

The background of the report cover features a black and white photograph of a grassy field with two wind turbines. A small figure of a person stands in the foreground, holding a long, thin orange line that extends towards the turbines. Overlaid on the image are several concentric, swirling lines in orange, blue, and green, creating a sense of motion and energy.

# CSR & SUSTAINABILITY REPORT 2018-19

#DoingWellByDoingGood  
**BELGIUM**



ManpowerGroup®



ManpowerGroup™



**We are proud to present ManpowerGroup Belgium's first sustainability report.** Since the founding of ManpowerGroup in 1948 in the United States and the launch of our activities in Belgium in 1972, **social responsibility has always been part of the DNA of our company**, driven by the values 'People, Knowledge, Innovation', which bring together all ManpowerGroup employees around the world.

For more than 70 years we have operated on the belief that **meaningful, sustainable employment has the power to change the world**. Our business was founded on the principle of [Doing Well by Doing Good](#), and the **dual purpose** of providing return to our shareholders while making a positive contribution to the societies in which we operate still holds true today.

## MANPOWERGROUP IS HERE

### Creating Innovative Workforce Solutions

It is also what we do in Belgium where **we help organizations transform in a fast-changing world of work by sourcing, assessing, developing and managing the talent that enables them to win**. We develop innovative solutions for thousands of organizations every year, providing them with skilled talent while finding meaningful, sustainable employment for thousands of people across a wide range of industries and skills. Our **expert connected family of brands** – Manpower®, Experis®, ManpowerGroup® Solutions, FuturSkill®, Proservia™ et Right Management® – creates substantially more **value for candidates and clients**.

**In Belgium like everywhere in the world, we strive to set the highest standards for the human capital management industry.** It's how we attract the best people to work for us, because when you join ManpowerGroup you know that you're part of an ethical, purpose-driven company that is dedicated to finding practical solutions for the most pressing workforce challenges



## We're committed to helping transform the world

Through our activity, **we want to make a substantial contribution to the achievement of the United Nations Sustainable Development Goals (SDG)**. We're committed to making a difference in the areas we impact the most because of our position in the heart of the labor market. That's why we're clear about the specific [UN Sustainable Development Goals we support](#)— 4 ([Quality Education](#)), 5 ([Gender Equality](#)), 8 ([Decent Work and Economic Growth](#)) 10 ([Reduced Inequalities](#)). In a context where climate and environmental issues are crucial, we must also mention our commitment to support **Objective 13** ([Take action to combat climate](#)), even if our impact is less important in this area.



## Awards and Recognitions

We have been recognized year after year as a [World's Most Ethical Company](#) by Ethisphere® and a [Most Admired Company](#) by Fortune® Magazine reinforcing our position as the most trusted brand in the industry. In 2018 [EcoVadis®](#) ranked us top 2% of all companies for business sustainability. In 2017, [ManpowerGroup Belgium earned Gold Star CSR Rating](#), the highest score on EcoVadis's environmental, social and ethical supplier performance assessment. We also won the '[Best Staffing, Sourcing & Contingent Workforce Management Company Award](#)' at the 2018 Belgian HR Excellence Awards. The recognition of our global expertise and commitment to doing well by doing good is particularly meaningful as we know it's important to our people and our clients. This is a testament to our people who are delivering on our commitment to connecting millions of people to meaningful work, upskilling them and developing inclusive work environments every day."





Our Sustainability Report describes how we have implemented our '**sustainable values**'

- People and Culture
- Health & Safety
- Ethics
- Human Rights
- Environment
- Supply Chain

It then shows how we have concretized in Belgium the three pillars of our **Sustainability Plan**:

- **'Ready For Work'** : Ensuring young people are work-ready when they leave education;
- **'Skilling Up'** : Building new skills for a fast-changing world of work;
- **'Integrating & Including'** : Enabling all people to participate in the workplace and achieve their potential.



### The ManpowerGroup staff, our strongest asset

We are convinced that our employees are the **first ambassadors of our brand**, generating this **impact on the world of work and on society** in general. In 2019, they told us **why they were proud** to work at ManpowerGroup Belgium. The **word cloud** that has been created from their responses fully illustrates the **vitality and the anchoring of our values** within our company. It is a source of pride for me personally and for all of our management team.



With all our **stakeholders**, we want to **meet the challenges of this new world of work** that ManpowerGroup has called the [Human Age](#) and commit ourselves to transform it to make it **more sustainable and transparent**. How? This report describes the road we follow....

Bruxelles, 8<sup>th</sup> November 2019

Percy

Philippe Lacroix

Managing Director ManpowerGroup BeLux  
www.manpowergroup.be



## 1. Our Business is People

We believe meaningful and sustainable employment has the power to change the world. For more than 70 years, we have been connecting people to meaningful work across a wide range of skills and industries, helping to power the success of organizations in Belgium around the world. **Human capital management (HCM)** is more than just a competitive advantage – **it is the core of our business and how we create value.**

As a global workforce solutions company, **we help organizations** achieve workforce agility by sourcing, assessing, developing and managing talent. And **we connect millions of people with jobs** every year and provide career guidance and upskilling opportunities to millions more, so they can increase their employability and achieve their potential.

In an era when technological disruption, digitization and automation are forcing businesses to transform how they work, and skills needs are changing more rapidly than ever before, **the importance of developing and managing human capital cannot be overstated.** We rely on the skills and capabilities of the people in our organization to ensure we can develop and deliver innovative workforce solutions for our clients, while attracting and nurturing the talent that they – and we – need to successfully power our business.

## 2. Investing in Our People and Culture

In order to successfully meet the needs of employers, job-seekers, and the individuals we place on assignment with clients, **we must begin by investing in our own organization** – the 30,000 people world wide and 500 in Belgium who lead our business, recruit talent, deliver solutions and ensure the smooth running of our operations around the world.

Like many other organizations, we are transforming our business to take advantage of advances in digital technologies and ensure that we continue to provide the solutions that are important to employers and job-seekers. **Our ability to develop the right skills and culture will be the passport to growth and resilience for our organization and our people.**



Our approach to people and culture must take into account the global, distributed nature of our business. With operations in 80 countries and territories, we must ensure that our practices meet the requirements of local employment laws, regulations and culture while aligning to our global values. **In Belgium too, we have to respond to the demands of a regionalised labor market with specific challenges in Brussels, Flanders and Wallonia.** Our approach is based on the values that have defined Manpowergroup since its origins: People - Knowledge - Innovation

We focus on **four key priorities** that support our business and transformation strategies, while advancing the careers and resilience of our people:

- Exceptional leadership
- Capabilities and careers
- Conscious inclusion
- Resilient culture

Our approach is based on the values that have defined Manpowergroup since its origins: People - Knowledge – Innovation



PEOPLE



KNOWLEDGE



INNOVATION

## 2.1 Developing Exceptional Leaders

We are focused on developing exceptional leaders, because we know that they have the greatest impact on our company's culture and performance and on our people's careers.

### ✓ Defining Leadership Success

We have a common definition of what makes for good leadership across the organization. Our **Leadership Success Model (LSM)** identifies capabilities and success factors for both business performance and people leadership, including learnability, drive, adaptability and endurance. We use the LSM to assess and develop current leaders, as well as to identify potential leadership talent both within and outside the company.



**The approach is data-driven:** all leaders and candidates for leadership positions are assessed using this model to decrease bias and ensure we are taking into consideration people's potential, and not just what they have done in the past.

In 2018 we refreshed the LSM and developed additional tools to enable effective implementation across more levels of leadership. In Belgium also, the process is supported by the use of a computer platform - **PowerUp** - which facilitates talent management by also providing greater transparency.

✓ **Building a Diverse Leadership Pipeline**

Businesses with more diverse leaders perform better. **Creating parity of opportunity for women isn't just the right thing to do; it makes business sense.** That's why we have set clear goals for gender diversity at all levels of leadership. By 2024, **40%** of our leaders will be women, and all executive leaders will have a diverse candidate slate in their succession plans. It is also our objective in Belgium.



✓ **Developing Emerging Leaders**

Notre '**Emerging Leader Experience**' (ELE) est un programme rigoureux de deux ans conçu pour développer rapidement et promouvoir les personnes ayant un fort potentiel pour devenir nos prochains leaders au niveau mondial. Le programme combine des ateliers de groupe avec des dirigeants d'entreprise et des cours sur mesure de la Harvard Business School avec des évaluations psychométriques individuelles, une planification du développement, des affectations extensives et un mentorat de la part de dirigeants. Chaque groupe ELE est soigneusement sélectionné pour assurer une liste de personnes géographiquement diversifiée et équilibrée, et nous suivons les taux de promotion et de mobilité pour mesurer l'efficacité du programme.

Our **Emerging Leader Experience** (ELE) is a rigorous two-year program designed to **rapidly grow and promote individuals with high potential to become our next global leaders.** The program combines group workshops with company executives and tailored coursework from Harvard Business School with individual psychometric assessments, development planning, stretch assignments and high-impact mentoring from





executives. Each ELE cohort is carefully selected to ensure a geographically diverse and gender-balanced slate, and we track promotion and mobility rates to measure the effectiveness of the program.

## FUTURE LEADER PROGRAMME

A program has also been set up at the European level (and also in Belgium) - **Future Leader Program** - in order **to make employees evolve into the functions of first level managers** (Team Leader / Branch Leader / Operations Manager). Participants are selected on the basis of their potential and follow a one-year path including individualized coaching, e-learning training, face-to-face training in Belgium, 2 days of training abroad with participants from other participants European countries and the realization of a project to put into practice the knowledge learned.

Our approach is based on the values that have defined Manpowergroup since its origins: People - Knowledge – Innovation

### 2018/19 Key Performance Indicators – Leadership

- Women in executive leadership: 25%
- Women in global senior leadership: 36%
- Women in local senior leadership 39%
- Femmes parmi 'local senior leadership' - Belgique 51% (09/2019)

### 2.2 Developing capabilities and careers for all our people

In an era of shortened skills cycles and unprecedented global talent shortages – 35% in Belgium and 45% worldwide according the [2018 ManpowerGroup Talent Shortage Survey](#)) –, **creating a learning culture** and building talent within the organization is critical. One of five key deliverables in our transformation roadmap is to broaden and deepen the skills and capabilities of our people so they match the roles we know our business needs today and into the future.

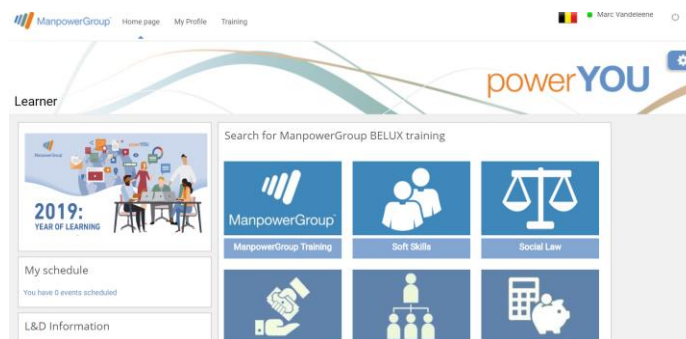


✓ **3E development approach: Exposure, Experience, Education**

We know that development is not just an initiative or a program, but woven into what our people do every day. It's about **continuous learning and upskilling**. We expect our people to own their own development, while we provide the organizational tools and support.

