



ManpowerGroup™

# Sustainability in the Human Age

ManpowerGroup™ 2012 Sustainability Report





## Workforce Solutions to deliver better business results

Combining our global reach, local expertise and unmatched insights into the forces impacting the World of Work, ManpowerGroup partners with clients to develop and deliver innovative solutions that drive success—increasing the quality, productivity and effectiveness of their entire workforce.



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Manpower® is a global leader in contingent and permanent recruitment workforce solutions. We provide the personal flexibility and agility businesses need with a continuum of staffing solutions.



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Experis™ is a global leader in professional resourcing and project-based workforce solutions. With operations in over 50 countries and territories, we deliver 51 million hours of professional talent specializing in IT, Finance and Engineering to accelerate clients' businesses each year.



ManpowerGroup™

ManpowerGroup™ is the world leader in Innovative Workforce Solutions. We leverage our global reach and local expertise of tens of thousands of people across 80 countries and territories, making it possible for businesses to access the talent they need when they need it.



Right Management®  
ManpowerGroup

Right Management® is a global leader in talent and career management workforce solutions. Through our innovative and proprietary process, we leverage our expertise to successfully increase productivity and optimize business performance.



ManpowerGroup™  
Solutions

ManpowerGroup™ Solutions provides clients with talent-based outsourcing and consulting services primarily in the areas of large-scale recruiting and outcome-based workforce intensive initiatives, thereby sharing in the risk and reward with our clients.

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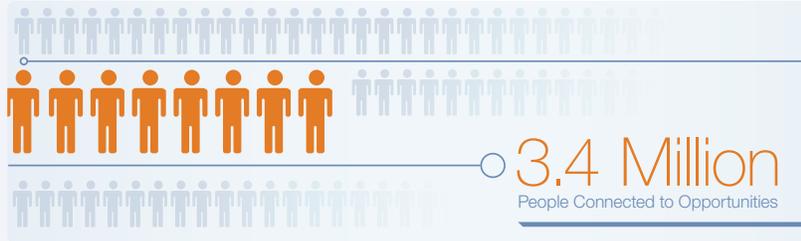
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We invite you to visit our Sustainability Report microsite to learn more about how we work to strengthen the agility, employability, and vitality of the world's workforces, including examples of our local programs and partnerships around the world.

Learn more at [www.manpowergroup.com/sustainability](http://www.manpowergroup.com/sustainability)

# 2012 Performance Highlights

WE CONNECT PEOPLE TO MEANINGFUL WORK



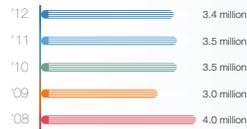
**107,000**

People from Underserved Populations Trained/Coached in 2011-2012

**636,000**

People Placed on Assignment Every Day

People Placed in Permanent, Temporary and Contract Positions



Employees\*



All Managers\*

**55% Female**

**45% Male**

Global Leadership Team

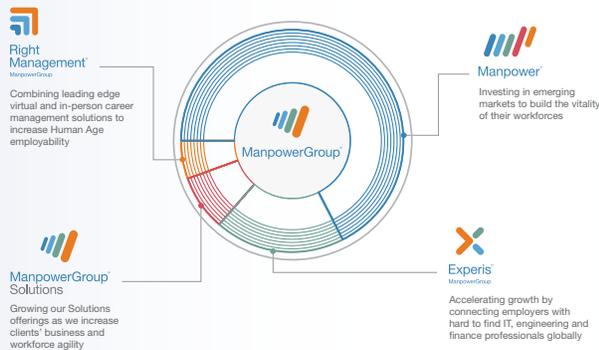
**34% Female**

**66% Male**

Employees by Operating Unit



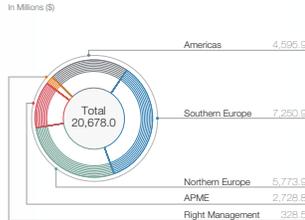
## VALUES ROOTED IN THE INTERSECTION OF PROFITABILITY AND RESPONSIBILITY



Strong Record of Long-Term Revenue Growth



2012 Segment Revenues



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## CEO's Message

Today, the word “sustainability” has different definitions, meanings and connotations. A lot of focus around sustainability has been on environmental and natural resources. When we think about sustainability, and what it means for our company and the important impact we have on society, we turn to the mission that has been laced into the legacy of ManpowerGroup: connecting people with work. A legacy built over six decades by just three CEOs in the history of the company, our mission stands for the dignity of work and employment opportunities for everyone.

In a world where millions of people are unemployed globally, we need solutions that are scalable and sustainable. Those solutions need to be centered around another scarce resource that deserves more attention now than ever before—*talent*.



*ManpowerGroup supports the United Nations Global Compact, and continues to be committed to making the Global Compact and its principles part of our strategy, culture and day-to-day operations.*

*This 2012 Sustainability Report serves as our annual Communication on Progress.*

We live in an age where supply and demand for workers no longer match up. The skilled people that companies need are often unavailable, and their businesses suffer for it. Young people and other inexperienced individuals are being left behind while economies and societies pay the price. And with compressed business cycles forcing shorter skills life-cycles and unprecedented pressure on margins, unleashing human potential becomes the world's economic and societal sustainability savior.

Ensuring the sustainability of the world's workforce is what ManpowerGroup has been doing since we opened our doors 65 years ago. Human potential is a limitless resource, but the key to success is knowing where to find it and how to cultivate and sustain it. You'll see proof of that here in our 2012 Sustainability Report, where we share how ManpowerGroup builds talent sustainability that helps businesses do well, while building communities and enabling people to pursue more than just a job, but a rewarding livelihood.

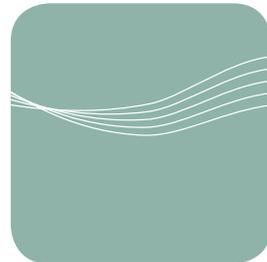
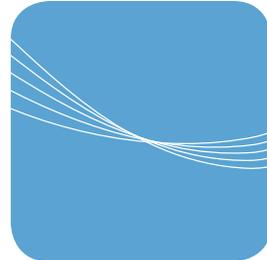
We enable sustainability by building agility, employability and vitality in the world's workforce. For instance, you will find examples of how we foster innovation and flexibility, such as [Competitive Wisconsin's Be Bold Initiative](#). You will learn how business and personal success are gained through our training, skills and workforce developmental programs, including the [Manpower Logistics Academy in Belgium](#), the [Manpower Vocational Training Centers in India](#), and the [Placement Program in France](#). And, we will show you what can happen when you tap into the potential of [individuals, like Byron](#), whose talents are too often overlooked.

