

2016 / 2017 Corporate Sustainability Update



Our Goals	How We Measure	What We Accomplished
<p>CLOSE THE SKILLS GAP</p> <ul style="list-style-type: none"> • Ready for Work • Skilling Up • Integrating and Including 	<ul style="list-style-type: none"> • People placed in employment • Investments in programs and partnerships • Program outcomes 	<ul style="list-style-type: none"> • 3+ million people connected to work in 2016 • \$84M invested in employability programs in 2016 • 350,000+ individuals upskilled in 2016; more than 10% from under-represented populations • Launched Academy of Advanced Manufacturing with Rockwell Automation, upskilling veterans for in-demand roles in automation • Experis Tech Academy transitioning local workforce from declining textile jobs into high-tech motorsports manufacturing • 31 locations worldwide partnering on Junior Achievement programs <ul style="list-style-type: none"> * 45k young people gain real world experience * 25 country operations mentor & coach JA Europe Company of the Year participants * Inaugural Ready for Work Award • 79,000+ people leveraged our Learnability Quotient to gain insights about their desire and ability to grow and adapt to remain employable • 15th Annual Supplier Diversity Roundtable
<p>RECOGNIZED THOUGHT AND INTEGRITY LEADER</p>	<ul style="list-style-type: none"> • Research & thought leadership • Recognition and accolades • EcoVadis CSR ratings • Net Promoter Score • Supplier code adoption • Environmental performance 	<ul style="list-style-type: none"> • Completed & published research on Skills Revolution, Millennial Careers, NextGen Work, Candidate Preferences, Talent Shortage, Employment Outlook • Included in Ethisphere’s World’s Most Ethical Companies, Fortune’s World’s Most Admired Companies, Dow Jones Sustainability Index, FTSE4Good Index • Perfect scores on Disability Equality and LGBT Equality Indices • Global average NPS increased 2 points • Launched global sustainability credentialing program leveraging EcoVadis assessment platform. Gold or Silver rating in 12 markets. • 10,750 supplier partners (\$335M spend) committed to ManpowerGroup Supplier Code of Conduct
<p>HIGH PERFORMANCE & COLLABORATIVE CULTURE</p>	<ul style="list-style-type: none"> • Engagement & culture • Retention & internal promotion • Diversity & inclusion • Skills development • Performance & productivity • Leadership succession 	<ul style="list-style-type: none"> • Increased Annual People Survey scores across Engagement, Culture & Development indices • 75% of employees engaged in professional development activity • 43% of management and leadership positions filled through internal promotions • 2 point increase in employee retention • 20% increase women in key and executive leadership • Invested in technology platforms to enhance productivity • Quality successors identified for all key leadership positions

Sustainability Performance Snapshot For more information please visit manpowergroup.com/sustainability

Workforce Demographics & Diversity	2016	2015	2014
Number of employees	28,380	28,137	26,491
Women at all levels of the organization	65%	65%	60%
Women in all management roles	58%	55%	55%
Women in senior leadership	31%	31%	31%
Women in key and executive leadership	25%	21%	17%
Women on Board of Directors	38%	33%	33%
Executive leaders of non-US origin	75%	71%	77%
Minorities at all levels (US)	20%	19%	19%
Minorities in all management roles (US)	14%	17%	14%
Represented by collective bargaining agreements ¹	49%	43%	43%

Employee Development & Engagement	2016	2015	2014
Average hours in formal training per employee ¹	24	22	11
Employees receive development assignments	74%	72%	64%
Positions ² filled through internal promotions	43%	51%	49%
Percent of internal promotions ² that were women	61%	58%	57%
Employee Engagement Index ³	61%	60%	58%
Employee retention	78%	76%	78%

Employability & Community Investment	2016	2015	2014
Investment in employability programs ¹	\$84M	\$70M	\$58M
Charitable donations and sponsorships ^{1,4}	\$6.1M	\$6.9M	\$7.5M
Total community investment ¹	\$90M	\$77M	\$66M
Volunteer hours ¹	58,000	72,000	59,000

Footnotes

1. In key markets representing approximately 80% of our global revenues.
2. Management and leadership positions
3. Percentage of employees answered favorably to all four engagement-related indicators on the ManpowerGroup Annual People Survey. Percentage of employees not engaged decreased from 5.2% in 2015 to 4.9% in 2016. No significant different in engagement between men and women.
4. Cash and in-kind donations to non-profit community organizations in our largest markets, not including investments made to support employability programs we develop and support in collaboration with community partners.

