

2015 / 2016 Sustainability Report

GRI Index and Datasheets



Global Reporting Initiative (GRI) 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 world's 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.

This GRI Content Index refers to our 2015/16 Sustainability Report, which can be downloaded [here](#). We self-declare this report to be in accordance with the GRI G4 Sustainability Reporting Framework, core option.

GRI Code	Brief Requirement	Reference or Short Answer	Global Compact
STRATEGY AND ANALYSIS			
G4-1	Statement from the most senior decision-maker of the organization	CEO Message	
ORGANIZATIONAL PROFILE			
G4-3	Name of the organization	ManpowerGroup Inc.	
G4-4	Primary brands and services	2015 Annual Report	
G4-5	Location of the organization's headquarters	Milwaukee, Wisconsin USA	
G4-6	Countries of operation; operations relevant to issues covered in the report	ManpowerGroup operates in 80 countries and territories. Our sustainability reporting focuses on key markets that represent approximately 80% of our business operations (revenues and employees), and a number of select emerging markets. Data for the 2015/16 Corporate Sustainability Report was gathered from: Argentina, Australia, Belgium, Czech Republic, France, Germany, India, Italy, Japan, Mexico, Netherlands, Norway, Spain, Sweden, United Kingdom and United States. Examples of employability, skills development and inclusion programs are provided from several additional markets, including China, Malaysia, and Thailand.	
G4-7	Nature of ownership and legal form	2015 Annual Report	
G4-8	Markets served, including geographic breakdown, sectors, and types of customers	2015 Annual Report 10-K	
G4-9	Scale of the organization	2015 Annual Report	
G4-10	Workforce demographics	Sustainability Datasheet	6
G4-11	Percentage of employees covered by collective bargaining agreements	Sustainability Datasheet	1, 3
G4-12	Description of organization's supply chain	Procurement and Supply Chain We engage a wide variety of suppliers around the world to provide the facilities and services we need to operate our business – from large global technology providers to small local recruiters of specialized talent.	
COMMITMENTS TO EXTERNAL INITIATIVES			
G4-14	Explanation of how the precautionary approach is addressed	Each year, as part of our strategic three-year planning process, we undertake an enterprise risk analysis and outline global and regional mitigation strategies to address significant risks. This process demonstrates our commitment to a precautionary approach.	
G4-15	Endorsement of externally developed charters, principles, initiatives	At the global level, ManpowerGroup endorses the United Nations Global Compact, UN Guiding Principles on Business and Human Rights, Universal Declaration of Human Rights, Athens Ethical Principles, World Economic Forum Partners Against Corruption Initiative, World Economic Forum CEO Climate Leaders, and the World Employment Confederation Code of Conduct. At the local level, our country operations also endorse various regional and national charters, principles and initiatives.	1-10
G4-16	Memberships in associations and/or national/international advocacy organizations	Better Business Bureau, Business Ethics Leadership Alliance, Committee for Economic Development (Director), G100 Network, HR Policy Association (Board Member), International Confederation of Private Employment Agencies (Board Member), Junior Achievement (Board Member), National Academy of Human Resources, National Association of Corporate Directors, NYSE Listed Company Advisory Board, Personnel Roundtable (Executive Committee Member), United States Council for International Business, World Economic Forum Global Agenda Councils on Gender Parity (Co-Chair) and Future of Jobs (Chair)	1-6, 10