Development starts with self-awareness -- knowing there is an opportunity, and then seeking out activities and projects (**Experience**) to develop skills, supported by coaching and guidance from managers, peers and mentors (**Exposure**), and undertaking formal training and learning (**Education**). While education is important and necessary for developing some capabilities, 70% of learning and development typically will take the form of experience and exposure.

✓ **Empowering our people with on-demand learning**



**PowerYOU™**, our global online skills portal, is a core component of our strategy to deepen the capabilities and skillsets of our people and strengthen our learning culture. PowerYOU provides all our people with access to 35,000 virtual and blended learning courses, ranging from full-length training programs to



microlearning videos. Learners can follow pre-built learning paths in high-demand areas or design their own customized learning path combining ManpowerGroup content with courses, books and videos from the [Skillsoft Library](#) on topics like business analysis, communication, project management, finance and accounting, and of course, IT and digital skills. The course catalog also includes book summaries, so our people can learn from current thought leaders. Content is delivered on-demand in bite-size chunks and continually updated, so our people can learn how, when and where they want.

In 2018, 15,000 of our people took advantage of learning opportunities on powerYOU. And we are seeing repeat user rates of 46%, exceeding the industry benchmark of 35%. In Belgium; all employees have started to use poweryou

**We have designated 2019 the Year of Learning** and have designed learning pathways in powerYOU for all levels of the organization including senior leadership, so they can develop the digital and human capabilities of benefit to them and our business.



**In Belgium**, this learning culture is also reflected in our **'Expert Program'**. Established for more than 5 years, the Expert project aims to recognize the expertise of Manpower brand consultants, offering them an original development path that will allow them to move from Consultant Advanced to Expert. The program stimulates innovation within the organization, through the realization of a project by the participants. In 2018, 25 consultants were successful, and 8 consultants also received the triter of Experts in the first half of 2019.

We are convinced of the effectiveness of the training based on the sharing of knowledge and expertise; Alongside our team of **'Learning & Development'** composed of 5 people, we also rely on 40 motivated **Field Trainers** who run workshops or give personalized coaching in their specializations, sharing their knowldege and living our corporate values (People-**Knowldedge**-Innovation).



✓ **Building capabilities through career conversations**

Career conversations – ongoing conversations between managers, our people and their broader network – are an essential part of our collaborative learning culture. By encouraging regular discussions with a broad range of people about short- and longer-term goals, **we support our people in identifying learning opportunities and continually refreshing their development plans.**



While we offer a number of defined career paths and plenty of development opportunities, we know that we can't satisfy everyone's ultimate career goals within our organization. Career conversations help us ensure that all of our people can have meaningful learning and develop experiences while they are with us so they can **grow their skills and be prepared for wherever their future careers take them**

## **2018/2019 Key Performance Indicators (BE) – Capcities & Careers**

- Investment in employee development: EUR 1,84 Million
- Total hours in formal training: 17.852 hours
- Courses taken on PowerYou: 170,000+ (globally)
- Employees participating in formal skills training & development activities: 100%
- Employees received regular performance and career development reviews: 94%
- Employees perceive they are developing through experience and exposure: 77%
- Employees feel they have career opportunities: 68%
- Management & leadership positions filled through internal promotion: : 55% (Q1-Q3 -2019)

### **2.3 Nurturing Diversity through Conscious Inclusion**

We know that diversity leads to improved performance. That's why diversity is a key enabler of our strategic business goals. As a leading workforce solutions company in a growth market, it's imperative that we tap into diverse perspectives to create the best solutions for our clients and candidates. **Our commitment is driven from the top by**





our CEO, and our leaders are held accountable to nurture workplace cultures where people from all backgrounds feel welcome and valued.

✓ **Global focus on women**

.Our business is naturally diverse, with women making up more than 60% of the organization. We aspire for our leadership to reflect that diversity as well. We have set a global goal to advance more women into leadership: **by 2024, 40% of leadership roles at all levels will be held by women**. We have fixed the same objective in Belgium.

We have also set goals for diverse succession slates and are actively developing our next generation women leaders through our **Emerging Leader Experience**. In 2018, we launched the Women's Leadership Initiative, bringing together 50 of our top senior leaders from around the world for coaching, mentoring and networking. In 2018, we launched the **Women's Leadership Initiative**, bringing together 50 of our top senior leaders from around the world for coaching, mentoring and networking.

✓ **Local markets, local diversity**

**Sur nos marchés clés du monde entier, nous avons défini des objectifs qui prennent en compte les dimensions de la diversité pertinentes au niveau local.** Les **priorités** peuvent concerner le développement de la diversité et de l'inclusion au niveau des capacités mentales et physiques, au niveau générationnel ou au niveau culturel.

In our **key markets** around the world, we have set **goals that address locally relevant dimensions of diversity**. **Focus areas** include mental and physical ability, generational mix and cultural mix.

For example, in the **United States** we aspire to increase the representation of people of color in our total workforce population and leadership roles. We are making good progress toward our goal, with 34% of new hires and 19% of promotions comprising people of color in 2018.

In many of our **European markets**, we have set aggressive goals for including people with disabilities and non-nationals in our organization. In **Japan**, where people with disabilities currently represent 8% of our employee population, we aim to increase this number to 10%. And in **Mexico**, our largest Latin American market, we are committed to ensuring our hiring slates include minority and older (50+) candidates.



nous cultivons la diversité  
diversiteit, daar werken we mee



In **Belgium**, we initiated in 2018 a two-year journey to obtain the [Diversity Label](#) of the Brussels Region in 2020. Led by a supporting structure that also includes staff representatives with the support of a diversity consultant from Actiris, the plan includes an inventory of diversity in the company and a very comprehensive action plan for groups beneficiaries (origin, age, disability etc.) and areas of intervention (recruitment, HR, communication).;

✓ **Pushing for pay equity**

We are also committed to playing a leading role in accelerating the path to pay equity. We conduct a gender **pay equity** analysis in our key markets every year, and take the necessary steps to address pay gaps, within the framework of local laws and regulations. In **France**, our largest market, we are in the top 1% of companies on the Gender Pay Equity Index, as well as the clear leaders (by a margin of more than 10%) in our sector.

✓ **RH Embedding conscious inclusion in our practices**

We focus on creating a **culture of “conscious inclusion” by embedding a diversity lens within all aspects of our people practices**. Whether by helping leaders recognize the difference between confidence and competence, leveraging assessments to minimize human bias in hiring and promotion, or creating targeted diversity training for some of our most impactful roles, we are committed to creating an organization where we recognize and value each person’s unique strengths and perspectives. And we are developing tools to assess the effectiveness of our strategy: in 2019 we will add Diversity to the cultural indices we measure through our **ManpowerGroup Annual People Survey**.

## 2018/2019 Key Performance Indicators – Diversity

- Women in global senior leadership: 36%
- Women in local senior leadership (BE): 51%
- Women at all levels of management: 67% (09/2019 - BE)
- Women at all levels of the organization: 75% (09/2019)
- Women as a percentage of new hires: 67% (Q1-Q3/2019)
- Women as a percentage of promotions: 51% (Q1-Q3/2019)

### 2.4 Creating Resilient and Healthy Culture

To enable the continued success of our organization, we must build and maintain a **culture that is collaborative, fast and agile, performance-based, and of course, trusted and ethical**. And we must provide our people with tools and resources to remain healthy and resilient, so they can perform at their best today and into the future.

✓ **Leaders set the tone**

Culture is an outcome of leadership and the behaviors they model. Our **Leadership Success Model** enables us to develop leaders who are not just good operations, but also have the skills and capabilities to unleash potential, identify and nurture high performers, prioritize diversity and inspire the highest integrity.



✓ **Our people tell us how we're doing**

Every year, we ask our people to give us feedback on the effectiveness of our people and culture strategy. The **ManpowerGroup Annual People Survey (MAPS)** invites 100% of our employees to weigh in on a range of topics including **leadership, ethics, culture, career and development opportunities and overall engagement**. Anonymized results are shared with leaders and managers at all levels, along with tools to help them discuss the results and develop action plans with their teams. We also look across results globally to identify actions we can take to enhance our global strategy. In **Belgium**, 89.1% of our staff participated in the survey in 2019, a level never achieved before.

✓ **Promoting wellbeing and resiliency**

We need our people to perform at their best every day. To do that, they need to have tools, education and resources to reinforce healthy work and life choices. **We seek to support our people in all areas of wellbeing**, from providing support for working parents to stress management, financial literacy and wellness programs.

In **Belgium**, our **Work/Life Efficiency policy** aims to promote a **better balance between work and personal life**. This policy - which contains new measures each year - is based on 4 pillars (flexible schedule, teleworking, Flexible Benefit Holiday offering the possibility to buy days of leave via a variable compensation plan) and satellite work). The plan also promotes reduced travel and therefore the impact of ManpowerGroup on the environment.



Since 2016, ManpowerGroup Belgium has obtained the **Label #Happy Parents** set up by the ASBL Amazon (crossroads of gender equality) and supported by the Brussels-Capital Region, the Wallonia Brussels

Federation, the Institute for Gender Equality men and women and the BECI (Brussels Entreprises Commerce & Industry). ManpowerGroup Belgium is one of the first Belgian companies to receive this label, which highlights HR best practices aimed at making life easier for parents in their workplace.

✓ **Develop transparency and reward performance**

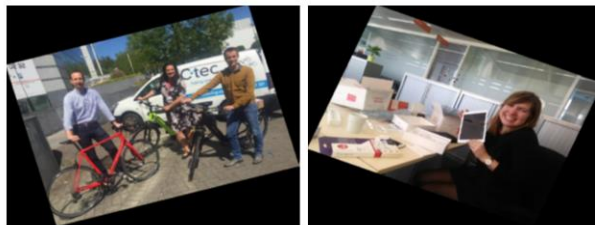
We have put in place a **culture that rewards performance and collaboration**. This is also reflected in the implementation of an innovative compensation plan adapted to the new world of work which, in the [Human](#)



Age, must meet the individual expectations of employees. Indeed, the management of human resources has gone **from a management 'One Size Fits All'** (the same for everyone) **to 'One Size Fits One'** (a suitable response for everyone).

**In Belgium**, our **Flexible Income Plan** fully responds to this new trend. **Our salary policy is based on two priorities**: first, **transparency and fairness of treatment** at each level of the organization, and secondly, **recognition of performance** and support for the **career development** of employees.. This plan is also very attractive because of the tax optimization it presents.