Most Trusted Brand	2016	2015	2014
Net Promoter Score ⁵	26	24	28
Suppliers signed Supplier Code of Conduct ¹	10,765	9,564	2,742
Employees trained on ethics policies ⁶	99%	99%	99%
Trusted and Ethical Culture Index ⁷	79%	78%	76%
Markets with quality, ethics, or CSR certification ^{1,8}	80%	80%	–

Health, Safety & Wellness	2016	2015	2014
Health & safety management system certification ^{1,8}	35%	35%	40%
Reportable injury frequency rate ^{1,9} – employees	4.3	3.8	3.8
Reportable injury frequency rate ^{1,9} – associates	20.6	32.5	29.3

Environment ¹⁰	2016	2015	2014
Management system or office building certification ^{1,8}	56%	55%	56%
Total energy consumption (MWh)	149,843	125,257	174,038
Electricity from renewable sources	15%	17%	9%
Scope 1 GHG emissions (tCO2e)	22,515	19,565	30,082
Scope 2 GHG emissions (tCO2e)	14,365	11,741	15,579
Water consumption (MIO m3)	0.155	0.171	0.137
Waste not recycled (t)	3,127	3,792	2,452
Waste recycled (t)	4,897	4,911	2,960
Percentage of waste recycled	68%	55%	55%

5. Net Promoter Score (NPS) is an index ranging from -100 to 100 that measures the willingness of customers to recommend a company's products or services. Data represents weighted average of local client NPS in markets representing approximately 80% (in 2016 and 2015) and 37% (in 2014) of our global revenues.
6. All employees are required to complete online training and score 100% on the comprehension tests. Given employee turnover, we expect a 95% completion rate.
7. Percentage of employees answered favorably to all seven trusted & ethical culture indicators on the ManpowerGroup Annual People Survey. Percentage of employees responding unfavorably to these indicators decreased from 7.1% in 2015 to 6.9% in 2016.
8. 3rd-party validation / certification is undertaken at the country level. Types of certification include ISO 9001, ISO 14001, OHSAS 18001, LEED, HQE, SA 8000, etc.
9. Number of reportable injury events per million hours worked in key markets representing approximately 80% of our global revenues.
10. Unless otherwise noted, amounts are estimated based on available data from key market operations. Availability of data varies by country and by type. For an example of this breakdown, see our [2015 Sustainability Datasheet](#).

Global Reporting Initiative (GRI) Content 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 provides a roadmap to published information regarding our approach to corporate sustainability and updates to some key performance indicators. Along with the referenced materials, it also serves as our Communication on Progress for the United Nations Global Compact.

We self-declare this update to be in accordance with the GRI G4 Sustainability Reporting Framework, core option.

GRI Code	Brief Requirement	Reference or Short Answer	Global Compact	ISO 26000
STRATEGY AND ANALYSIS				
G4-1	Statement from the most senior decision-maker of the organization	Annual Report 2016 , page 4-8		7.2
ORGANIZATIONAL PROFILE				
G4-3	Name of the organization	ManpowerGroup Inc.		
G4-4	Primary brands and services	Annual Report 2016 , page 1		
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		
G4-7	Nature of ownership and legal form	Annual Report 2016 , page 88		
G4-8	Markets served, including geographic breakdown, sectors, and types of customers	Annual Report 2016 , page 15		
G4-9	Scale of the organization	Annual Report 2016		
G4-10	Workforce demographics	2016 Sustainability Performance Snapshot	6	
G4-11	Percentage of employees covered by collective bargaining agreements	2016 Sustainability Performance Snapshot	1, 3	
G4-12	Description of organization's supply chain	We engage a broad base of suppliers around the globe to provide the goods and services we need to operate our business. These include, but are not limited to, technology providers, real-estate and facilities management providers, and providers of office supplies. We expect our supplier partners to operate in a responsible and ethical manner while managing their impact on the environment. Business Partners and Supply Chain		
G4-13	Significant changes during the reporting period	No significant changes		