Together with governments and educators, businesses and community partners, and the millions of people who come to us seeking opportunity, we see no limits to what is humanly possible. And in uncertain economic times like these, I'm proud to say that we're strengthening our resolve to be at the epicenter of finding solutions to unlock potential and prosperity. At the end of the day, we help connect people to the jobs they want and need, and we help build businesses so they can employ more people.

This is the power of ManpowerGroup: a company powered by people who connect the ambition of business to the potential of individuals to achieve more than they imagined, and thereby ensuring a sustainable workforce for the future.



*Jeffrey A. Joerres, Chairman and CEO*



## Manpower Vocational Training Centers

The 2004 Asian tsunami, the most destructive in recorded history, killed hundreds of thousands and disrupted millions of lives. Recognizing the need to rebuild the communities and lives most affected by the disaster, ManpowerGroup and HOPE Foundation established two vocational training centers in Tamil Nadu, India.

The Manpower Vocational Training Centers (MVTCs) provide training in marketable skills such as IT, masonry, tailoring, cell phone repair and engine maintenance and repair. They also help individuals become more self-sufficient and local economies to sustain and endure a future crisis, which is at the core of ManpowerGroup's philosophy.

Since its launch in September 2005, one MVTC has expanded its original role and become a resource for the entire community, hosting seminars on a number of issues important to the local population, including women's healthcare and parenting. The Center's staff and volunteers have also helped spearhead micro-finance initiatives that, to date, have provided more than 1,500 local entrepreneurs with essential start-up capital and operational funding.

As the Centers approach their eight-year anniversary, more than 9,000 people have completed training, benefiting thousands of families and exceeding initial program goals by almost 50%.

[Learn more>>](#)

Talent Sustainability Talent Sustainability Talent Sustainability Talent Sustainability Talent Sustainability



## Talent Sustainability

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## Framing the Problem

Historically, the world's focus around sustainability has been on the environment and natural resources. Perhaps that's where most businesses can have the greatest impact. **But, in a time of unprecedented unemployment, combined with critical talent shortages, there is also a great need and opportunity for the world to shift its focus to talent as a critical resource for sustainability.** At the end of the day, when we connect people to jobs and improve a person's employability, we build communities, countries and the lives of individuals.

The socio-economic implications of a world where the only certainty is uncertainty are significant: an entire generation of unemployed and disaffected youth, unprepared to enter the workforce and without job opportunities carries the threat of potential social unrest, as well as the possibility of a future where the majority of the population is not contributing to the economy.

From high youth unemployment and stressed social systems to companies that are struggling to grow because they can't find people with the skills they need, ensuring the sustainability of the world's workforce is at the forefront of business leaders' minds. As the unemployed become unemployable, countries lose the ability to build sustainable economies. Employers will not only struggle to find the talent they need now to achieve their business goals, but increasingly will not have a sustainable talent pipeline for their future needs.

Our world prospers when employers are investing and growing, and when individuals have the opportunity to work and contribute. This synergy happens when the employment ecosystem—employers, educators, government and individuals—work cohesively together to solve problems. To that end, everyone has a responsibility to come together collectively to ensure the talent sustainability of countries and economies.

*It's been two years since we announced that the world had entered a new age—the Human Age—in which we stated that unleashing the potential of individuals in new ways will be the single most important determinant of success.*

### RELATED RESOURCES

- [The Great Talent Shortage Awakening: Actions to Take for a Sustainable Workforce](#)
- [Manpower Employment Outlook Survey](#)
- [Leading in the Human Age](#)
- [Entering the Human Age](#)

There are three pillars to building Talent Sustainability—Agility, Employability, and Vitality. Each addresses both employer and individual needs in a changing world of work. Talent sustainability depends on employers, governments, educators and individuals taking accountability for strengthening the world’s workforce to build a healthy and prosperous ecosystem.



## Workforce Agility

In today’s uncertain world, businesses of all sizes and individuals at any stage of their careers must be agile enough to adapt to the ever-changing environment. Businesses need this flexibility to effectively operate in a profitable yet sustainable way, and individuals need to ensure their long-term employability.

To that end, employers need work models that enhance flexibility, and efficient workforces that have the ability to change quickly based on business demand. As businesses flex, individuals are being prompted to rely less on job security and more on their employability, which often stems from their ability to adapt and change. At the same time, scarce talent is pressuring businesses to create flexible work environments that align with individuals’ personal motivations and goals as they evolve throughout their careers.

### CREATING AGILITY

- [Our Role](#)
- [Our Insight & Expertise](#)
- [Our Solutions](#)
- [Programs & Partnerships](#)
- [Inside ManpowerGroup](#)
  - » [Organization & Culture Strategy](#)
  - » [Collaborative Organization Model](#)
  - » [Leveraging Talent Through Training](#)
  - » [Diversity](#)
  - » [Supply Chain Integrity](#)

### RELATED RESOURCES

- [Break the Crisis and Complacency Cycle](#)
- [How Policymakers Can Boost Youth Employment](#)
- [Modern Outsourcing Strategies Meet the Need for a More Agile Workforce](#)
- [Leveraging Talent Through Training: A ManpowerGroup Research Report](#)
- [Moving People to Work: Leveraging Talent Mobility to Address the Talent Mismatch in the Human Age](#)

## CREATING EMPLOYABILITY

- [Our Role](#)
- [Our Insight & Expertise](#)
- [Our Solutions](#)
- [Programs & Partnerships](#)
- [Inside ManpowerGroup](#)
  - » [Training & Development](#)

## RELATED RESOURCES

- [The Great Talent Shortage Awakening: Actions to Take for a Sustainable Workforce](#)
- [Youth Unemployment Challenge and Solutions: What Business Can Do Now](#)
- [How to Advance the Capabilities of Today's Workforce: Bolstering Employability Responsibility Demands an Attitude of Change](#)
- [Teachable Fit: A New Approach to Easing the Talent Mismatch](#)

Governments, employers and individuals each have a role to play in strengthening the agility of the workforce ecosystem. Governments need to ensure that labor laws support agility, recognizing and incenting choice and providing new levels of flexicurity. Employers need to have well-defined workforce strategies that leverage flexible work models, anticipate talent demands and tap into previously underutilized sources of talent to meet those demands, and employ innovative people practices that drive high-performing organizations. Individuals need to understand the risks and rewards that come with choice, ensuring they keep up to date with current work models and take ownership for managing their careers.