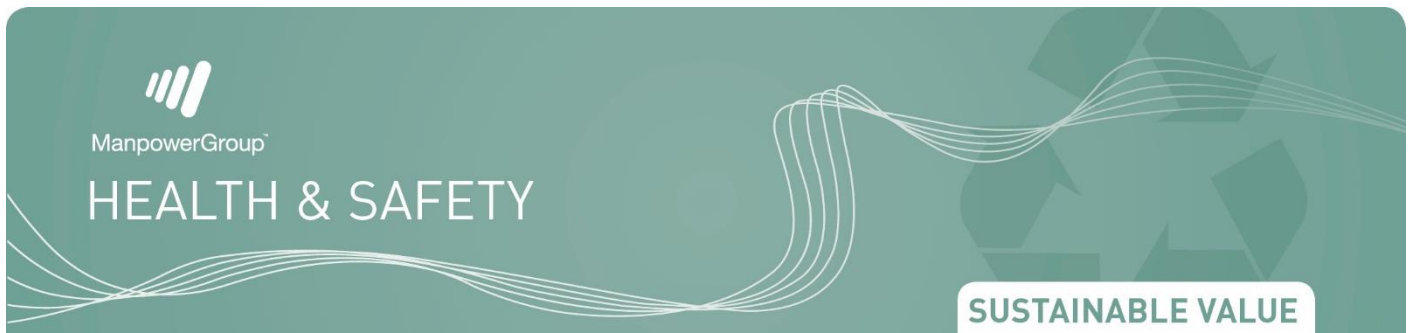
**ManpowerGroup BeLux staff** have made extensive use of it. Indeed, **the rate of participation in the flexible plan has increased from 43% in the year of its launch in 2018 to 63% in 2019**. It has enabled 119 employees to 'buy' 475 days of leave, while others have sold to meet their financial needs. But the plan also allowed 13 of them to acquire an electric bike, while more than 60 smartphones, desktops or tablets joined the hands of their happy new owners.



#### 2019 Key Performance Indicators – HR & Culture (MAPS 2019 - BE)

- Employees fully or partially engaged: 98%
- Collaborative Culture Index: 80%
- Fast & Agile Culture Index: 69%
- Performance-based Culture Index: 80%
- Trusted & Ethical Culture Index: 76%
  
- Fair compensation for performance: 56%
- We celebrate our successes: 75%
- Strong performance is rewarded and recognized: 69%
- Leadership encourages collaboration: 70%
- My team collaborates effectively to achieve our goals: 83%





« *Creating workplaces where everyone feels safe and secure* »

### Why This Matters

Every company has a responsibility to protect the health and safety of its employees. Laws require it, stakeholders expect it. It's the right thing to do, and it's good business practice.

We put millions of people to work each year in settings that vary from industrial environments to office and retail spaces. While we have a responsibility to ensure that all workplaces are safe, we can have the greatest impact when we are placing people in industrial and manufacturing positions at our clients' workplaces

### Creating Business Value and Social Impact

Workplace injuries and illnesses carry a cost for individuals, employers and society. Minimizing injuries and illness ensures that people can remain productive, reduces the burden on governments and civil society, and reduces costs for employers.

**People want to work in a healthy and safe environment.** Aside from basic avoidance of injury and illness, when people feel safe, engagement is higher, they stay longer and develop more skills and experience that benefit everyone.

In an environment where workers are increasingly discerning about the organizations they choose to work for, and employee experience is more transparent than ever, **it makes even more sense to have comprehensive health and safety practices in place.** Maintaining high standards makes us a great company to work for and helps us attract the best talent.





## Proud of our Progress: Where We Are Today ?

### ✓ Global standards, local policies

Our global Health and Safety Policy outlines our commitment to provide a safe working environment for all our internal staff employees, as well as the associates and consultants we place on assignment with clients. The policy is included in our [Code of Business Conduct and Ethics](#), which all employees train and certify on annually. Because local laws and regulations vary, each of country operation maintains local policies as appropriate to their business environment and in compliance with all applicable local and national regulations



### ✓ Assessing risk, educating clients

We use **work environment surveys** to assess the health and safety risk of worksites and of specific roles. These surveys help us determine whether we can safely place individuals in a work environment and allow us to educate clients on ways they can improve their own practices.

### ✓ Targeted training for greatest impact

**Training on safe and healthy work practices is available to all employees, associates and consultants globally via PowerYOU**, our virtual learning platform. We provide additional role and site-specific training to individuals within our organization and prepare associates and consultants for the requirements of client workplaces. In **Belgium**, safety is an important module in the induction training program of new employees.

### ✓ External certification and validation

As part of our global sustainability performance assessment strategy, we have partnered **EcoVadis** to evaluate our health and safety management practices in key markets. 90% of assessed countries have received Gold or Silver ratings. **Belgium obtained a Gold rating during its last audit in 2017.**

Several of our largest operations have obtained formal certification for their health and safety management systems, including ISO 45001, OHSAS 18001, VCU, MASE, and AS/NZS 4801. These operations represent



approximately 50% of our 2018 revenues and worldwide employees. **In Belgium, we have an LSI/VCU certification for 8 agencies.**

✓ **Emergency preparedness**

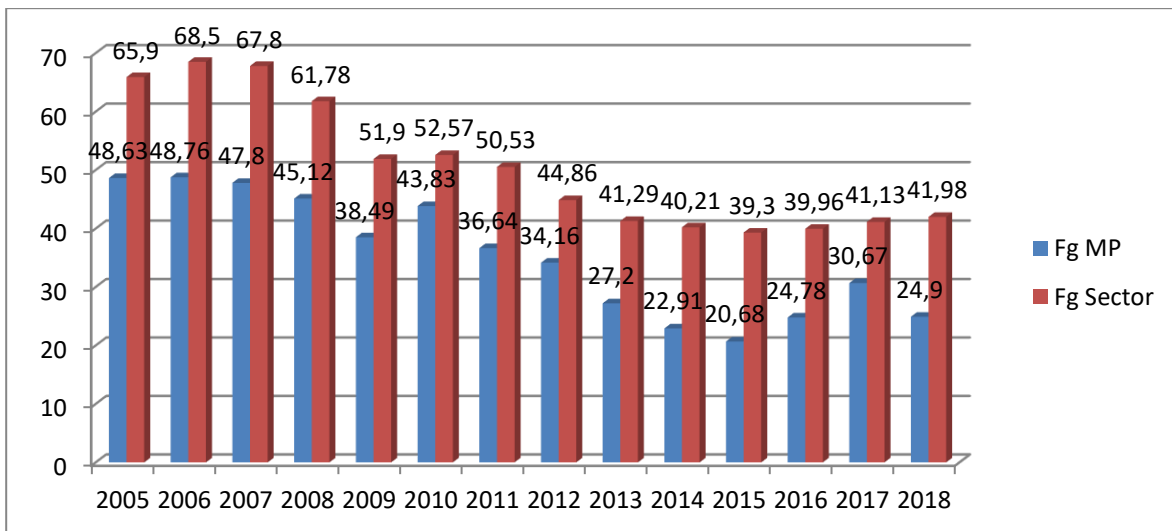
We have business **continuity plans and incident communication plans** prepared in the case of natural disasters, health epidemics or other emergency situations. **Our first priority** is always ensuring our staff and associates are safe and accounted for.

✓ **And in Belgium...**

Safety is at the heart of ManpowerGroup's strategy in Belgium as well, as specified in our [Safety & Well-being Policy](#). The implementation of our action plans allows us to create a culture of safety at all levels of our organization. Here are some of our **performances and achievements made in 2018** :

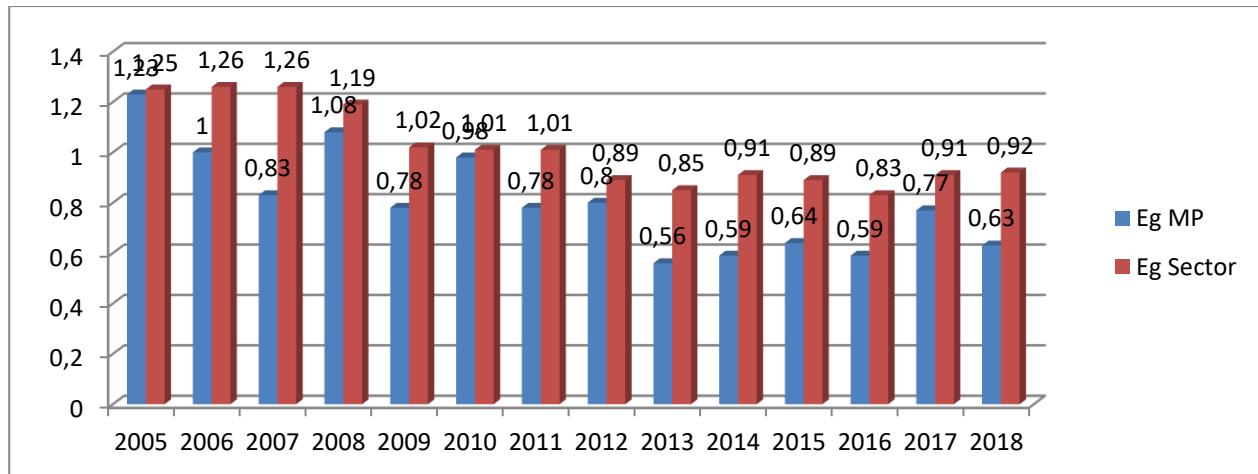
1. We have maintained our good figures on the **work accidents** of Manpower's employees (**for the last 5 years, the best results, in comparison with the six largest temporary agencies in Belgium**)

**Frequency rate**





### Severity rate



#### 2. A 50% decrease in the number of serious accidents

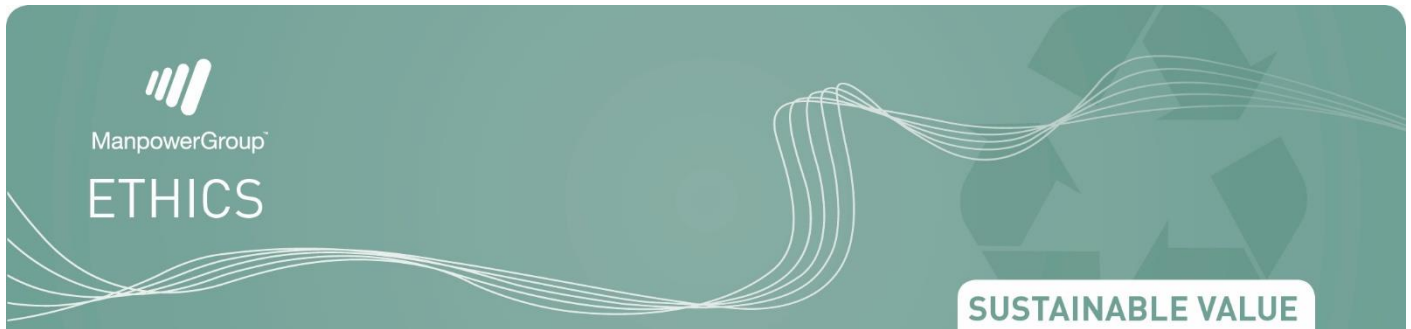
- In partnership with AG Assurance, setting up a 'social medical team' to **monitor long-term absentees**. In addition to the beneficial effect on the human level, the team's action has reduced the number of long-term employees by half. The plan includes a reintegration journey to supervise the return to work.
- Implementation of **specific training** on the topics of **aggression at work**, the **management of employees under the influence of alcohol and drugs** and **training on first aid**.