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GRI Code	Brief Requirement	Reference or Short Answer	Global Compact
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES			
G4-17	Entities included in organization's financial statements and reporting	2015 Annual Report, Material Aspects and Boundaries	
G4-18	Process for defining report content and aspect boundaries	Material Aspects and Boundaries	
G4-19	Material aspects identified	Material Aspects and Boundaries	
G4-20	Aspect boundary within the organization for material aspects	Material Aspects and Boundaries	
G4-21	Aspect boundary outside the organization for material aspects	Material Aspects and Boundaries	
G4-22	Effect of and reasons for restatements of information provided in previous reports	2012-14 energy consumption data and related greenhouse gas emissions have been restated based on corrected scope of raw data used for calculations	
G4-23	Significant changes from previous reporting period in scope and aspect boundaries	No significant changes	
STAKEHOLDER ENGAGEMENT			
G4-24	List of stakeholder groups engaged by the organization	Stakeholder Engagement	
G4-25	Basis for identification and selection of stakeholders	Stakeholder Engagement	
G4-26	Approaches to stakeholder engagement	Stakeholder Engagement	
G4-27	Key topics and concerns raised through stakeholder engagement	Stakeholder Engagement	
REPORT PROFILE			
G4-28	Reporting period	Data is reported for the 2015 calendar year. Programs and initiatives are inclusive of activities through June 2016.	
G4-29	Date of most recent previous report	Our 2014 Corporate Sustainability Report was published in September 2015.	
G4-30	Reporting cycle	Annual	
G4-31	Contact point for questions	joann.strickon@manpowergroup.com	
G4-32	In accordance option	Core	
G4-33	Policy and current practice with regard to seeking external assurance	Financial data has been assured by external auditors. See 2015 Annual Report . The decision to seek assurance or verification of non-financial data and reporting is currently taken at the local operational level. A limited amount of the environmental data used to estimate global impact has been assured.	
GOVERNANCE			
G4-34	Governance structure of the organization	Corporate Governance	
ETHICS AND INTEGRITY			
G4-56	Description of values, principles, standards and norms of behavior	ManpowerGroup Code of Business Conduct and Ethics	10
ECONOMIC			
Aspect: Economic Performance			
G4-DMA	Management approach	2015 Annual Report	
G4-EC1	Direct economic value generated	2015 Annual Report, Making an Impact, Sustainability Datasheet	
G4-EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	CDP Response	7
Aspect: Indirect Economic Impacts			
G4-DMA	Management approach	Our Sustainability Plan	
G4-EC8	Significant indirect economic impacts	Our Sustainability Plan	

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GRI Code	Brief Requirement	Reference or Short Answer	Global Compact
SOCIAL - LABOR PRACTICES AND DECENT WORK			
Aspect: Employment			
G4-DMA	Management approach	Great People. Great Place. Great Results Measuring our Performance	6
G4-LA1	Employee hires and turnover	Sustainability Datasheet	
Aspect: Training and Education			
G4-DMA	Management approach	Our Sustainability Plan , Great People. Great Place. Great Results .	
G4-LA10	Programs for skills management and lifelong learning	Our Sustainability Plan , Great People. Great Place. Great Results .	
G4-LA11	Performance and career development reviews	100% of employees participate in performance and career development reviews at least annually.	
Aspect: Diversity and Equal Opportunity			
G4-DMA	Management approach	Our Sustainability Plan , Parity Begins at Home	1, 6
G4-LA12	Composition of governance bodies and breakdown of employees	ManpowerGroup Leadership , Sustainability Datasheet	
Aspect: Supplier Assessment for Labor Practices			
G4-DMA	Management approach	Procurement and Supply Chain	1, 6
G4-LA14	Suppliers screened using labor practice criteria	All new suppliers are requested to sign our Supplier Code of Conduct. As of December 2015, suppliers that had signed the Code represented 90% of significant supplier spend in key markets.	
SOCIAL - HUMAN RIGHTS			
Aspect: Investment			
G4-DMA	Management approach	The Inside Story on Award-Winning Ethical Standards , 2014 Corporate Sustainability Report: Human Rights & Fair Labor	1-6
G4-HR2	Employee training on human rights policies or procedures relevant to our operations	All employees are required to train and certify on our Code of Business Conduct and Ethics, which includes human rights topics such as discrimination, privacy, forced labor, and safe and respectful workplace. Additional training on specific policies and procedures is provided at the local level, in accordance with local laws and regulations and as appropriate to individual roles.	
Aspect: Assessment			
G4-DMA	Management approach	The Inside Story on Award-Winning Ethical Standards	1-6
G4-HR9	Operations subject to human rights reviews or impact assessments	The Inside Story on Award-Winning Ethical Standards	
Aspect: Supplier Human Rights Assessment			
G4-DMA	Management approach	Procurement and Supply Chain	1-6
G4-HR10	Suppliers screened using human rights criteria	All new suppliers are requested to sign our Supplier Code of Conduct. As of December 2015, suppliers that had signed the Code represented 90% of significant supplier spend in key markets.	
SOCIAL - SOCIETY			
Aspect: Local Communities			
G4-DMA	Management approach	Our Sustainability Plan	1, 6
G4-SO1	Operations with local community engagement and development programs	Our Sustainability Plan	
Aspect: Anti-Corruption			
G4-DMA	Management approach	2015 Annual Report 10-K > Risk Factors , The Inside Story on Award-Winning Ethical Standards , ManpowerGroup Anti-Corruption Policy	10
G4-SO3	Operations assessed for risks related to corruption	As part of our annual enterprise risk assessment, we analyze all business units for potential risks related to corruption, and develop mitigation plans for significant risks.	
G4-SO4	Communication and training on anti-corruption policies and procedures	ManpowerGroup Anti-Corruption Policy , ManpowerGroup Business Ethics Learning Center	