With that in mind, ManpowerGroup has a strong commitment to advocating for fair employment practices, shedding light on barriers to employment and collaborating with governments, employers and individuals to create a more sustainable environment for individuals and businesses to thrive in.

Moreover, like all other employers, ManpowerGroup needs agility to adapt to constant change as well. Within our organization, we strive to ensure that our workforce strategy addresses the need to drive better performance and gives us the agility and flexibility we need to operate sustainably.

Our solutions enable employers to implement flexible workforce strategies that align with their business strategies, and provide choices for individuals that enable them to work in ways that align with their goals.

## Workforce Employability

Employers are seeking workers whose skills and capabilities match the needs of today's and tomorrow's jobs. Individuals are seeking sustainable employment and a sense of security that they will be able to find work that meets their unique needs. In turn, companies must stay focused on advancing workers' overall capabilities and individuals must proactively develop their skills.

As a Human Age organization, ManpowerGroup understands the value of equipping people with the tools, opportunities and training they need to achieve their goals. Developing our people is a critical part of our success, and our leadership ensures that a commitment to development is part of our culture.

In addition, we have seen an important shift in the employment life cycle. Individuals can no longer count on job security. Instead, in the Human Age, they must focus on security through employability. As individuals become more flexible and adaptable in the face of change, they improve their chances of becoming employable over the long term.

This notion could be daunting to some and empowering to others—daunting because individuals are now expected to constantly adapt to a changing environment but empowering because people have the personal ability and freedom to shape their own future. In the past, job security meant more fixed and potentially more limited opportunity. Employability, on the other hand, encourages individuals to build transferrable skills that can take them across employers and industries.

We provide both employers and individuals with the insight and solutions they need to better understand how jobs and skills are changing, and what work models drive both talent development and business success. This might include directly connecting business to what's being taught in schools or colleges to ensure young people are work ready, not just graduate ready, or providing people with access to life-long learning that is directly relevant to what's required in the workplace.

## Workforce Vitality

Workforce vitality focuses on making sure that employees are able to be contributing and productive members of an organization. Beyond safe and healthy work conditions, individuals seek out organizations that let them prosper and feel proud of the work they do; this is especially important when retaining and attracting scarce in-demand talent. We understand what motivates our people, which is why we provide a great work environment and train our leaders to unleash the potential of their workforce.

Employers need high-performing diverse workforces that enable innovation, customer excellence and drive great financial performance. They need to redesign their people practices to be more contemporary, moving away from a “compliance” or “one size fits all” mindset to become more customized and targeted to meet individuals’ needs. Conversely, individuals need to take ownership for their performance and engagement, making sure they remain vital in the workforce based on their skills and contribution.

### CREATING VITALITY

- [Our Role](#)
- [Our Insight & Expertise](#)
- [Our Solutions](#)
- [Programs & Partnerships](#)
- [Inside ManpowerGroup](#)
  - » [Culture & Engagement](#)
  - » [Training & Development](#)
  - » [Ethics](#)
  - » [Human Rights & Fair Labor](#)
  - » [Diversity](#)
  - » [Health & Wellbeing](#)

### RELATED RESOURCES

- [The People Side of Strategy](#)
- [A Pulse on Talent Management in the Year Ahead](#)

# Competitive Wisconsin's Be Bold Initiative

In 2012, we partnered with Competitive Wisconsin, Inc. (CWI) to assist the US State of Wisconsin's business, government, and academic leaders in addressing the state's short-term skills gap and its longer-term need to build a sustainable and globally competitive talent pool that empowers workers as well as meeting employers' needs.

The initiative—part of CWI's ongoing “Be Bold” efforts to develop and advocate for strategic policies to enhance how Wisconsin competes, grows jobs and strengthens its economy—clarifies how producing clusters of in-demand skilled workers could help the current workforce, support employers and position Wisconsin as a top destination state for both talent and businesses.

“For Wisconsin's growing economy to thrive in the Human Age—an era in which skilled talent is increasingly scarce—the state's employers will require a skilled workforce here in Wisconsin and improved national, regional and global access to talent through contemporary work models,” said Jonas Prising, ManpowerGroup President.

ManpowerGroup Solutions, the company's outcome-based and talent-driven solutions business, conducted a complex analysis of the state's workforce, focused on short- and long-term supply and demand projections in critical industries and select skill clusters. Researchers are also talking with representatives from Wisconsin's education and training workforce ecosystem in an effort to profile best practices.

“Domestically, states short on in-demand talent face high recruitment costs,” said Scott T. VanderSanden, President and CEO of AT&T Wisconsin and CWI President. “In turn, states with an over-supply of talent with outdated skills are burdened with rising unemployment which reduces public sector income and increases the need for financial assistance. Examining talent development opportunities across the state's industry sectors and education systems is key to driving the best customized workforce strategy for Wisconsin.

ManpowerGroup's “Be Bold 2” study, completed in September 2012, presents three core strategies and recommendations that engage all stakeholders:

- Align talent development with economic development
- Provide real-time jobs and career information on-demand
- Promote Wisconsin's rightly skilled, world-class talent

See the Be Bold 2 report to [learn more>>](#)



## Our Role

Our business builds talent sustainability for the good of companies, communities, countries, and most importantly, individuals themselves. ManpowerGroup is at the center of connecting people with experience and employment opportunities that they previously did not have access to. We build agility, employability and vitality into the world's workforce ecosystem to help ensure its sustainability.

ManpowerGroup is uniquely positioned to help make sure that people have the right skills to ensure the sustainability of the world's workforce. Our leadership position allows us to be a center for quality and meaningful employment opportunities for people at all points in their careers paths. In 2012, we connected 3.4 million people to opportunities and purpose, who worked to help our more than 400,000 clients meet their business objectives. Seasoned professionals, temporary to permanent, skilled laborers, mothers returning to work, elderly persons wanting to supplement pensions and disabled individuals—all turn to ManpowerGroup for employment possibilities.