### 2018 Key Performance Indicators – Health & Safety

- 20 Countries assessed by EcoVadis
- 90% Gold or Silver EcoVadis rated
- 50% Key markets health & safety certified





*Delivering on our purpose with industry-leading ethical standards*

*« Every person plays a role in keeping our ethical compass firmly in place. »*

*Jonas Prising, ManpowerGroup CEO*

## Highlights

 10 years	 17 years	 100% of countries assessed rate Gold or Silver on Ethics
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## Why This Matters

**Trust and transparency** in the workplace have moved **from aspiration to expectation**, almost overnight. As technology continues to disrupt, creating new jobs and radically changing others, we must address ethical challenges that evolve from unprecedented access to data and information.

As a company whose purpose is to connect people with meaningful and sustainable work, we understand the importance of trust and transparency. In today's market, where skilled talent is in high demand and there are more options than ever for people with sought-after skills, **a purpose-driven culture of strong ethics and trust** that is embedded throughout the organization is a **key differentiator** for employers.

**High ethical standards** are a differentiator for clients and customers too – in a world of complex global supply chains, **transparency has become an expectation of doing business**.



## Creating Business Value and Social Impact

Being recognized as a leader in ethical business practices has a direct impact on company value with **reputation now responsible for an average of 38% of market capitalization**<sup>1</sup>. At the same time, having a trusted and ethical culture helps attract and develop the best talent, especially Millennials and Generations Z, maintaining high levels of engagement, which is correlated to increased revenues.<sup>2</sup>

**We are proud to set a high standard for our industry.** In 2019, we were recognized by Ethisphere as a [World's Most Ethical Company](#) for the 10th time and by Fortune as a [Most Admired Company](#) for the 17th time -- the only company in our industry to win both accolades. And our extensive global footprint – working across 80 countries 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 every region and industry around the world.



<sup>1</sup> [http://reputationdividend.com/files/6215/1939/6597/UK\\_2018\\_report\\_Final.pdf](http://reputationdividend.com/files/6215/1939/6597/UK_2018_report_Final.pdf)

<sup>2</sup>

Aon Hewitt, 2013 "Trends in Global Employee Engagement"



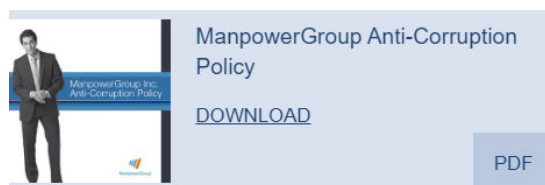
## Proud of our Progress: Where We Are Today

### ✓ Setting the tone

Our strong and comprehensive global [Code of Business Conduct and Ethics](#) (“Code”) sets the tone for everyone we work with, from internal staff to suppliers and partners. Given our global footprint, the code is available in over **20 languages**, making it accessible to all employees and stakeholders around the world.

### ✓ Regular, realistic and relevant training

All our employees regularly train on our Code and other issue-specific policies, **including [anti-corruption](#), conflicts of interest, and data privacy** to name a few. We focus on ensuring training is understandable, realistic and relevant to the situations people face every day. In 2020, we will enhance mobile access to policies and training, making it even easier for our people to stay current with our standards.



### ✓ Up to date with the latest regulations

We regularly refresh **training to address emerging risks or changes in regulations**. For example, in 2017/2018 we enhanced our data protection, privacy and cyber security training in anticipation of the new **General Data Protection Regulation**, educating and empowering every individual to take responsibility for information security and privacy. In Belgium as well, we have adapted our procedures and training to comply with the new regulations and we have also [made our clients and stakeholders aware](#) of emerging issues.

### ✓ Open Door Policy

Our [Global Ethics Hotline](#) Global Ethics Hotline is available anytime, from anywhere for anyone to report concerns or seek guidance. We encourage our people to bring concerns directly to their managers, and we train managers on creating work environments that help people feel safe in reporting their concerns.





✓ **Annual Ethical Health Check**

The **ManpowerGroup Annual People Survey (MAPS)** gives us an annual ethical health-check. Every employee is asked if they trust the organization to treat them fairly, if they feel people are treated with respect and if the guidelines on ethical practices are clear to them. We also collect feedback on tone from the top and the example set by management, whether they know how to report ethical concerns, and if they feel they can do this without fear of retaliation. **Data from MAPS highlights ethics as one of our top performing areas.** MAPS results are reported to our Board of Directors, and we ensure every team receives their results while managers are held accountable to address any red flags.



✓ **Culture audit: a deep-dive analysis**

In 2018, we conducted an **inaugural culture audit**, analyzing 2016-2018 MAPS results in relation to the company's **four culture enablers: Collaborative, Fast & Agile, Trusted & Ethical, and Performance-Based**. The audit, which included a deep-dive analysis of seven of our largest country operations, showed that all culture enablers were consistently positive throughout the assessment period for the company overall and for each of the deep dive countries. We will continue to use these types of audits to assess the health of our organization and the effectiveness of our leadership in reinforcing our commitment to ethical practices.

✓ **Advocating ethics on the global stage**

Through leadership role in the [World Employment Confederation](#) we continually advocate the role that our industry plays in promoting fair recruitment practices and upholding high standards for employment. And our strategic partnership with the [World Economic Forum](#) enables us to elevate the conversation about ethical, responsible and sustainable work to a world stage alongside other leaders and decision makers outside our organization.

Over the last few years, our leaders have promoted ethics and integrity in a variety of forums, including [Ethisphere's Global Ethics Summit](#), the [ILO/UN Conference on Trade and Development](#), the [G100 Economic Consensus Meeting](#), the [World Employment Conference on Labour Dynamics in the Digital Age](#), [Tripartite Alliance for Fair &](#)



Progressive Employment Practices Conference, the MIT Initiative on the Digital Economy, and the National Association of Corporate Directors Global Leaders Summit.

✓ **Empowering People with Real Life Ethical Knowledge**

**We work hard to ensure our high ethical standards are effectively embedded in our organization across our 80 countries and territories.** One important way of achieving this is to keep building the knowledge and skills of

our people by investing in training and creating a culture of continuous learning.

Over the past two years we have refreshed our approach to ethics and compliance training and development and implemented an updated company-wide program – delivered both virtually and in-person – for our 30,000 people. The program takes place annually and gives us the flexibility to quickly integrate additional training in relevant emerging areas, including **GDPR training** which we smoothly rolled out to employees across Europe, sponsored by senior leaders. We know our blend of in-person and virtual training supported by a culture of learning works; we have a near-perfect training completion rate across the globe.

✓ **In Belgium : Manpower says NO to discrimination**

As a member of [Federgon](#) - the federation of HR service providers - **Manpower Belgium has formally committed to comply with its code of ethics in order to obtain the 'Interim Certified' label.** We participate effectively in the sector's efforts to eliminate all forms of discrimination and to promote equal opportunities at work. As part of the implementation of our diversity plan), we formalized in 2019 this commitment in a charter "[Non-Discrimination and Diversity Policy](#)". This commitment, shared by all our employees, is supported by training courses offered to all new hires, but also through mandatory training to be completed annually and via our PowerYou platform.



## Ambitious for Improvement: What Next

As the business continues to grow, **we recognize the importance of transparent sharing of our ethical expectations both within our organization and with our business partners.** We are working to **expand the reach of our [Supplier Code of Conduct](#)**, and to develop a framework for third-party relationships that incorporates our standards for ethical and responsible business practices.



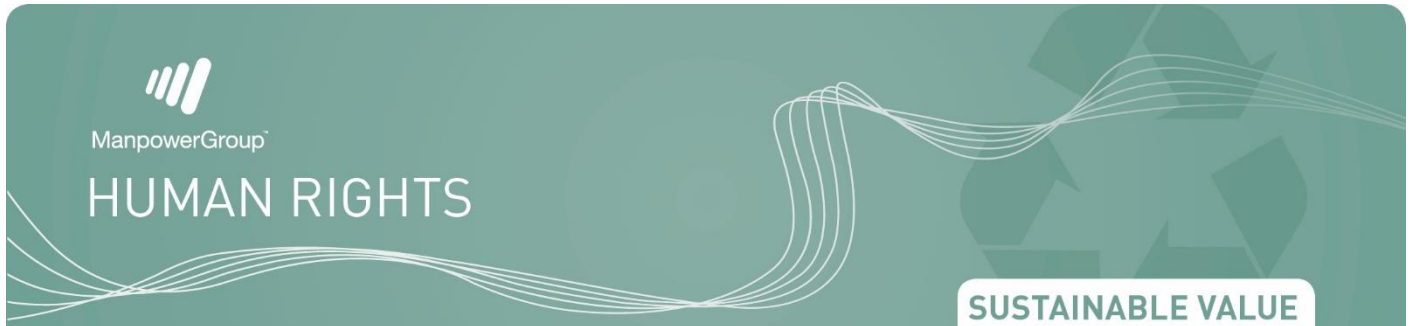


**We believe it is important to anticipate not just regulatory measures but also public expectations.** Digital transformation of all sectors will rightly mean more regulation defining who owns data - in favor of individuals. It is more important than ever to upskill people to minimize risk, to have clearly communicated policies in place and demonstrate effective governance.

### 2018 Key Performance Indicators – Ethics

- Employees trained on ethics annually: 100%
- Employees indicate ethical guidelines have been made clear: 93%
- Employees know what to do if they have an ethical concern: 91%
- MAPS Trusted & Ethical Culture Index : 79%
- Countries assessed by EcoVadis: 20 (77% of revenues)
- Gold or Silver ethics ratings in countries assessed: 100%

MAPS Trusted & Ethical Culture Index: the percentage of employees who responded favorably to the following MAPS questions: I trust that the organization will treat me fairly; People are treated with respect. We conduct our work with high ethical standards; Leadership is a model for our values; My manager is a model for our values. I trust my colleagues to do what they say.



« Respecting and promoting individual dignity at work »

We are in a strong position to set an example and make an impact. By respecting and promoting internationally proclaimed human rights, we can ensure that work is a source of dignity and purpose for all the people we employ.

