%) – Percentage of employees per employee category, by age group, gender and other indicators of diversity (e.g. ethnicity).	2024-25 Sustainability Report - People & Prosperity, Key Performance Data Table
	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.	ManpowerGroup Sustainability Perspectives - Diversity, Equity, Inclusion and Belonging
	Wage level (%) 1. Ratios of standard entry level wage by gender compared to local minimum wage. 1. Ratio of the annual total compensation of the CEO to the median of the annual total compensation of all its employees, except the CEO.	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 2024 Annual Report Form 10-K .
	Risk for incidents of child, forced or compulsory labor – An explanation of the operations and suppliers considered to have significant risk for incidents of child labor, forced or compulsory labor. Such risks could emerge in relation to: a. type of operation (such as manufacturing plant) and type of supplier; and b. countries or geographic areas with operations and suppliers considered at risk.	ManpowerGroup Human Rights Due Diligence Framework

Stakeholder Capitalism Metrics Disclosure Index

SCM Core Metrics & Disclosures		ManpowerGroup Reporting: Locations & Notes
Health and Well-being	<p>Health and 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>	2024-25 Sustainability Report - People & Prosperity, Key Performance Data Table ManpowerGroup offers health insurance to employees and associates in most jurisdictions where such benefits are not legally required. See 2024 Annual Report Form 10-K , page 8.
Skills for the Future	<p>Training provided (#, \$) – 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>	2024-25 Sustainability Report - People & Prosperity, Key Performance Data Table
Prosperity		
Employment and Wealth Generation	<p>Absolute number and 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. 	2024-25 Sustainability Report - People & Prosperity, Key Performance Data Table
	<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. 	2024-25 Sustainability Report - People & Prosperity, Key Performance Data Table 2024 Annual Report Form 10-K
	<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. 	2024 Annual Report Form 10-K
Innovation of Better Products and Services	Total R&D expenses (\$) – Total costs related to research and development.	2024 Annual Report Form 10-K
Community and Social Vitality	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.	2024 Annual Report Form 10-K