Similarly, national and local governments look to us to help reduce unemployment and train the unemployed with the skills they need to enter the workforce. This enables us to advocate for collaboration between the public and private sector to create new approaches to developing the world's talent, as well as promote employment policies

*Two years ago, ManpowerGroup introduced the [Human Age](#) to the world. Since then, macro-economic forces have continued to evolve and shape the world of work. As these forces grow stronger and more intertwined, the Human Age is becoming increasingly volatile and unpredictable.*

*The resulting uncertainty and complexity of the Human Age means that there are new demands for innovation, productivity, and talent, driving new systems and structures and requiring a whole new level of flexibility and innovative thinking to succeed. The conclusion we can draw from is clear: as we have seen throughout the Human Age, the only way to navigate this uncertainty and chaos will be through unleashing human potential.*

### RELATED RESOURCES

- [The Great Talent Shortage Awakening: Actions to Take for a Sustainable Workforce](#)
- [Is Talent Holding You Back? Designing Workforce Strategy for Sustained Business Growth](#)

that support, rather than hinder, employers. We provide a bridge to experience and employment, building more sustainable communities. Our unique ability to connect our deep understanding of human potential to the ambition of business ensures that organizations and individuals can capitalize on unseen opportunities and achieve more than they imagined. This approach drives profitable growth for us as a company, and supports healthy and prosperous economies, countries and communities.

Our passion for unleashing human potential to power the world of work brings our mission to life every day. Connecting people with the tools, opportunities and training they need to find meaningful work to help our clients win is a legacy that was founded 65 years ago and thrives today. In recent years, we have broadened our services and solutions to more comprehensively address Talent Sustainability: from strategic workforce consulting to workforce engagement to permanent and contingent talent resourcing—we provide innovative solutions to meet the workforce needs of organizations, while at the same time enabling individuals to achieve all that is humanly possible. This is where profitability intersects with responsibility, and where our values are rooted.

## Our Insight & Expertise

Through our extensive experience, proprietary research, and our partnerships with experts from business, academia and government, we have become the industry leader in understanding talent and economic trends—and their impact on the World of Work today and in the future. As a leader, we take every opportunity to advocate for talent sustainability, and in particular, the role of agility, vitality and employability in strengthening the world's workforce ecosystem.

ManpowerGroup is regularly invited to participate in summits, seminars, forums and roundtables hosted by organizations, research partners and media outlets to share its unique insight and trusted advice as the expert in the world of work. In addition, we frequently convene thought leaders around the world to debate evolving labor market trends.

We maintain our thought leadership by understanding and anticipating trends that shape the world of work and developing strategies that are both practical and innovative to address them.

*We work in partnership with experts from business, academia and government, sharing ideas, demonstrating our understanding of market challenges and showing we are trusted to provide workable solutions.*

- [Meet some of ManpowerGroup's thought leadership partners](#)
- [Learn more about our Thought Leadership, Research and Insights](#)

At the World Economic Forum's brand-new Business 20 (B20) Task Force on Employment, ManpowerGroup presented the top five Priority Actions for the G20, which included facilitating the growth of small and medium enterprises and innovative business models, improving collaboration between business and educational institutions, and scaling internships and apprenticeships.

[Learn more about B20 recommendation outcomes>>](#)

[Learn more about our strategic partnership with the World Economic Forum >>](#)

## Manpower Employment Outlook Survey

For more than 50 years the Manpower Employment Outlook Survey has carefully tracked the hiring plans of more than 65,000 employers across the globe. Unsurpassed in its size, scope and area of focus, this quarterly research from ManpowerGroup provides trusted insight into expected hiring activity in 42 of the world's major labor markets.

[Learn more>>](#)



## Talent Shortage Survey

Now in its eighth year, ManpowerGroup spoke to 38,618 employers across 42 countries and territories to look at the extent to which they are having difficulty finding the right talent; what jobs are most difficult to fill and why; concern over stakeholder impact; and what strategies employers are pursuing to overcome the talent shortage.

[Learn more>>](#)



## World Economic Forum

ManpowerGroup has been a strategic partner of the [World Economic Forum](#) (WEF) since 2004. This strategic partnership allows us to engage key stakeholders to elevate the conversation about the issues affecting the World of Work, including



youth unemployment and the gender gap. We are committed to creating dialogue around these core issues. Our executive leaders participate in WEF Global Agenda Councils, facilitate forum sessions, and participate in panel discussions.

Mara Swan, ManpowerGroup's Executive Vice President, Global Strategy & Talent has played a key role as a member of the [Global Agenda Council on New Models of Leadership](#) and the [Women Leaders and Gender Parity Advisory Board](#); both the council and the board emphasize ManpowerGroup's advocacy around the need for new work models that are more inclusive of women, as well as the development of women as one solution to addressing the growing issue of talent shortages.

In addition to strategic efforts made around the WEF Annual Meeting, ManpowerGroup engages and communicates with leading policy makers, stakeholders, and national as well as global media in key markets at regional WEF summits to continue the global conversation.

For example, in 2012, ManpowerGroup Chairman and CEO Jeff Joerres co-chaired WEF's brand-new Business 20 (B20) Task Force on Employment, which delivered five global scalable priorities for boosting and sustaining employment worldwide in a session held at the G20 Leaders' Summit. The priorities, packaged with concrete actions and commitments needed from businesses, governments and educators, were designed to be piloted across a subset of G20 countries.

## Our Solutions

### Sustainable Employment Opportunities for Individuals

Our contribution to communities is as much a part of the services we offer to clients as it is to the individuals we connect to meaningful work. We connect people with possibilities. **Whether it is a young person just out of school, a seasoned professional looking to make a career change, a parent re-entering the working world after raising children, or an older worker who is close to the end of their career—we provide opportunities for people to gain experience, refresh their skills, develop new capabilities, and work in flexible ways that enable work/life balance.** By providing innovative workforce solutions to employers, we strengthen them, and strong businesses have the potential to hire more, improve the employee experience and invest in communities—all of which are benefits to society at large.

Our skills assessments and job matching tools allow us to pinpoint job opportunities that suit an individual's abilities and interests, connecting people with opportunities where they can be satisfied and successful. Because we work closely with both employers and individuals to understand their needs, we can suggest matches and work models that can meet the needs of both clients and individuals in ways that neither may have considered.