## Highlights

 <p>Perfect scores</p>	
 <p>Gold or Silver ratings in 18 countries</p>	

## Why This Matters

We believe meaningful, sustainable employment has the power to change the world. For more than 70 years, we've been connecting people to work and helping them develop skills to stay employable for the long-term. This way they can support their families, contribute to their communities and achieve their career goals. **The only way we can do this is by treating people with dignity and respect. People, governments, investors and shareholders rightly expect nothing less.**



## Creating Business Value and Social Impact

**Our business is first and foremost a people business.** We find work for more than two million people each year and work with more than 400,000 companies globally. We know that each person we place has a family and community that we impact too. We are in a strong position to set an example and make an impact and we take this responsibility very seriously. **By respecting and promoting internationally proclaimed human rights, we can ensure that work is a source of dignity and purpose – as well as income – for the people we employ.**

**The ethical and responsible employment practices at the heart of our business promote respect for individuals and the role of work in their lives.** Our global footprint means we can influence the way people are treated across complex multinational supply chains. This isn't just the right thing to do, it mitigates risk for our clients, who can rely on us to ensure that their talent supply chains are free from child labor, forced labor and other abuses.

**By engaging with organizations, governments and NGOs,** we advocate for conscious inclusion so individuals from all backgrounds can participate in the workforce. Connecting more people to meaningful and sustainable employment help address talent shortages, while benefiting individuals and society.



## Proud of our Progress: Where We Are Today

### ✓ Promoting people's rights

We have been an active participant in the [United Nations Global Compact](#) since 2006 – declaring support for and respect of internationally proclaimed human rights and reporting on our activities annually. Through partnerships with international organizations -- like [UNHCR](#) UNHCR, the International Organization for Migration [International Organisation for Migration](#), [‘TENT Partnership for Refugees’](#), and [Valuable 500](#)– we actively promote the rights of individuals and provide support that enables them to connect to sustainable work.



✓ **It's in our Code**

Our [Code of Business Conduct and Ethics](#) highlights our respect for individuals and our shared obligation to ensure fairness in the hiring and advancement of all employees without discrimination. It also outlines our mutual responsibility for maintaining safe and respectful workplaces that are free from abusive or unprofessional conduct and provides clear guidance on how to report concerns, including a 24/7 [Ethics Hotline](#). All employees train on the Code annually.

✓ **Responsible by design**

**Our standard recruitment, assessment, employment and talent management practices** are designed to **protect fundamental rights at work**. We helped define our industry's Code of Conduct and quality standards, which include free-of-charge services for job-seekers, transparent terms of employment, respect for health and safety at work, non-discrimination and access to remedy without fear of recrimination or discrimination. And we cascade these standards throughout our global supply chain through our [Supplier Code of Conduct](#).

✓ **Industrywide engagement and social dialogue**

Through our leadership role in the [World Employment Confederation](#), we are active in our industry's engagement with the **ILO's Fair Recruitment Initiative** and endorsement of the ILO's Convention No. 181 on Private Employment Agencies. We cooperate with organizations like UNI Global Union, which represents more than 20 million workers from over 150 different countries in the fastest growing sectors in the world: skills and services.

Within our own organization, we support the right to form employee representative councils and engage in collective bargaining. We have established [European Works Councils](#) in all our European Union country operations, which represent approximately 65% of our global reach. In 2018, more than half our employees and associates worldwide were represented by unions or collective bargaining agreements. In **Belgium** too, we are committed to establishing a constructive social dialogue with the staff representatives and we have affirmed this commitment in our [Social Dialogue Policy](#).



## ✓ **Listening to our people**

The **ManpowerGroup Annual People Survey** invites 100% of employees worldwide to give us feedback on a range of topics, including whether they feel they are being treated fairly and if our leaders and managers are role models for our values. In 2018, more than 26,000 people responded (76% of employees), with an overwhelming majority of those responses being favorable.

## ✓ **External recognition and verification**

We seek external verification of our practices. For the last 7 years, we have undertaken [EcoVadis business sustainability assessment at the corporate level](#), and in 2016 we began using these assessments in our local market operations to educate our organization and manage performance around the world. The assessment analyses our sustainability management practices and reporting, with labor practices and human rights representing 60% of the assessment. **To date, we have achieved a Silver or Gold rating in 18 countries**, making good progress toward our goal of 30 countries by 2020. ManpowerGroup Belgium obtained the 'Gold' rating in 2017 and submitted a new certification questionnaire in November 2019.

## ✓ **Belgium : new policy to fight against all forms of modern slavery**

According to the latest ['Global Slavery Index'](#), published by the International Labor Organization and the Walk free Foundation, in partnership with the International Organization for Migration, more than 40.3 million people are affected by new forms of modern slavery in the world. **Belgium ranks 135th in this sad world ranking with 23,000 people affected by this scourge** that can also affect work, whether it is trafficking in human beings, working young people in bad conditions or forced labor, free or low-paid.

**In 2019, ManpowerGroup Belgium has adopted a [Policy against Modern Slavery](#)** to affirm our commitment to proscribe all relations with actors closely or indirectly involved with slavery, but above all in order to sensitize and train our staff to the dangers of this scourge. Our recruitment, training and management procedures aim to anticipate any situation by applying a principle of **strict vigilance**.



**POLITIQUE POUR LUTTER CONTRE TOUTES FORMES D'ESCLAVAGE MODERNE**

## **Ambitious for Improvement: What Next**

The way people live and work is changing fast. We are on the forefront of predicting the future for work and the future for workers including how this impacts human rights. Unscrupulous operators thrive in the informal economy. Technology provides new opportunities for these unscrupulous operators to take advantage of workers. **We will continue to advocate for ethical recruitment practices and employment flexibility balanced with the security we**

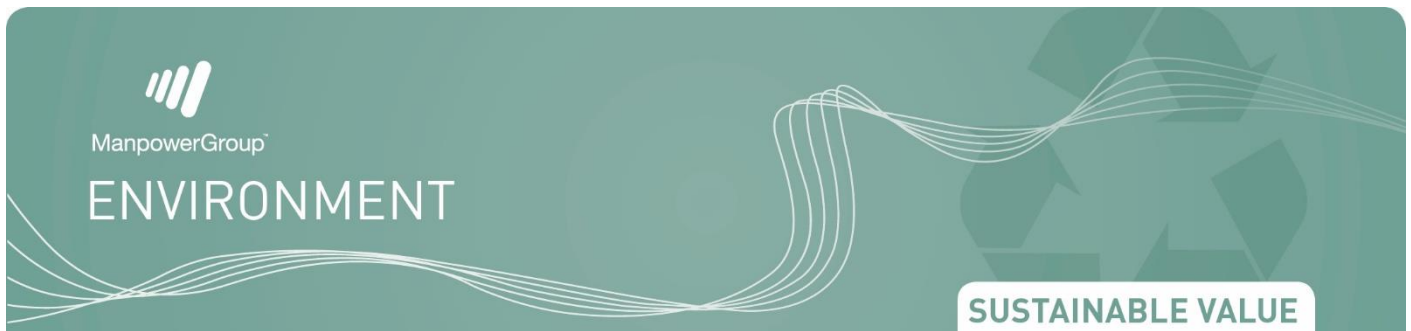




**know people need.** We are also committed to scaling our programs that help people develop skills and experience so they can participate in the formal economy

### 2018/2019 Key Performance Indicators – Human Rights

- 20 Countries assessed by EcoVadis
- 90% Gold or Silver EcoVadis rated
- 37,780 People from vulnerable groups coached & upskilled (more than 3,000 in Belgium)
- \$5.3m Donated to community organizations (15,000 euros in Belgium)



« Reducing the impact of our business and preparing for a low-carbon economy »

As a global leader in innovative workforce solutions, we can have the greatest impact by helping solve pressing workforce challenges that arise as a result of climate change.

## Highlights

 Supporter les actions pour le climat	 Carbon Disclosure Project Reporting depuis 9 ans	 CDP Supplier Engagement Rating
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## Why This Matters

Severe weather events, involuntary mass migration, water shortages and other environmental concerns impact people's ability to live and work safely. **Environmental threats constitute seven out of the ten greatest risks facing world leaders today.**<sup>3</sup> Businesses have an important role to play, together with public sector and civil society, to solve these challenges and ensure a sustainable future for all. They also recognize that innovating solutions to these challenges can create jobs and increase competitiveness.

**The shift to a green economy is estimated to create 24 million new jobs by 2030.**<sup>4</sup> The world needs fresh, bold thinking to upskill people at speed and scale for new roles in a low-carbon economy.

<sup>3</sup> <https://www.weforum.org/agenda/2019/01/these-are-the-biggest-risks-facing-our-world-in-2019/>

<sup>4</sup> [https://www.ilo.org/global/publications/books/WCMS\\_628654/lang--en/index.htm](https://www.ilo.org/global/publications/books/WCMS_628654/lang--en/index.htm)



## Creating Business Value and Social Impact

**As a provider of workforce solutions, we have a relatively small environmental footprint.** But with our large global “handprint” -- touching hundreds of thousands of people every day – we create value by making sure people can get to work, even when climate-related events are impacting their communities.

With climate related severe weather events on the rise, we make sure we’re prepared for the impact of natural disasters so that we **ensure business continuity for our clients and associates**. Our emergency plans are designed to keep our people safe, make sure they can get to work and earn a good living.

And when we also work to conserve natural resources and protect the planet, it resonates with our people. Our strong principles improve our ability to attract and retain talented people, particularly Millennials and Generation Z, who are energized by positive action on climate and sustainability matters.<sup>5</sup> **These principles result in improved reputation and competitive advantage, while meeting the expectations of investors and shareholders.**



## Proud of Our Progress: Where We Are Today

### ✓ A clear code and global commitment

Our policy on environmental stewardship, which is included in our [Code of Business Conduct and Ethics](#), outlines our beliefs/principles. It is available in 20 languages, and all employees train annually.

We have also detailed commitments in our [Global Environmental Management Policy and Guidelines](#) and provide practical examples of how we can follow through on these commitments at the local level.

### ✓ Local actions, global impact

We have identified areas of highest environmental impact and potential for improvement. Our initiatives are realized at the local level, where they can be focused on areas of greatest impact:

- **Reducing energy use and resulting emissions in our offices**, through awareness programs, energy audits, replacement of electronics and lighting, and consolidating data centers.
- **Reducing the impact of business travel** by investing in virtual meeting and collaboration platforms, sourcing fleet vehicles with lower carbon impact, limiting air travel when possible, and subsidizing public transport costs for commuting.
- **Reducing office waste** by printing less and recycling as much as possible, including donating old furniture and electronic equipment to charitable organizations.

<sup>5</sup> <https://www2.deloitte.com/global/en/pages/about-deloitte/articles/millennialsurvey.html>



We sensitize all stakeholders to the environment. By reducing the impact of our activity on the environment, we want to contribute to the emergence of a low-carbon economy and work for the future of all people.

✓ **External certification and validation**

Half of our key market operations have obtained ISO 14001 certification for their environmental management systems, and 60% of key market headquarters are in buildings with environmental certifications including LEED, HQE, BREAM and NABERS. In 2018, we earned Energy Star certification at our Global Headquarters. In Belgium, we have started the process a process to obtain the [Ecodynamic Green Label of the Brussels Region](#) by 2021 in order to reinforce our efforts and good practices in this field in Belgium.