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GRI Code	Brief Requirement	Reference or Short Answer	Global Compact
SOCIAL - SOCIETY			
Aspect: Public Policy			
G4-DMA	Management approach	Workforce Insights, ManpowerGroup Anti-Corruption Policy	
G4-SO6	Political contributions	Company policy prohibits the use Company funds, property, or other resources to make any contribution or provide a thing of value to any political candidate, political party, or party official.	10
Aspect: Anti-Competitive Behavior			
G4-DMA	Management approach	ManpowerGroup Code of Business Conduct and Ethics	
G4-SO7	Legal actions for anti-competitive behavior	2015 Annual Report 10-K > Risk Factors . In 2013 we were informed that the French competition authority had commenced an investigation, which remains ongoing, into us and a number of our competitors in France.	
Aspect: Supplier Assessment for Impacts on Society			
G4-DMA	Management approach	Procurement and Supply Chain	
G4-SO9	Suppliers screened using criteria for impacts on society	All new suppliers are requested to sign our Supplier Code of Conduct. As of December 2015, suppliers that had signed the Code represented 90% of significant supplier spend in key markets.	10
SOCIAL - PRODUCT RESPONSIBILITY			
Aspect: Product and Service Labeling			
G4-DMA	Management approach	Measuring Our Performance	
G4-PR5	Results of surveys measuring customer satisfaction	Measuring our Performance, Sustainability Datasheet	
Aspect: Customer Privacy			
G4-DMA	Management approach	Privacy Policy	
G4-PR8	Substantiated complaints regarding breaches of customer privacy and losses of customer data	During the reporting year, there have been no substantiated complaints regarding breaches of customer privacy or losses of customer data.	
ENVIRONMENTAL			
Aspect: Energy			
G4-DMA	Management approach	Sustainability Datasheet	7
G4-EN3	Energy consumption within the organization	Sustainability Datasheet	8
G4-EN5	Energy intensity	Sustainability Datasheet	8
G4-EN6	Reduction of energy consumption	Sustainability Datasheet	8, 9
Aspect: Emissions			
G4-DMA	Management approach	Sustainability Datasheet	7
G4-EN15	Direct (Scope 1) greenhouse gas emissions	Sustainability Datasheet	8
G4-EN16	Indirect (Scope 2) greenhouse gas emissions	Sustainability Datasheet	8
G4-EN18	Greenhouse gas emissions intensity	Sustainability Datasheet	8
G4-EN19	Reduction of greenhouse gas emissions	Sustainability Datasheet	8, 9

Stakeholder Engagement

We regularly engage with our core stakeholders to understand their concerns and ensure our reporting addresses their areas of greatest interest.