Global Reporting Initiative (GRI) Content Index

GRI Code	Brief Requirement	Reference or Short Answer	Global Compact	ISO 26000
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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	<p>At the global level, ManpowerGroup endorses the following:</p> <ul style="list-style-type: none"> • United Nations Global Compact • World Employment Confederation Code of Conduct • World Economic Forum Partners Against Corruption Initiative. • UN Women's Empowerment Principles • UN Guiding Principles on Business and Human Rights • Universal Declaration of Human Rights • Athens Ethical Principles <p>Our local country operations also endorse various regional and national charters, principles and initiatives.</p>	1-10	4-7
G4-16	Memberships in associations and/or national/international advocacy organizations	<p>At the global level, ManpowerGroup participates in a number of associations and organizations, including:</p> <ul style="list-style-type: none"> • World Employment Confederation • World Economic Forum (WEF) Regional Business Council on Europe • WEF Professional Services Industry Steering Committee • WEF Future of Education, Gender and Work Global System • Business Ethics Leadership Alliance • Committee for Economic Development • G100 Network • HR Policy Association • Junior Achievement • National Academy of Human Resources • National Association of Corporate Directors • NYSE Listed Company Advisory Board • Personnel Roundtable <p>Our local country operations also participate in regional and national associations and organizations.</p>	1-6, 10	

IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES

7.3

G4-17	Entities included in organization's financial statements and reporting	Annual Report 2016 , page 15		
G4-18	Process for defining report content and aspect boundaries	2015-16 GRI Index and Datasheets , page 7		
G4-19	Material aspects identified	2015-16 GRI Index and Datasheets , page 7		
G4-20	Aspect boundary within the organization for material aspects	2015-16 GRI Index and Datasheets , page 7		
G4-21	Aspect boundary outside the organization for material aspects	2015-16 GRI Index and Datasheets , page 7		
G4-22	Effect of and reasons for restatements of information provided in previous reports	No restatements		
G4-23	Significant changes from previous reporting period in scope and aspect boundaries	No significant changes		

STAKEHOLDER ENGAGEMENT

5.3

G4-24	List of stakeholder groups engaged by the organization	2015-16 GRI Index and Datasheets , page 6		
G4-25	Basis for identification and selection of stakeholders	2015-16 GRI Index and Datasheets , page 6		
G4-26	Approaches to stakeholder engagement	2015-16 GRI Index and Datasheets , page 6		
G4-27	Key topics and concerns raised through stakeholder engagement	2015-16 GRI Index and Datasheets , page 6		

Global Reporting Initiative (GRI) Content Index

GRI Code	Brief Requirement	Reference or Short Answer	Global Compact	ISO 26000
REPORT PROFILE				
G4-28	Reporting period	Data is reported for the 2016 calendar year. Programs and initiatives are inclusive of activities through September 2017.		
G4-29	Date of most recent previous report	October 2016		
G4-30	Reporting cycle	Annual		
G4-31	Contact point for questions	JoAnn Strickon, Global Corporate Sustainability Manager, 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 Annual Report 2016 , page 45 A limited amount of the environmental data used to estimate global impact has been assured. All key performance data is included in our COSO workbook, which is reviewed by external auditors.		
GOVERNANCE				
G4-34	Governance structure of the organization	Corporate Governance		6.2
ETHICS & INTEGRITY				
G4-56	Description of values, principles, standards and norms of behavior	The ManpowerGroup Code of Business Conduct and Ethics provides guidance to all of our colleagues and partners on the conduct of our business according to the highest ethical standards.	10	4.4, 6.6
ECONOMIC				
Aspect: Economic Performance				
G4-DMA	Management approach	Annual Report 2016 , page 15		6.8
G4-EC1	Direct economic value generated	Annual Report 2016 , page 11		
G4-EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	Climate change does not present significant risks or opportunities in the short-term. We discuss longer-term risks and opportunities in our CDP Response .	7	6.5
Aspect: Indirect Economic Impacts				
G4-DMA	Management approach	Our business was founded on this principle—that running a successful organization is about delivering a profit to shareholders and contributing to society by providing meaningful and sustainable employment for millions of people. Our Sustainability Plan is built around learnability and employability: how we nurture the desire and ability to develop in-demand skills so people can be employable for the long-term. It's why we partner with clients, governments and organizations around the world to get people Ready for Work, help them stay relevant by Skilling Up and improving diversity so our workplaces are Integrated and Inclusive. Annual Report 2016 , p. 12-13, 15-16		6.8
G4-EC8	Significant indirect economic impacts	Our unique insights into evolving employer needs and our expertise in training and development help us prepare candidates and associates to succeed in today's competitive marketplace. Our leadership position allows us to be a center for quality employment opportunities for people at all points in their career paths. In 2016, we connected over 3 million people to jobs. Seasoned professionals, skilled laborers, temporary to permanent, parents returning to work, seniors wanting to supplement pensions, previously unemployed youth and disabled individuals all turn to the ManpowerGroup companies for employment possibilities. Similarly, governments in the nations in which we operate look to us to help provide employment opportunities and training to assist the unemployed in gaining the skills they need to enter the workforce. We provide a bridge to experience and employment, and help to build more sustainable communities. Annual Report 2016 , pages 12-13, 15-16 Work to Change the World 2016 Sustainability Performance Snapshot		