We are partnering with EcoVadis to assess our environmental sustainability performance in key markets around the world. We aim to achieve Gold or Silver ratings in 30 markets by 2020.

**Participation in [CDP \(Carbon Disclosure Project\)](#)** helps us to transparently communicate our initiatives and impact to global stakeholders. In 2019, we completed our 9th CDP report. Our ratings are consistently at or above industry and regional averages.

✓ **Evolving our strategy and reporting**

In 2018 **we engaged with [EcoAct](#) with EcoAct, a leading international climate change advisory and consultancy**, to undertake a wholesale review of **our environmental management and reporting strategy**. We have identified key actions that will enable us to enhance our strategy, focus our resources for greatest impact, and enable the adoption of good practice across more of our organization.

We have developed and implement a **more robust data capture and calculation methodology to enable us to more accurately assess our footprint**. The new methodology uses both raw data from 13 of our largest operations, representing approximately 70% of our total employee population and 80% of our revenues, as well as context-based intensity metrics that consider the different activities of headquarters, branch offices and data centers. We believe this robust methodology enables more educated calculation of our global impact and will ensure our process is verifiable by third parties.

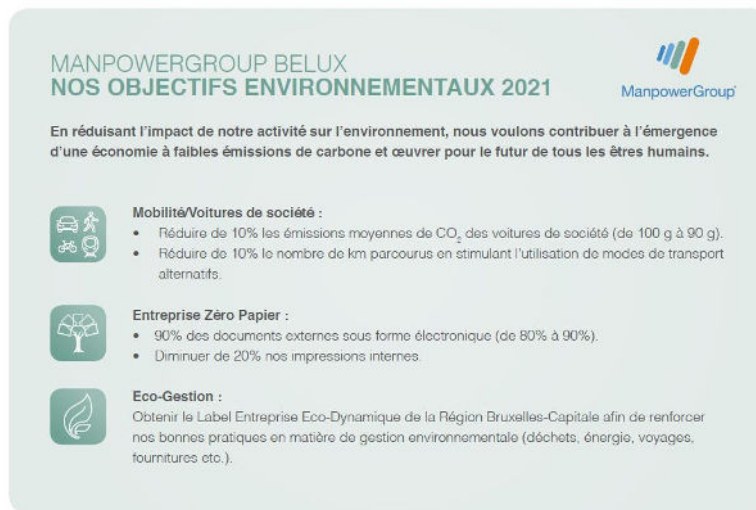
For complete environmental data, see our [2018 Sustainability Performance Snapshot](#).



✓ **And in Belgium...**

Here are some of our recent performances and achievements in the field of environmental protection

**1. Update of our Belgian Environment policy and se three objectives by2022**



**2. Mobility / Company Cars:**

We are aware of the environmental impact of our fleet of company cars. That's why we set a goal to reduce our carbon footprint. Our **Work/Life Efficiency Policy** aims to organize scheduling flexibility, teleworking and satellite work, as well as organizing remote meetings via the new technology platform. The plan also promotes reduced travel and the impact of ManpowerGroup on the environment

**Our objectives by 2021:**

- Reduce by 10% the average CO2 emissions of company cars (from 100g to 90g)
- Reduce the number of km by 10% by stimulating alternative means of transport

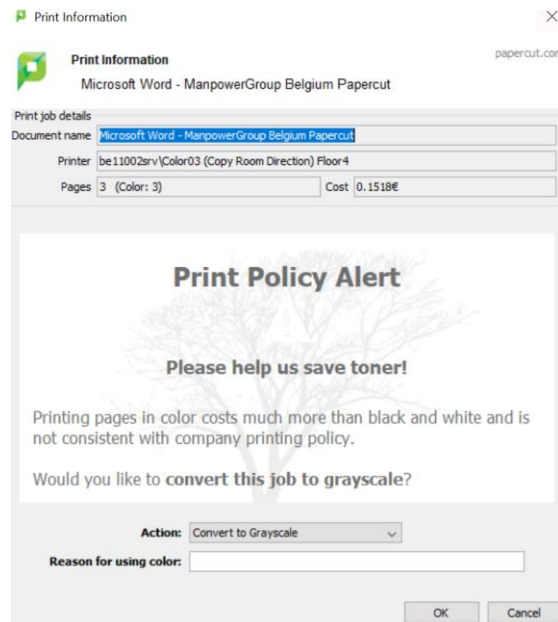
**3. Paper Printing**

Since 2014, we are actively working on the dematerialization of documents sent to our customers. We have partnered with Unified Post and Speos to provide digital platforms. Today, 80% of our documents (invoices, payslips, tax certificates, hourly statements, etc.) are sent electronically, the objective being to reach 90% in 2022. In addition, internally In 2019, we launched a major awareness program to limit the printing of documents. Our goal is to reduce internal printing by 20% by 2022.

**Our objectives by 2021:**

- 90% of pirt external documents sent electronically (from 8% to 90%)
- Reduce internal printing by 20%





#### 4. Documented process to ensure the recycling of our waste

- **Donation of computer equipment and office furniture to schools and associations:** in 2018/19, ManpowerGroup Belgium donated 129 laptops, 43 desktops, 21 17-inch screens, 8 keyboards and 2 printers
- **Recycling of our ink cartridges** (more than 800 in 2018/2019)

#### 5. Other actions : the small streamas form the big rivers !

We have carried out **many other actions to reduce our ecological footprint** because we are convinced that, together, they have an important impact: installation of LED lamps at our head office and in our new agencies (65% of the equipped network), abandonment plastic water fountains, replacement of plastic bags with paper bags, use of cardboard cups, setting of environmental standards in the choice of our new cleaning service provider, limitation of the use of illuminated signs etc.

#### Our objectives by 2021:

- to obtain the ecodynamic label of the Brussels region in order to strengthen our practices in environmental management (waste, energy, travel, furniture, etc.)



### Ambitious for improvement: what next

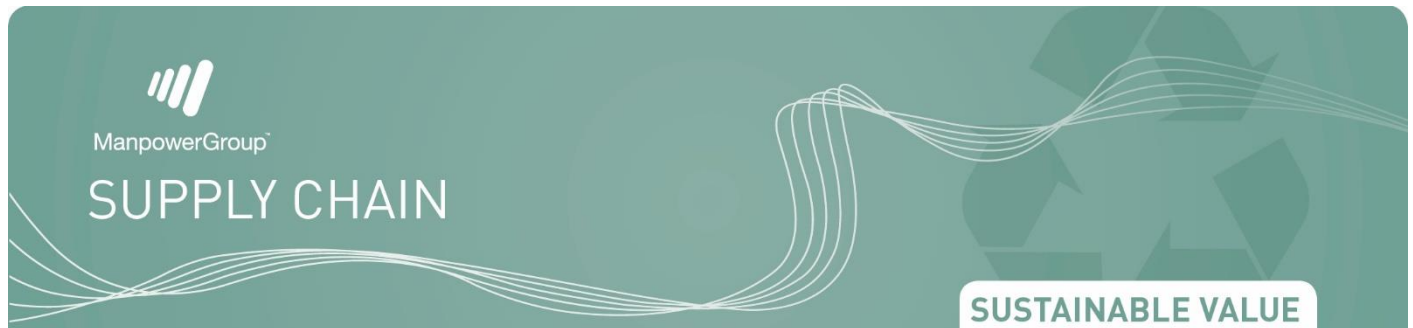
Our actions to improve environmental sustainability require constant review, re-assessment and refining. **We are developing globally a 3-year climate strategy and action plan, based on results from our 2018 environmental strategy review.** And we plan to energize and recognize local action by developing a virtual community, led by practitioners in the field, to actively share and promote good practices across the organization.

We also recognize that -- as a global leader in innovative workforce solutions -- we can have an even greater impact by helping to solve pressing workforce challenges that arise as a result of climate change. **The global green economy is set to create 24 million jobs by 2030.** We are already working to transition and upskill people from jobs in declining industries for roles in high-growth sectors. As we continue to identify the roles and skills that are most in-demand, we can adapt our programs to target new jobs in emerging green economy sectors



### 2018/2019 Key Performance Indicators – Environment

20 Countries assessed by EcoVadis	65% Gold or Silver EcoVadis rated	60% Green certified HQs in key markets	50% ISO 14001 certified key markets
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« *Driving responsibility and transparency with our partners and suppliers* »

## Performance Highlights

- 16,790 companies signed our Supplier Code
- 20 countries assessed for sustainable procurement practices
- \$1+ billion spend managed by our Supplier Diversity Initiative (3,500 euros in Belgium)

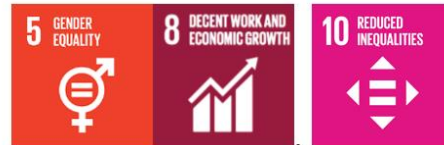
## Why This Matters

Every company relies on partners to provide the goods and services it needs to conduct business. When a company's supply chain is functioning well, the company can focus on its core business and on creating value for its stakeholders. Our company was founded on the principle that businesses should create value for society as well as for shareholders, and we are recognized for our high ethical standards. **It is important to us that we work with supply chain business partners that also prioritize these principles**

## Creating Business Value and Social Impact

People are our priority. We believe meaningful, sustainable employment has the power to change the world and we treat people with dignity and respect and **act responsibly** toward the **environment** in which they live. **And we expect the same from our partners.**

As a global organization, our footprint is extensive. We operate in 80 countries and territories and work with thousands of suppliers whose services range from technology and financial services to facilities management and office supplies. By **setting high standards for our extended network**, we can amplify our sustainability impact and **drive social change**: improving transparency, reducing exposure to risk for ourselves and our clients, and positively impacting the lives of millions of people.



## Proud of our Progress: Where We Are Today

### ✓ Positive Assurance

We require our supply chain partners to provide positive assurance regarding their adherence to our [Supplier Code of Conduct](#), which is based on the United Nations Global Compact, the ILO Declaration on Fundamental Principles and Rights at Work and the Athens Ethical Principles. Suppliers are fully informed of our expectations in the areas of legal compliance, employment practices, client and customer value, sustainable communities, environmental practices and business integrity.

### ✓ Anytime, anywhere access to report concerns

We operate a global, [24-hour Business Ethics Hotline](#) for employees, suppliers and the public to report concerns or suspected violations of our Code and other policies.

### ✓ Zero tolerance policy

We have a zero-tolerance policy on forced labor, child labor, human trafficking and abusive treatment of workers. We work with suppliers to improve any poor practices, should they be found, and will terminate the relationship as a last resort.

### ✓ Assessing our practices and progress

Partnering with [EcoVadis](#) we are assessing our sustainable procurement practices in key markets and aim to achieve Gold or Silver ratings in 30 countries by 2020.

### ✓ Innovating to mitigate risk

In two of our largest markets – North America and France – **we have developed assessment tools that help us to understand risks inherent with sourcing particular services or working with categories of suppliers.** By identifying the risks and identifying categories of suppliers from whom we will require additional assurance or assessment we are able to take actions that mitigate risks before engaging in any supplier relationships.