Key Stakeholders	How We Learn About Their Concerns	Primary Concerns						
		Business Strategy & Performance	Innovation	Ethical/ Responsible Business & Employment Practices	Talent Attraction & Retention	Skills Development, Employability, Careers	Diversity	Social Purpose / Impact
ManpowerGroup Leadership	<ul style="list-style-type: none"> Strategic execution framework Enterprise risk assessment Communications with organization 	✓	✓	✓	✓	✓	✓	✓
Clients	<ul style="list-style-type: none"> Meetings & account reviews Net Promoter Score (NPS) & satisfaction surveys Assessments and questionnaires Market research RFIs & RFPs 		✓	✓	✓		✓	
Candidates & Associates	<ul style="list-style-type: none"> Interviews NPS & satisfaction surveys Market research 			✓		✓	✓	✓
Employees	<ul style="list-style-type: none"> ManpowerGroup Annual People Survey Collaboration groups & posts (Google +) eNPS 	✓		✓		✓	✓	✓
Investors & Shareholders	<ul style="list-style-type: none"> Meetings & inquiries Analyst questionnaires 	✓	✓	✓	✓			
Community	<ul style="list-style-type: none"> Partnership meetings Board membership Volunteer activity 			✓			✓	✓

Material Aspects and Boundaries

GRI-G4 Category	GRI-G4 Aspect	Entities Included in Reporting	Aspect Boundary
ECONOMIC	Economic Performance	All operations	Inside
	Indirect Economic Impacts	Key markets representing 80% of operations	Inside
ENVIRONMENTAL	Energy	All operations	Inside
	Emissions	All operations	Inside
SOCIAL Labor Practices and Decent Work	Employment	Key markets representing 80% of operations	Inside
	Training and Education	Key markets representing 80% of operations; Employability program partner organizations	Inside, Outside
	Diversity and Equal Opportunity	All operations	Inside
	Supplier Assessment for Labor Practices	Key markets representing 80% of operations; Suppliers in key markets	Inside, Outside
SOCIAL Human Rights	Investment	All operations	Inside
	Assessment	All operations	Inside
	Supplier Human Rights Assessment	Key markets representing 80% of operations; Suppliers in key markets	Inside, Outside
SOCIAL Society	Local Communities	Key markets representing 80% of operations; Community partner organizations	Inside, Outside
	Anti-Corruption	All operations	Inside
	Public Policy	All operations	Inside
	Anti-Competitive Behavior	All operations	Inside
	Supplier Assessment for Impacts on Society	Key markets representing 80% of operations; Suppliers in key markets	Inside, Outside
SOCIAL Product Responsibility	Product and Service Labeling	Key markets representing 80% of operations	Inside
	Customer Privacy	All operations	Inside

Process for Determining Material Aspects and Reporting Topics



INVENTORY



REVIEW

- Regulatory environment
- World of Work trends
- Competitor reporting



PRIORITIZE

Relevance to our business and interest from / impact on stakeholders

Sustainability Datasheet

ECONOMIC	2015	2014	2013	GRI Code	Notes on Methodology and Data Scope
Financial Performance					
**Revenues from services (\$ million)	19,329.9	20,762.8	20,250.5	G4-EC1	As reported in 2015 Annual Report
**Gross profit (\$ million)	3,295.8	3,488.2	3,366.7	G4-EC1	
**Operating profit (\$ million)	689.9	719.9	511.9	G4-EC1	
**Net earnings (\$ million)	419.2	427.6	288	G4-9 G4-EC1	
Trusted and Ethical Partner					
**Client Net Promoter Score	24	28	21	G4-PR5	In 2015, we adopted Net Promoter Score (NPS) as our standard global measure of client and candidate satisfaction and loyalty and rolled out this approach in our key markets representing approximately 80% of our business. 2015 NPS is a weighted average of scores in markets representing 78% of our business. 2014 and 2013 are from 37% of our business, while 2012 is from 30% of the business.
**Candidate Net Promoter Score	17	–	–	G4-PR5	Weighted average of scores from markets representing 54% of business. Not tracked at the global level prior to 2015.
**Significant supplier spend covered by Supplier Code of Conduct	90%	88%	88%	G4-LA14 G4-HR10 G4SO9	Data from key markets representing approximately 80% of our business.
Number of suppliers covered by Supplier Code of Conduct	9564	2742	2210	G4-LA14 G4-HR10 G4SO9	Includes significant and non-significant suppliers in key markets.
Employees completing training on ManpowerGroup Code of Business Conduct and Ethics	98%	98%	98%	G4-HR2 G4-SO3 G4-SO4	All employees are required to complete the online training annually and score 100% on the comprehension test. Given employee turnover, we expect a 95% completion rate.
Employees completing training on ManpowerGroup Anti-Bribery Policy	100%	100%	100%	G4-SO3 G4-SO4	In 2015, all employees were required to complete training on our updated Anti-Bribery policy. Prior to 2015, training was required for all employees in sensitive roles and/or higher-risk countries.
Employees agree ethical practice guidelines are clearly communicated	92%	91%	89%	G4-HR2	Data from ManpowerGroup Annual People Survey (open to all employees, 80%+ response rate).
Operations with quality, social accountability or other similar certification	80%	–	–	–	Data from key markets. Certification types include ISO9001, SA8000, EFQM, etc. Not tracked at the global level prior to 2015.