Global Reporting Initiative (GRI) Content Index

GRI Code	Brief Requirement	Reference or Short Answer	Global Compact	ISO 26000
SOCIAL - LABOR PRACTICES AND DECENT WORK				
Aspect: Employment 6.4				
G4-DMA	Management approach	A culture of high performing, collaborative learning in a diverse, purpose-driven organization is a key driver of our business performance. That's why People and Culture is one of our enablers to accelerate us to the #1 Global Workforce Solutions Company. Great People. Great Place. Great Results. (2015-16 Sustainability Report, pages 27-31) Measuring the Effectiveness of our People and Culture Strategy (2014 Sustainability Report, page 19)	6	
G4-LA1	Employee hires and turnover	2016 Sustainability Performance Snapshot		
G4-LA2	Employee benefits	Benefits provided to employees vary according to local regulations and market conditions. In the United States, staff employees can take advantage of a range of benefits including medical, vision and dental insurance, health savings accounts, prescription drug program, employee assistance program, short- and long-term disability insurance, paid time off, wellness programs, flexible spending accounts, retirement savings (401k) and stock purchase programs. A number of these benefits are also available to the individuals we place on assignment with our clients.		
Aspect: Training and Education 6.4, 6.8				
G4-DMA	Management approach	At ManpowerGroup, we are committed to creating a high performing, collaborative learning culture. With skills needs changing so rapidly, nurturing the learnability of our people is a business priority, so we can design and deliver solutions, develop strong pipelines of talent, and help our people progress along their career journeys. Great People. Great Place. Great Results. (2015-16 Sustainability Report, pages 27-31)		
G4-LA10	Programs for skills management and lifelong learning	2016 Sustainability Performance Snapshot Great People. Great Place. Great Results. (2015-16 Sustainability Report, pages 27-31) Learning and Development (2014 Sustainability Report, page 18)		
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 6.3, 6.4				
G4-DMA	Management approach	We believe businesses have a responsibility to enable all people to participate in the workplace and achieve their potential. That's why we highlight Integration and Inclusion as one of the pillars of our Sustainability Plan . Diversity Integrating & Including: Nurturing Diversity in the Workplace Parity Begins at Home (2015-16 Sustainability Report, page 29)	1, 6	
G4-LA12	Composition of governance bodies and breakdown of employees	ManpowerGroup Leadership 2016 Sustainability Performance Snapshot	1, 6	
Aspect: Supplier Assessment for Labor Practices 6.3, 6.6				
G4-DMA	Management approach	Business Partners 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.	1, 6	
SOCIAL - HUMAN RIGHTS 4.8, 6.3				
G4-DMA	Management approach	Connecting people to meaningful employment has always been our purpose. And we have always been committed to carrying out that purpose in the most ethical and responsible way, with respect for individual dignity and fundamental human rights. Human Rights & Fair Employment The Inside Story on Award-Winning Ethical Standards (2015-6 Sustainability Report, page 33)	1-6	6.3

Global Reporting Initiative (GRI) Content Index

GRI Code	Brief Requirement	Reference or Short Answer	Global Compact	ISO 26000
Aspect: Investment				
G4-HR2	Employee training on human rights policies or procedures relevant to our operations	All employees 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. 2016 Sustainability Performance Snapshot		
Aspect: Assessment				
G4-HR9	Human rights review / impact assessment	Our practices are designed to protect and promote fundamental rights at work. Responsibility for risk assessment and due diligence is integrated throughout our operations. Human Rights Due Diligence Framework		
Aspect: Supplier Human Rights Assessment				
6.3, 6.6				
G4-DMA	Management approach	Business Partners 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.	1-6	
SOCIAL - SOCIETY				
Aspect: Local Communities				
6.5, 6.8				
G4-DMA	Management approach	We believe meaningful and sustainable employment has the power to change the world. That's why our Sustainability Plan is built around learnability and employability: about how we help people nurture the desire and ability to develop in-demand skills to be employable for the long-term. It's why we partner with governments, NGOs and of course our clients, to get people Ready for Work, help them stay relevant by Skilling Up and improve diversity in Integrated and Inclusive workplaces. Work to Change the World 2015-6 Sustainability Report , pages 4-26, 31, 38	1, 6	
G4-SO1	Operations with local community engagement and development programs	Work to Change the World 2016 Sustainability Performance Snapshot	1, 6	
Aspect: Anti-Corruption				
6.6				
G4-DMA	Management approach	We are committed to conducting our business with honesty, integrity, trustworthiness, and accountability. Our Code of Business Conduct and Ethics and Anti-Corruption Policy are straight-forward, and promote honest and ethical conduct throughout the organization. Our global Business Ethics Hotline provides a mechanism to report concerns regarding ethical conduct and helps preserve the culture of honesty and accountability throughout the company. 2016 Annual Report 10-K , page 9, 15	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.	10	
G4-SO4	Communication and training on anti-corruption policies and procedures	All ManpowerGroup employees train and certify on the Anti-Corruption Policy at least annually. In higher-risk markets, employees and managers receive additional, role-specific training.	10	