### Ambitious for Improvement: What Next

When we introduced our [Supply Chain Business Partner Policy](#), it was considered a leading practice. We now need to take the next step in **assessing supplier performance against our Code**.

Our global footprint and the number of suppliers we work with means this will take time and continued attention. We plan to take a risk-based approach, focusing on our most critical suppliers so that we can maximize our impact. During 2019, we will review current supply chain risk assessment practices in our more mature markets to identify existing good practices that can be adapted for use around the world.

### 2018/2019 Key Performance Indicators – Supply Chain

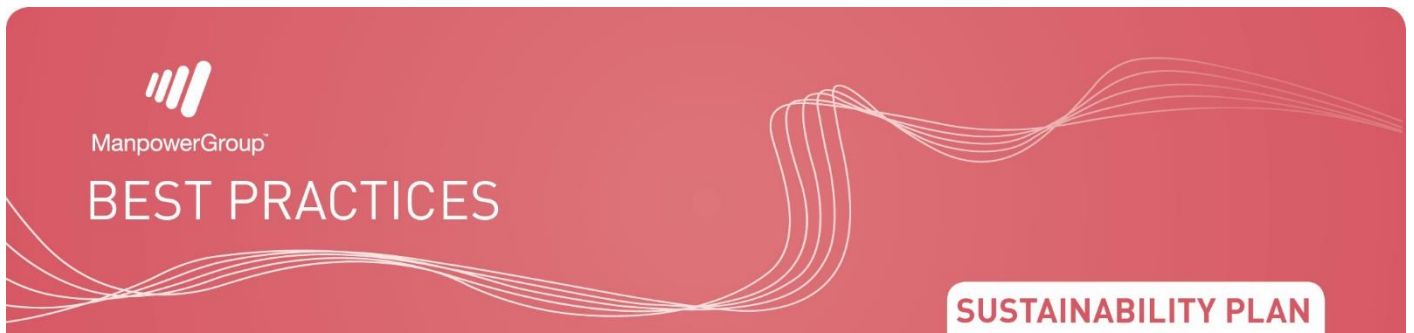
#### Supplier Responsibility

- Suppliers signed our Supplier Code: 16790
- % Suppliers level 1 signed our Supplier Code (Belgium): 100%
- Countries assessed by EcoVadis: 20
- Global revenues in countries assessed: 77%

#### Supplier Diversity

- Companies participating in our Supplier Diversity Initiative: 560
- Total spend managed by Supplier Diversity Initiative: \$1.1B (3,500 euros in Belgium)



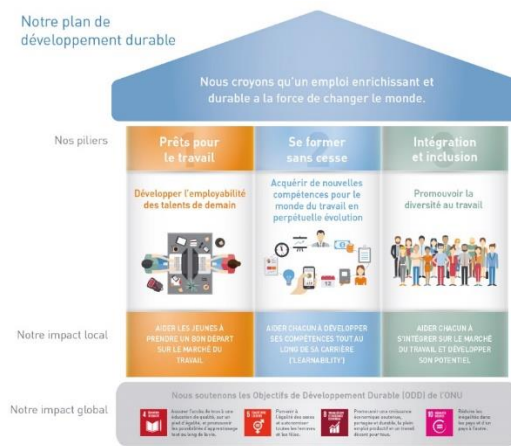


## #DOINGWELLBYDOINGGOOD

In 2015 the United Nations set the **2030 Agenda for Sustainable Development**. Included are **17 goals** to improve the lives of people everywhere and protect the world we live in. [At ManpowerGroup we're big supporters of the UN agenda](#) and have been since we signed up to the Global Compact in 2006. **We realize our impact is greatest against the specific goals that are closest to what we do, in and around the world of work.** That's why we've chosen **four goals** to focus on.



### Notre plan de développement durable





## READY FOR WORK

ENSURING YOUNG PEOPLE ARE WORK-READY WHEN THEY LEAVE EDUCATION

### Partnership ManpowerGroup & Junior Achievement

The [Junior Achievement \(JA\)](#) organization celebrated its centenary in 2019. Founded in 1918 by the President of AT & T and other leaders, JA has become one of the world's largest educational NGOs. Through its programs, **JA builds bridges between the world of school and the world of work and has enabled more than 100 million young people to develop their (soft) skills and their personality.**

[At European level](#), the competition also celebrated its 30th anniversary in 2019. Over 340,000 young Europeans (8,400 schools) took part in national competitions this year, including several thousand in Belgium through the organisations Les [Les Jeunes Entreprises](#) and [Vlajo](#). In total, they created more than **28,000 mini-companies**. These competitions are an asset in preparing young people to enter the labor market more easily, while unemployment affects more than 3 million young people in Europe.



### ManpowerGroup partnership

**ManpowerGroup is a strategic partner of Junior Achievement worldwide, European and Belgian.** We help this organization anticipate the trends in the world of work and the need for skills. The commitment is also very concrete. All over the world, and also in Belgium, **ManpowerGroup volunteers meet students by sharing their expertise at workshops, coaching sessions and jury sessions.** In the European final held in Lille, an international jury of ManpowerGroup awarded the [‘Ready for Work Award’](#) to the team that demonstrated the **strongest soft skills**, such as collaboration, leadership and 'learnability' - that is motivation and the ability to learn continuously and to develop new



skills. The winning team participates in a year of mentoring and coaching on skills delivered by Right Management experts. [More information](#) on ManpowerGroup Belgium's knowledge center

## 2018/2019 Key Performance Indicators 2018

Number of volunteers Vlajo /LJE/ JA (Belgium) 2018/2019 : 15

Number of hours : more than 150h



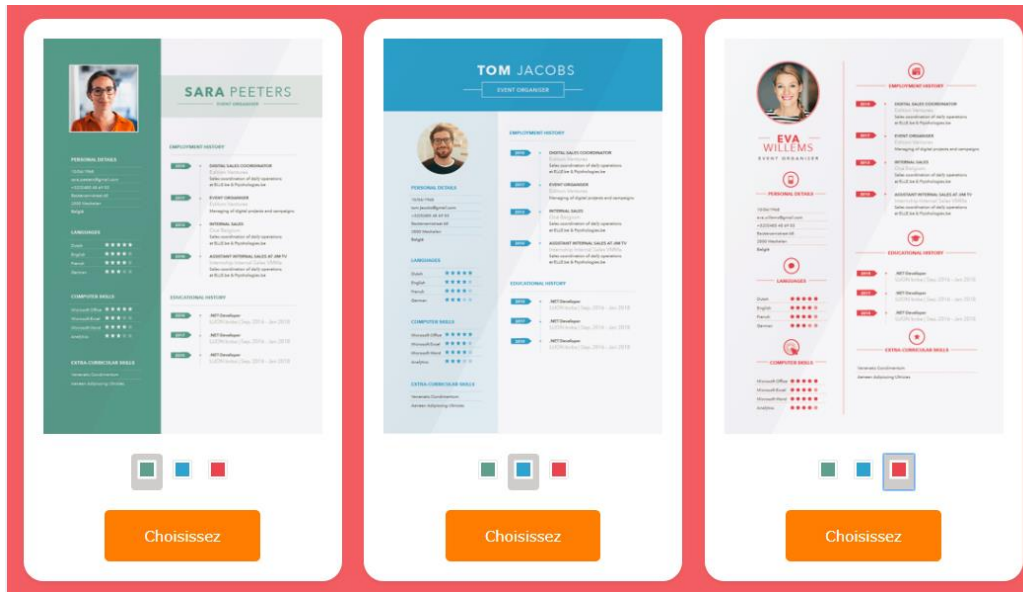
## Tools to help jobseekers (especially young people) find a job :

[cvtemplate.be](https://cvtemplate.be)

While communication between candidates and recruiters is increasingly accelerating to the rhythm of social networks, **the traditional CV remains a major communication medium throughout the recruitment process**. It must capture the attention of the recruiter at first glance or allow to feed the discussion during a job interview. But making a good resume is not a sinecure. According to a survey conducted by ManpowerGroup Belgium in 2018, its writing is considered difficult in terms of content and form by more than one in three candidates. On arrival, one in five candidates even think that their CV is not attractive enough to capture the recruiter's attention and 56% of job seekers would like to make improvements. **It is to help young people to write a professional resume that we launched in September 2018 a new free online service: the CV template ([cvtemplate.be](https://cvtemplate.be)).**



Since that time, more than 3,000 visitors per month on average visit our site and more than 6,000 cv have been created. Many candidates also applied at Manpower. More information on our [knowledge center](#)



### [Video : Manpower tips to find a job :](#)

We also produced **6 video capsules** to give jobseekers **advices and tips** to help them all the stages of their job search, whether it's writing a resume, interviewing them or not. hiring or managing their e-reputation:

[playlist](#) (6 capsules video) : [manpower.be/fr/nos-conseils-emploi](https://manpower.be/fr/nos-conseils-emploi)





## SKILLING UP

BUILDING NEW SKILLS FOR A FAST-CHANGING WORLD OF WORK

### Manpower Logistics/Technical Academy

Today, HR service providers and temporary employment agencies are expected to play a new role in the labor market. More than just intermediaries between the supply and demand of skills, they must bring added value by expanding the talent supply in a market increasingly marked by talent shortages. They are becoming **Builders for Talents**. Manpower Belgium plays a pioneering role in this area. We have created original training courses and job openings to develop logistics and technical talents.



The three training centers of the **Manpower Logistics Academy** have trained more than 12,000 people since its creation in 2007, with an employment rate exceeding 75%. The **Manpower Technical Academy** project enabled Manpower Belgium to win the prestigious [Best Staffing Sourcing & Contingent Workforce Management Company Award](#) in 2018 at the HR Excellence Awards, which recognize the best HR service providers. More info on our [Knowledge Center](#) or on our [global ManpowerGroup website](#)





## 2018 Key Performance Indicators

- In 2018, 778 jobseekers were trained at the Manpower Logistics Academy (MLA): 80% of them got a job. We also trained 380 people for fixed recruitment. A total of 1,158 candidates were trained. The Manpower Logistics Academy has also trained 1,333 people at our customers. **Adding internal and external training, 2491 people were trained by Manpower Logistics Academy**
- In 2018, 63 people were trained at the Manpower Technical Academy (80% of job openings), the MTA also trained 92 people in companies. **The Manpower Technical Academy trained 155 people in 2018.**





## INTEGRATING & INCLUDING

ENABLING ALL PEOPLE TO PARTICIPATE IN THE WORKPLACE AND ACHIEVE THEIR POTENTIAL

### Roadmap to get a Diversity Label

**ManpowerGroup Belgium is currently pursuing a path to obtain the [Diversity Label](#) from the Brussels Region.** This journey started in 2018 is spread over a two-year period and includes a very comprehensive action plan, followed by a Diversity Consultant from Actiris. It is conducted in partnership with staff representatives. The plan covers Manpower's permanent staff and Manpower's 'service vouchers activities'.