**Key Performance Indicators

Sustainability Datasheet

SOCIAL

	2015	2014	2013	GRI Code	Notes on Methodology and Data Scope
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Community & Employability Investment

Investment in employability programs	\$70M	\$58M	\$64M	G4-EC1 G4-EC7 G4-EC8 G4-LA9 G4-LA10	Data from key markets where tracked, representing approximately 68% of revenues. Data is not fully representative, as not all markets currently track investments or participation.
Number of volunteer hours	72,000	59,000	35,000	G4-EC8 G4-SO1	Data from key markets where tracked, representing approximately 40% of revenues.

Demographics

Total number of employees	28,000	27,000	26,000	G4-9 G4-10	
Women employees	65%	60%	65%	G4-10 G4-LA12	
Women in all management roles	55%	55%	57%	G4-LA12	Data from key markets representing approximately 80% of revenues.
Women in senior leadership roles	31%	31%	30%	G4-LA12	Data from key markets representing approximately 80% of revenues (previously reported as "women in Global Leadership Team").
**Women in key & executive leadership	21%	17%	--	G4-LA12	Not tracked according to this criteria prior to 2014.
Executive leaders of non-US origin	71%	77%	69%	G4-LA12	The majority of country operations are headed by individuals who are native to the country.
Minority employees (US only)	19%	19%	22%	G4-LA12	It is illegal to track and report on this information in many countries outside the US. In the US, this information is self-reported at will by employees, and tracked according to Equal Employment Opportunity Commission guidelines.
Minorities in all management roles (US only)	17%	14%	14%	G4-LA12	
Employees represented by trade unions / collective bargaining agreements	43%	43%	51%	G4-11	Data from key markets where it is legal to track, representing approximately 70% of our business.
Associates represented by trade unions / collective bargaining agreements	56%	55%	48%	G4-11	

Employee Development & Engagement

Average number of hours in formal training	22	11	16	G4-LA9	Data from key markets representing approximately 80% of revenues.
**Mid- and senior-level openings filled through internal promotions	51%	49%	84%	G4-LA1	Data from key markets representing approximately 80% of revenues.
**Employees fully or partially engaged	95%	93%	92%		Data from ManpowerGroup Annual People Survey (open to all employees, 80%+ response rate); % of respondents answering favorably to at least 2 out of 4 engagement-related indicators. Percentage of employees fully engaged (responding favorably to all 4 engagement indicators) increased from 58% to 60% in 2015.
**Employee retention	76%	78%	80%	G4-LA1	Data from key markets, representing approximately 80% of revenues.