Global Reporting Initiative (GRI) Content Index

GRI Code	Brief Requirement	Reference or Short Answer	Global Compact	ISO 26000
Aspect: Public Policy				6.6
G4-DMA	Management approach	Through our Workforce Insights and participation in organizations like the World Economic Forum , we advocate for collaboration between public and private sectors to create new approaches to solving the world's workforce challenges and promote employment policies that support and enable both employers and individuals to have the flexibility to adapt to changing market conditions. Moving from Conversation to Action (2015-16 Sustainability Report, page 32) ManpowerGroup does not make any contributions to political candidates, parties or party officials. ManpowerGroup Anti-Corruption Policy, page 6		
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. During 2016 ManpowerGroup did not make any contributions to any political candidate, party or party official.	10	
Aspect: Anti-Competitive Behavior				6.6
G4-DMA	Management approach	We comply fully with all antitrust and competition laws. Because the laws are not the same in every country, we expect all employees to understand the laws that are relevant in their markets. The ManpowerGroup Code of Business Conduct and Ethics provides general guidelines on activities and information that could be included under antitrust and competition law. These guidelines are reinforced through annual training.		
G4-SO7	Legal actions for anti-competitive behavior	2015 Annual Report 10-K, page 16 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				6.3, 6.6, 6.8
G4-DMA	Management approach	Business Partners and Supply Chain	10	
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				6.7
G4-DMA	Management approach	We take pride in the quality of our services and are committed to competing fairly by employing ethical business practices. We will strive to present only accurate and truthful information about our products and services in presentations, discussions with clients, our advertising, promotional literature and public announcements. When asked to compare ourselves to the competition, we will present that information fairly. ManpowerGroup Code of Business Conduct and Ethics, page 21		
G4-PR5	Results of surveys measuring customer satisfaction	2016 Sustainability Performance Snapshot Measuring Our Performance (2015-6 Sustainability Report, p. 34)		
Aspect: Customer Privacy				6.7
G4-DMA	Management approach	Our respect for people also means that we respect the privacy of our employees, associates, clients, vendors, candidates, partners and individuals. Our Global Privacy Policy describes the types of personal information we collect, how we use the information, with whom we share it, and the rights of and choices available to individuals regarding our use of their information.		
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.		

Global Reporting Initiative (GRI) Content Index

GRI Code	Brief Requirement	Reference or Short Answer	Global Compact	ISO 26000
ENVIRONMENTAL				6.5
G4-DMA	Management approach	We communicate guidance for responsible environmental management across our global organization. We encourage our local operations to set goals and implement initiatives aligned to local market needs, and share good practices that can be adopted with minimal investment. Environmental Management Policy and Guidance	7	
Aspect: Energy				
G4-EN3	Energy consumption within the organization	2016 Sustainability Performance Snapshot	8	
G4-EN5	Energy intensity	2016 Sustainability Performance Snapshot	8	
G4-EN6	Reduction of energy consumption	2016 Sustainability Performance Snapshot	8, 9	
Aspect: Emissions				
G4-EN15	Direct (Scope 1) greenhouse gas emissions	2016 Sustainability Performance Snapshot	8	
G4-EN16	Indirect (Scope 2) greenhouse gas emissions	2016 Sustainability Performance Snapshot	8	
G4-EN18	Greenhouse gas emissions intensity	2016 Sustainability Performance Snapshot	8	
G4-EN19	Reduction of greenhouse gas emissions	2016 Sustainability Performance Snapshot	8, 9	