At no cost to individuals, we continually invest in training for our workforces. Our Global Training and Development Center hosts more than 6,000 courses, with topics ranging from management to sales to information technology, enabling individuals to continually refresh and develop their skills, making them more employable.

### PREPARING TODAY FOR TOMORROW'S TALENT NEEDS.

*The Chinese government wanted to reshape its workforce to meet talent needs in the future. Working together, we forecasted the talent needed to fuel their economic growth in the years to come and are now preparing people for jobs in growing areas such as healthcare, engineering and IT.*

[Learn more>>](#)

**FLEXIBILITY TO MEET  
FLUCTUATING DEMAND.**

*One of the largest automakers in Europe needed a flexible workforce model to better align their talent with fluctuating sales and export-related demand. We developed an innovative, scalable recruiting solution to quickly and efficiently meet future talent demands.*

[Learn more>>](#)

Our summer internship programs provide opportunities for young people to earn an important credential for their future job searches. Internships help prepare young people to successfully enter the world of work with actual experience in a professional environment, a letter of recommendation, a well-written resume, marketable job skills and professional references—all assets that help individuals begin and move ahead in their careers.

In a difficult economy, where employers may not be willing to hire permanent staff, we give people an opportunity to work through temporary or project-based assignments. Temporary-to-permanent placements also give individuals a foot in the door with desirable companies. This also enables employers to create jobs, without having to commit to the burden of permanent staff. In a [recent study by Boston Consulting Group and CIETT](#), 62% of employers surveyed indicated that without the possibility of leveraging temporary employment for certain projects, they would choose not to do them or leverage already over-burdened internal resources, rather than creating new jobs.

### Innovative Workforce Solutions for Employers

We help clients think about how they need to evolve their strategies to be successful, educating them about world of work trends and new work models, such as virtual working, hyper-specialization, and job sharing, that they can employ to meet their business goals. These strategies not only address the needs of businesses, but they can also improve the quality of an individual's experience.



Our contemporary and creative solutions can improve an individual's workplace flexibility, address their personal and/or physical needs and increase development opportunities. To that end, we help clients identify solutions that not only improve their bottom line, but also address the needs of individuals so that they too many thrive in their everyday work.

Many employers can't afford to invest in the expertise they need to effectively develop, implement and manage their workforce strategy. In particular, many organizations are struggling with how to groom and grow their people at all levels so they are able to assume leadership positions. Often these individuals lack the skills and abilities needed to turn strategy into action.

By creating trusted partnerships with our clients, we can act as an extension of their organization, providing tools that help clients measure and improve engagement and performance among their workforces, as well as our insights and expertise on an as-needed basis, allowing them to focus on their core business. This also creates opportunity for individuals to grow and learn in their organization, which can improve their sense of commitment to and pride in their work.

We don't believe one size fits all. We provide flexibility in the way we deliver our solutions to help our clients achieve their unique business objectives. For example, at one client site, we may provide contingent staffing, enabling a company to scale their workforce up or down based on ever-changing demand. At another client site we might be taking responsibility for the management of an entire call center or manufacturing operation.

Companies can take on as much or as little of the risk as their strategy calls for—from managing the talent that we recruit and place, to having us manage their contingent staff, all the way to utilizing end-to-end outsourcing models that hold us accountable for the delivery of business outcomes. In an era of certain uncertainty, this kind of agility is critical to the sustainable operations of any organization, and it's reassuring to clients and individuals to know that we have a history of upholding strong ethical standards that have their best interests at heart.

#### **AGILITY TO ENTER A NEW MARKET.**

*A global telecom company needed to capitalize on a key growth opportunity and sought a partner to resource and operate device sales in a new sales channel. We quickly created an outsourcing solution that recruited, trained, and managed a seasoned management team and 550 sales professionals. The new enterprise has exceeded sales goals for 6 consecutive years, while lowering customer acquisition cost by 16%.*

[Learn more>>](#)

# WHAT'S humanly POSSIBLE

A sustainable and growing economy will not be possible without strong and vibrant labor markets that tap into all segments of the population, especially those that are currently under-leveraged and under-represented in today's workforce: youth, women, minorities, people with disabilities, and the long-term unemployed. This need drives our local programs and partnerships, which strive to equip people with the skills and opportunities they need to become more employable and earn sustainable livelihoods.

Through programs initiated by local operations in communities throughout the world, we provide people from all walks of life with the skills and connections to employment opportunities that enable them to earn sustainable livelihoods.

Featured in this report are just a few examples from across the globe that demonstrate how ManpowerGroup, through our innovative workforce solutions and our 26,000 colleagues worldwide, builds talent sustainability for the good of companies, communities, countries and most importantly, individuals themselves. More examples are available on our online [Sustainability Report](#)>>



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## Inside ManpowerGroup

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## Inside ManpowerGroup

ManpowerGroup has a reputation for operating at the highest level of integrity. Our strong commitment to responsible business practices is reflected in everything we do—from our own corporate governance structure and policies, to the assurances we seek from our supply chain business partners. We strive to provide a great work environment for our employees and to be a beacon of integrity for our clients.

Manpower's approach to sustainability within our own operations is driven by our [Global Values, Vision and Strategies](#) that determine the way in which we do business. We are committed to: respect for people, clients and community, and the role of work in their lives; sharing our knowledge and expertise to develop sustainable workforce practices throughout the world; and striving for excellence through innovation to develop vital working environments for the long term.

## Culture & Engagement

In 2010, Right Management conducted a global study of nearly 29,000 employees from 10 major industry sectors in 15 countries around the world. The focus of the study was to understand the elements of an effective organization and its connection to productivity.