CHARTER NON-DISCRIMINATION / DIVERSITÉ  
MANPOWERGROUP BELUX

We have made this commitment to non-discrimination and diversity a reality in a [charter](#) followed by all our staff. Among the **actions in progress**, we can mention the commitment of two people with disabilities for the fixed staff of ManpowerGroup, development of teaching aids to help our housekeepers not speaking one of the national languages to better communicate with their customers or promote diversity in recruitment ads.



nous cultivons la diversité  
diversiteit, daar werken we mee



## Respecting and promoting individual dignity at work

### ✓ 50+ @work (2018)

Our diversity and non-discrimination policy aims to recruit candidates from this age group and promote their applications to our clients.

#### - temporary work + service vouchers

In 2018, Manpower Belgium put 3,099 people aged 50+ at work, ie 8% of the temporary workers put to work by Manpower in Belgium. These temporary 50+ employees worked 1,503,015 hours, or 13% of the total number of hours worked.

#### - temporary work only

In 2018, Manpower Belgium put 2,518 people aged 50+ at work, ie 7% of the total number of temporary workers put to work by Manpower in Belgium. These temporary 50+ employees worked 1,503,015 hours, or 10.18% of the total number of hours worked. At the sector level, the 50+ represent 6.2% (Manpower's performance is therefore higher)



### ✓ Private public partnership to activate the employment of unemployed persons

Since 2004, Manpower Belgium has developed partnerships with the regional public authorities in charge of employment and training in Wallonia and Brussels (Forem for Wallonia, Actiris for Brussels), but also with other organizations such as Public Centers for Social Action, the Socio-Professional Integration Centers (CISP) and other structures of the associative world whose mission is to help a weakened public on the labor market.

**For the public benefiting from our interventions, the issues are many and varied:** lack of skills; lack of experience ; gap between vocational guidance and the reality of the labor market; professional attitudes ...

In order to meet the **KPIs** expected by our partners, a team of trainers specially dedicated to these actions has been set up. Our interventions concern not only the **techniques of job search** (redefinition of a professional project, realization



of CV, preparation for job interview), but especially the **development of personal skills (soft skills)**, which are essential to adapt to the new world of work and to get a job.

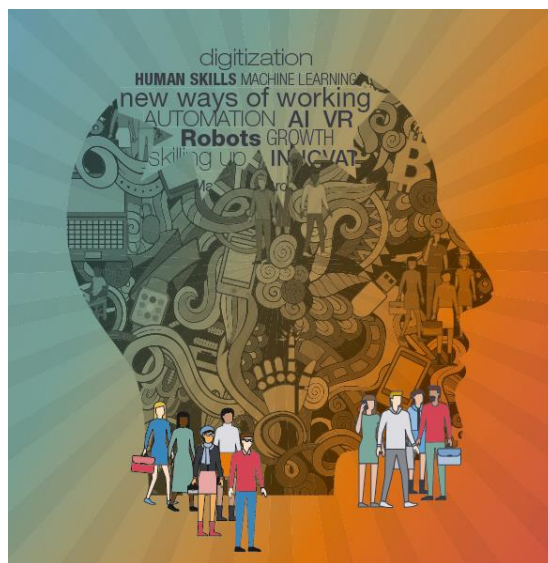
Since 2010, in the context of '**Forem** Calls for Projects', we are the largest operator in terms of volume, which has also become the case with **Actiris**. From 2012, our actions are given throughout the territory of the Wallonia-Brussels Region.

**in 2018, our team of 22 people have given coaching to 1,487 job seekers.**

## Humanitarian projects

At the initiative of our teams, we regularly engage in a number of **humanitarian projects**. We would like to list them below, but we are sure that many other initiatives are also being implemented locally by colleagues.

- Purchase of small promotional material to support **Childfocus**
- Support for the installation of a **water pump in Darfur** with the purchase of beverage bottles
- Action shoebox for the **homeless**
- Actions for '**SOS village d'enfants**'
- **Blood collection** campaigns (2x years) at head office in cooperation with the **Red Cross**
- Redistribution in 2018 of around 100 packets from St Nicolas to **Nativitas** (Brussels) and Woluwe Saint Lambert **CPAS**
- Collection of **clothes for the homeless** in Brussels
- .....












## ManpowerGroup® Corporate Fact Sheet – 2019

ManpowerGroup® (NYSE: MAN), the leading global workforce solutions company, helps organizations transform in a fast-changing world of work by sourcing, assessing, developing and managing the talent that enables them to win. We develop innovative solutions for hundreds of thousands of organizations every year, providing them with skilled talent while finding meaningful, sustainable employment for millions of people across a wide range of industries and skills. Our expert family of brands – Manpower®, Experis®, ManpowerGroup® Solutions, FuturSkill®, Proservia™ and Right Management® – creates substantially more value for candidates and clients across 80 countries and territories and has done for 70 years. In 2019, ManpowerGroup was named one of Fortune's Most Admired Companies for the seventeenth year and one of the World's Most Ethical Companies for the tenth year in 2019, confirming our position as the most trusted and admired brand in the industry. In Belgium, ManpowerGroup Belgium wins HR Excellence Award 2018 in the category 'Best Staffing, Sourcing & Contingent Workforce Management Company'.

See how ManpowerGroup is powering the future of work → [www.manpowergroup.com](http://www.manpowergroup.com)  
Are you ready for the Human Age? Visit our ManpowerGroup Knowledge Center → [www.manpowergroup.be](http://www.manpowergroup.be)

### ManpowerGroup® facts in figures

	Globally	Belgium - Luxembourg
Headquarters	100 Manpower Place, Milwaukee, Wisconsin 53212, USA.	Avenue des Communautés 110 1200 Brussels, Belgium.
Website	<a href="http://www.manpowergroup.com">www.manpowergroup.com</a>	<a href="http://www.manpowergroup.be">www.manpowergroup.be</a> <a href="http://www.manpower.lu">www.manpower.lu</a>
Stock Symbol	NYSE: MAN (New York Stock Exchange).	
Date of creation	1948	BE: 1972 LU: 1965
      	<p><b>ManpowerGroup® Belux</b> suite of solutions is offered through seven brands:</p> <p><b>Manpower®:</b> temporary work, permanent placement, onsite solutions, payroll solutions, Manpower Personal Services (in company ironing services, childcare service, service vouchers, Manpower Logistic &amp; Technical Academy), Office People, Industry, Technics, Contact Center Sales &amp; Marketing, Horeca &amp; Events, Retail.</p> <p><b>Experis®:</b> specialised staffing (interim), project consultancy &amp; interim management (contracting), recruitment &amp; selection, Experis project solutions (managed expertise), workforce optimisation (young graduates - assessment - cost optimisation), Engineering &amp; Life Sciences, Finance &amp; HR, ICT.</p> <p><b>FuturSkill®:</b> Soft Skills Academy, Learning &amp; Development Solutions, Public-Private Partnerships (employability solutions).</p> <p><b>Proservia™:</b> End user services (helpdesk &amp; device management).</p> <p><b>ManpowerGroup® Solutions:</b> Managed Service Provider (MSP- TAPFIN), Recruitment Process Outsourcing (RPO), Talent Based Outsourcing (TBO).</p> <p><b>Right Management®:</b> Talent Assessment, Career Development, Leader Development, Organizational Effectiveness, Workforce Transition &amp; Outplacement.</p>	<p><a href="http://www.manpower.be">www.manpower.be</a></p> <p><a href="http://www.experis.be">www.experis.be</a></p> <p><a href="http://www.futurskill.be">www.futurskill.be</a></p> <p><a href="http://www.proservia.be">www.proservia.be</a></p> <p><a href="http://www.manpowergroupsolutions.be">www.manpowergroupsolutions.be</a></p> <p><a href="http://www.rightmanagement.be">www.rightmanagement.be</a></p>
The Manpower Group Network	29.000 employees, 2.900+ offices in 80 countries and territories: <ul style="list-style-type: none"> <li>- Manpower has offices in 80 countries and territories.</li> <li>- Experis has offices in more than 50 countries and territories.</li> <li>- Right Management has offices in more than 48 countries and territories.</li> </ul>	BeLux: 600 employees. BE: 60 offices - LUX: 7 offices. Stegmann: 5 offices.
Number of Clients (2018):	Hundreds of thousands worldwide, from all company sizes	BE: 4.000 clients.





ManpowerGroup®










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ManpowerGroup™

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Visit also our knowledge center on our website [manpowergroup.be](http://manpowergroup.be)

We have always cared about Sustainability and  
Doing Well By Doing Good

“We have a mission to improve the skills  
of people wherever they may be, in whatever  
part of the world they live.

We have a mission to talk to people,  
to consult with them... advise them  
and help them get the skills they  
need to get a job.

Our company can be a tremendous  
instrument for good if in some  
way we can help make people  
employable.”

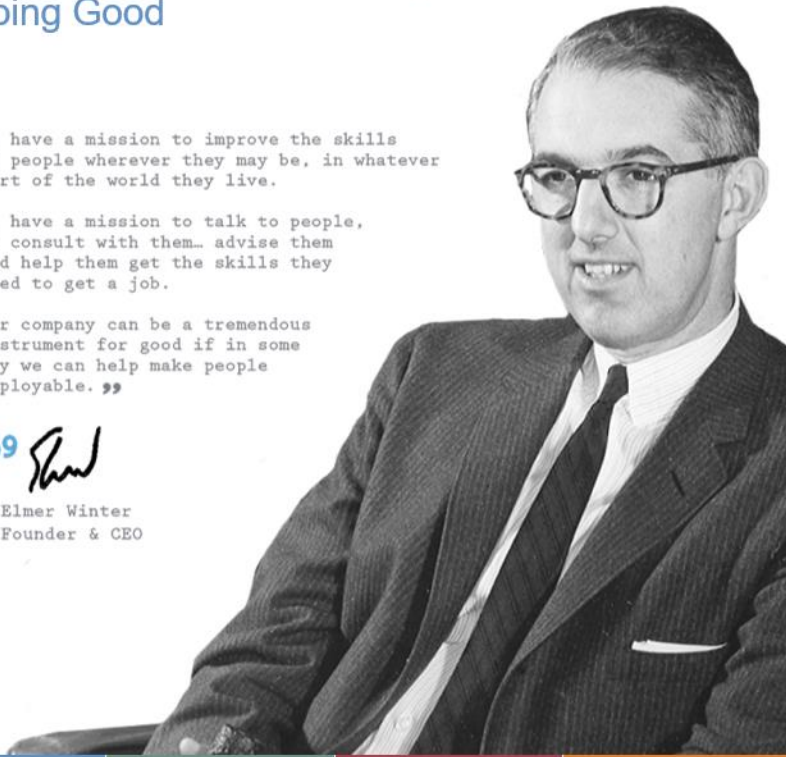
1969

Elmer Winter  
Founder & CEO



ManpowerGroup™

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## Head Office

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Gemeenschappenlaan 110  
1200 Brussels

**BELGIUM**



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