Health, Safety & Wellness

Key market operations with wellness programs	69%	81%	69%	G4-DMA	% of business, by revenues.
Key market operations with health & safety certification	35%	40%	38%	G4-DMA	% of business, by revenues. Health & safety certification is typically held in markets where a majority of clients are active in higher-risk industries, such as logistics and construction.
Reportable injury frequency rate among employees	3.8	3.81	2.97	G4-LA6	Data from key markets, representing approximately 80% of revenues.
Reportable injury frequency rate among associates	32.5	29.27	23.36	G4-LA6	

**Key Performance Indicators

Sustainability Datasheet

ENVIRONMENT

	2015	2014	2013	GRI Code	Notes on Methodology and Data Scope
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Environmental Management (% of markets, by revenue)

ISO 14001 (or similar) environmental management system certification	10%	11%	11%	G4-DMA	Decision to obtain certification is undertaken at the local level.
HQs in LEED (or similar) certified buildings	53%	53%	48%	G4-DMA	Includes Australia, Czech Republic, France, Germany, Norway, Sweden and US.
Markets with ongoing energy/emissions reduction initiatives	32%	60%	55%	G4-DMA	Most of the initiatives to reduce energy consumption in our offices have already been completed.

Energy Consumption (MWh)

Total energy consumption	125,257	174,038	142,100	G4-DMA G4-EN3	As a professional services company, we use energy to power our offices and our sales fleets. Given that we operate entirely in leased office spaces, we have access to raw data in only a few markets. We use available data to estimate our global energy consumption. See Scope of Raw Data reported below. 2013-14 amounts restated based on corrected scope of raw data used for calculations.
Energy consumption in offices	69,972	73,884	82,702	G4-EN3	11% of 2015 fuel consumption raw data and 8% of 2015 electricity consumption raw data verified by Carbon Clear (for UK operations).
Energy consumption by fleets	55,285	100,154	59,398	G4-EN3	3% of 2015 raw data verified by Carbon Clear (for UK operations)
Energy intensity per employee	4.25	6.02	5.58	G4-EN5	
Percentage electricity from renewable sources	17%	9%	10%	G4-EN3	Certificates available in some markets.

Greenhouse Gas Emissions (metric tons CO2e)

Scope 1 (direct) emissions	19,565	30,082	16,072	G4-EN15	Greenhouse Gas Protocol tools and raw data from key markets are used to estimate direct and indirect global emissions. Scope 3 emissions from business travel are not available at this time.
Scope 2 (indirect) emissions	11,741	15,579	16,869	G4-EN16	
Scope 1 + 2 emissions	31,306	45,661	32,941	G4-EN18	
Scope 1 + 2 emissions intensity per employee	1.12	1.72	1.27	G4-EN18	
Scope 1 + 2 emissions intensity per \$M revenue	1.6	2.2	1.8	G4-EN18	

Water, Waste & Recycling

Water consumption (cubic meters)	171,051	136,522	264,570	G4-DMA, G4-EN8	As a professional services company operating wholly in leased offices, our water consumption is limited to sanitary and domestic use. Similarly, waste is primarily from paper use and other office-related activities. We have standard processes in place to return or recycle all electronic equipment, so that it does not enter the waste stream. In many of our markets, water and waste are managed either by the building owner or by the municipality, and we do not have access to associated data. Where we ar
Amount of waste recycled (metric tons)	4,911	2,960	5,175	G4-DMA G4-EN23	
Amount of waste not recycled (metric tons)	3,792	2,452	2,235	G4-DMA G4-EN23	
Percentage of waste recycled	55%	55%	70%	G4-EN23	

Scope of Raw Data Used to Estimate Global Impact (% of employees represented)

Natural gas consumption in offices	42%	42%	34%	G4-DMA	Energy is included in the lease for many of our offices, and data is not available.
Heating oil consumption in offices	43%	46%	44%	G4-DMA	
Electricity consumption in offices	56%	52%	36%	G4-DMA	
Energy consumption by fleets	74%	78%	69%	G4-DMA	The majority of our fleets are leased. At the time of publication, data was not available from fleet suppliers in a number of markets.
Water consumption	12%	19%	9%	G4-DMA	2015 water consumption data for France - our largest market - was not available at the time of publication.
Waste recycled	21%	20%	13%	G4-DMA	Recycling is managed by the municipality in many markets, and data is not available
Waste not recycled	10%	13%	8%	G4-DMA	Waste collection is managed by the municipality in many markets, and data is not available