The results confirmed that **engagement is critical to financial performance, customer satisfaction and employee retention.**

[Learn more>>](#)



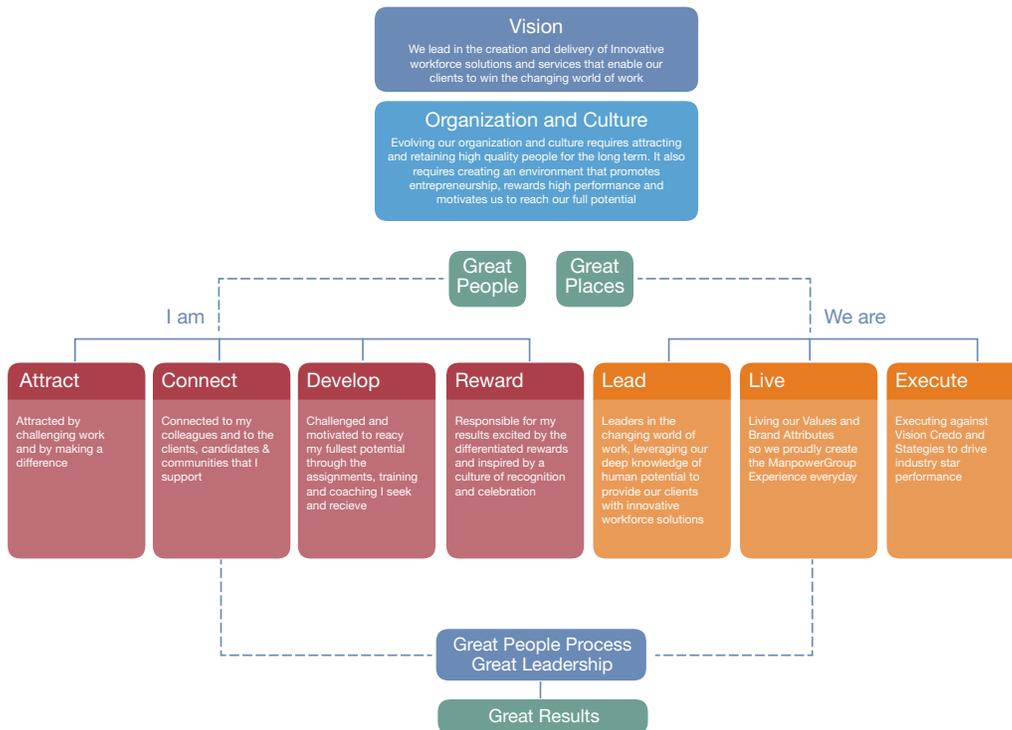
In the Human Age, companies will need to reconsider their work models and the way they construct work within their organization to get more value. Successful companies have a clear picture of the outcome they need to win and accelerate their business strategy. Additionally, they know more than just the number of people needed to execute, they know the capabilities and the organizational culture required to deliver, and they consider employee engagement as an important lever for productivity, rather than a “nice to have.”

To create organizational effectiveness, companies need to align people management systems and organizational culture to their business strategy in order to ensure effective engagement of their people.

### Our Organization & Culture Strategy

Talent is critical to ManpowerGroup's success. Our Organization and Culture Strategy is to attract and retain high quality people for the long term by creating an environment that promotes entrepreneurship, rewards high performance, and motivates us to reach our full potential.

## ORGANIZATION & CULTURE STRATEGY MODEL



Organizational culture is one of the five pillars of our business strategy—and we take it very seriously. We have developed our people processes and leadership practices in alignment with our org & culture strategy.

### Collaborative Organization Model

Collaboration is core to how we deliver solutions with speed to our clients. Our Collaborative Organization Model is designed to ensure we leverage the capabilities of our people across brands, geographies and functions with the agility that is needed in today's world. We also focus on developing our people's mindset and behavior to be successful in a collaborative organizational structure.

## OPEN Mindset: Collaborative Organization Model

Collaboration is core to how we deliver solutions with speed to our clients

- O**utcome oriented      We focus on the outcome to ensure that we make the best decisions for our clients and ManpowerGroup.
- P**erspective              We value different points of view and trust that we all have good intentions because we are focused on helping our clients win.
- E**mbrace conflict        We believe that conflict is a healthy and important part of collaboration and work together to resolve it.
- N**ot invented here        We believe in leveraging the capabilities and knowledge of our colleagues so we DO NOT have to invent everything ourselves.

### RELATED RESOURCES

- [Organizational Effectiveness: Discovering How to Make It Happen](#)

*In 2011 and 2012, we donated nearly \$875,000 and 3400 hours of time and resources for 300 community meetings and events hosted at our Global Headquarters in Milwaukee. Beneficiaries have included:*

- *Best Buddies of Wisconsin*
- *Boys & Girls Club*
- *City of Milwaukee*
- *COA Youth and Family Centers*
- *Easter Seals*
- *Fuel Milwaukee*
- *INROADS*
- *Junior Achievement of Wisconsin*
- *Milwaukee Public Schools*
- *Milwaukee Talent Dividend*
- *Milwaukee Urban League*
- *MLK Drive Business Improvement District*
- *Next Door Foundation*
- *Schools that Can Milwaukee*
- *Teach for America*
- *United Way*
- *Wisconsin Economic Development Corporation*
- *Wisconsin Department of Workforce Development*
- *Women's Business Development Center*

## ManpowerGroup Annual People Survey

At ManpowerGroup, we believe all of our people have the opportunity to make a difference for our clients, candidates, communities, colleagues and ourselves. Having people who are engaged and believe they can make a difference is critical to our success. That is why we conduct the ManpowerGroup People Survey every year. When our employees complete our engagement survey, we learn at a broader level what is important to them, what we are doing well and where we need to make improvements as a company. It's critical to our success and imperative to our role as broader thought leaders in the World of Work.

Our people are committed to our shared success and demonstrate their passion in the survey—almost 90% complete it every year. We really take the time to listen and learn from them, and then take action. We not only communicate the results to our people, we talk with them to gain more perspective and develop action plans at all levels of the organization that are designed specifically for each team. And then we hold ourselves accountable to those actions and share our progress.

## Community Investment

At ManpowerGroup, we believe that healthy communities contribute to successful companies and economies. For ManpowerGroup, our commitment to the communities in which we operate extends well beyond just writing a check to a charitable cause. All over the world, ManpowerGroup partners with community organizations, businesses and governments to provide workforce development programs that make a difference in the lives of individuals and the communities where they live.

While we do provide financial donations and sponsorships, most significantly to the United Way, the majority of our community investment is in the form of time and resources.

For example, when we opened our Global Headquarters in Milwaukee, we also opened our doors to local community organizations to use our state of the art facilities—at no cost—for their meetings and events. The cost of professional event facilities can be prohibitive for small organizations. In 2011 and 2012, we hosted 300 community events and meetings, at an estimated cost of nearly \$875,000 for meeting space, audio-visual equipment, parking, and refreshments. In addition, our Event and Experience Team dedicated 3400 hours of their time to provide event planning and management services.

## Corporate Volunteerism

Volunteering is an integral part of ManpowerGroup's culture. In 2012, our largest operations reported that employees performed more than 130,000 hours of community service through local involvement with organizations of their choice and corporate-sponsored activities.

We believe that volunteer activities also provide opportunities for employees to enhance and enrich their professional capabilities.

One example of our corporate volunteerism is our "Entrelazados, Comprometidos con los Jóvenes y el Trabajo" (Intertwined, committed to youth and work) program in Argentina. Intertwined enables employees to volunteer during business hours to work with economically disadvantaged youth, people with disabilities and rural workers, by sharing time, knowledge and contacts to contribute to their employability. Volunteers are trained on social issues and then give talks, workshops on professional training, and courses on specific issues. [Download ManpowerGroup Argentina's Sustainability Report to learn more>>](#)



Another example is the TeamWorks program in the United States. Each year, TeamWorks selects a small group of premier non-profit and community organizations with which to partner. The organizations align with our focus of helping to build the workforces of today and tomorrow, and provide opportunities for ManpowerGroup employees to contribute their time, knowledge and hard work to promote life skills, work readiness and confidence for people of all ages and walks of life. TeamWorks is a strategic business initiative that increases our employees' appreciation for diversity and a culture of inclusiveness, while boosting our ability to attract, develop and retain the best employees. [Learn more about TeamWorks Community Involvement here>>](#)



# Training & Development

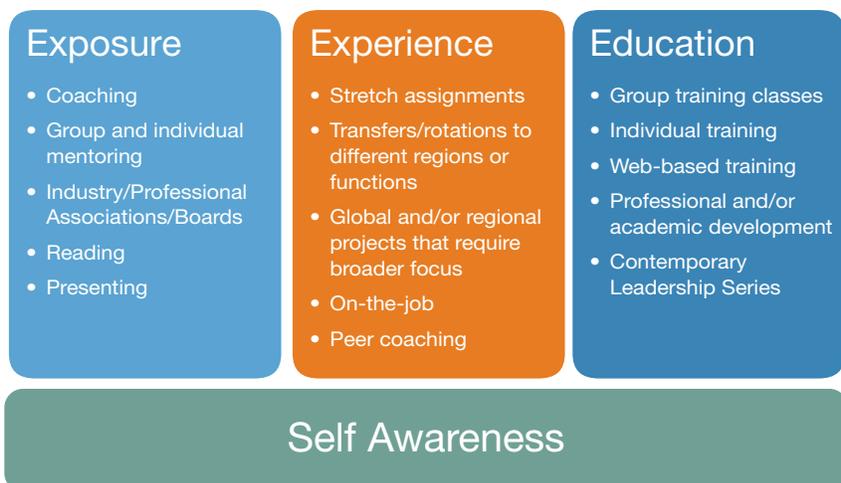
## Leveraging Talent Through Training

To investigate the extent to which organizations use formal training and apprenticeship programs to develop their talent, ManpowerGroup conducted research among nearly 24,000 employers in 41 countries and territories. The research explores three distinct categories of employee: professional roles, skilled manual trades jobs and unskilled positions, and reveals the specific job roles where this kind of employee development is most likely to be targeted. It also gives insight on how organizations are structuring and delivering these programs, while highlighting the training methods which employers find most effective. Findings also detail local labor market issues which drive the need for customized talent development programs. Finally, the research asks those organizations that don't currently offer tailored training to employees to explain why this is the case. [Learn more>>](#)

## Our Development Philosophy

Development of ManpowerGroup's people is a critical part of our success, and our company leadership ensures that a commitment to development is part of our culture. Evolving our organization and culture requires attracting and retaining high-quality talent for the long term, and creating an environment that promotes entrepreneurship, rewards high performance and motivates people to reach their full potential. All of our employees participate in regular discussions to enhance their performance and development.

ManpowerGroup's development philosophy is based on the three Es: Exposure, Experience, and Education.



### RELATED RESOURCES

- [Leveraging Talent Through Training: A ManpowerGroup Research Report](#)
- [Recruiting a Competitive Workforce: Should Needed Skills be Built or Bought?](#)

### MANPOWERGROUP TRAINING & DEVELOPMENT CENTER

*In addition to development opportunities, ManpowerGroup provides free skills training for thousands of employees and our associates on assignment worldwide. Our global Training and Development Center offers more than 6,000 classes covering technical and general work skills that are most in need. [Learn more>>](#)*

While many companies have traditionally sent people to training courses, they now see this approach as costly, time consuming and of limited benefit to the company or individual. To overcome the gap in this approach, ManpowerGroup focuses on experiential learning. For example, engaging employees through stretch projects that carry additional responsibilities is a practical approach as it enables our company to achieve desired business outcomes, while simultaneously developing employees to broaden their expertise and perspective and take on new roles.

## Teachable Fit

Despite high unemployment, employers worldwide report difficulty filling key positions. Employers are seeking ever more specific skill sets and combinations of skills—not just technical capabilities alone but perhaps in combination with critical thinking skills or other qualities that will help drive the organization forward. As a result, the “right” person for a particular job is becoming much harder to find. This talent mismatch has only intensified as the economy begins to recover and demand increases.

Employers must recalibrate their mindsets to consider candidates who may not have all the specific skills a job requires. This is especially true for systemic shortages of in-demand roles: employers cannot address these shortages one hire at a time. They must refine job descriptions and candidate evaluations to identify people with a “teachable fit” based on adjacent skills rather than a traditional fit. At the same time, they must also commit to reskilling and upskilling employees, new hires and even potential candidates by partnering with governments and other stakeholders.

*ManpowerGroup has developed a practical framework – the Teachable Fit Model – that is being used by employers to identify what capabilities really matter for success. By dissecting job roles, employers can identify the skills that can migrate across industries or be developed with relative ease. Employers can then be more detailed and specific about the pragmatic requirements of the job, and more focused on the gaps that can be filled. Employers can use the model to evaluate candidates, and predict how successfully a potential candidate’s skills gaps can be filled. The model can also be used to help identify and target complementary industries to tap into previously unconsidered talent pools, as well as identify and cross-train existing employees who have the capability and potential to be developed into other roles.*

[Learn more>>](#)

Teachable Fit Framework			
	Capabilities	Important? 1 (low) - 5 (high)	Teachable? 1 (low) - 5 (high)
<b>Knowledge</b> <i>Business or academic disciplines</i>  <b>Skills</b> <i>Demonstrated aptitudes and practices, both “hard” and “soft”</i>  <b>Values &amp; Mindset</b> <i>Attitudes that people bring to jobs and jobs need in people</i>  <b>Personality &amp; Intelligence</b> <i>Basic character and mental traits</i>	Academic/Professional Discipline		
	Industry/Function/Process		
	Technical		
	Problem Solving		
	Communication		
	Planning/Organization		
	Collaboration/Teamwork		
	Self-Management/Autonomy		
	Initiative		
	Motivation to Learn		
	Service Orientation		
	Analytical		
	Capacity to Learn		

Fixed  
Flexible

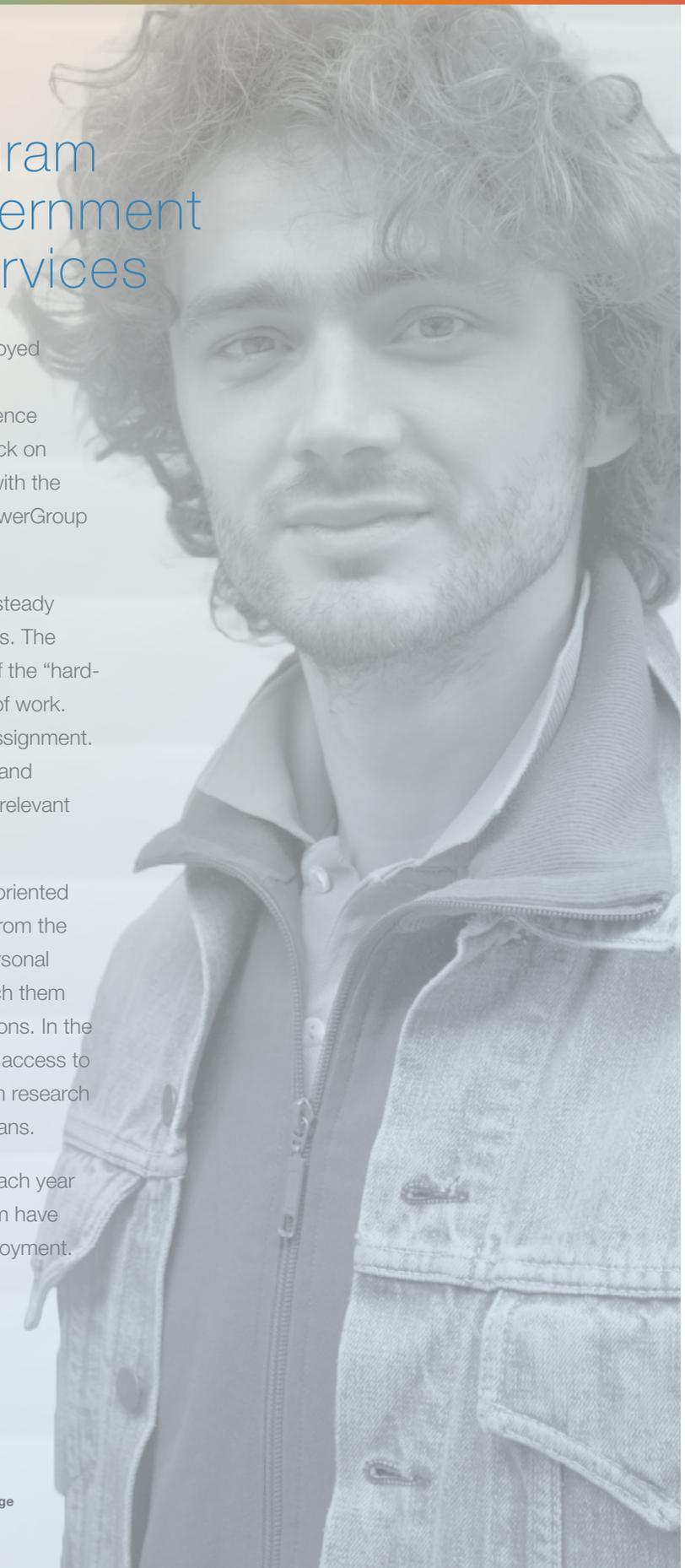
## Placement Program For French Government Employment Services

Disconnected youth and long-term unemployed in France are referred to as “hard-to-serve.” Most lack hard skills. Many lack self-confidence or so-called soft-skills. To help them get back on their feet, ManpowerGroup has partnered with the French government to establish the ManpowerGroup Placement Program.

The Placement Program views the path to steady employment as a series of progressive steps. The first essential step includes reintroduction of the “hard-to-serve” candidates to some—any—kind of work. This may include a very basic, temporary assignment. A key to improving candidates’ confidence and motivation, it helps them start a portfolio of relevant work experience.

As the individuals progress to more career-oriented work, they continue to receive full support from the Program. They get connected with their personal Manpower Employment Advisors who coach them through several short-term jobs and transitions. In the final step, advisors provide candidates with access to relevant labor market information, help them research job options and construct realistic career plans.

More than 65% of the 5000 youth served each year by the ManpowerGroup Placement Program have been successfully placed in long-term employment.



## Leadership Development

Developing leaders is a vital investment and an important step in ensuring continued growth for businesses. In order to effectively build a global leader capacity with breadth and depth, organizations must continually identify, develop, nurture and retain their leaders as part of an ongoing talent development strategy.

In the Human Age, the role of leadership has changed; it requires new capabilities and mindsets. At ManpowerGroup, we believe that leadership development starts with a shared definition of success, not only in “what” we need to achieve, but more importantly “how” we achieve our goals. Our Leadership Success Model (LSM) defines the critical expectations and behaviors for all ManpowerGroup leaders and is integrated with all of our people processes.



The LSM provides alignment and clarity for our leadership development strategies and investments and keeps us focused on what’s most important. Our leadership development includes signature education programs, but also critical experiences and exposure. Every leader has individual development plans based on their strengths and needs with the goal of helping them reach their full potential.

*ManpowerGroup made a commitment to develop our top 150 global leaders—building their own coaching capabilities, so they could increase the capability and capacity of our people and, in turn, elevate their own leadership contributions to ManpowerGroup. What makes this leadership development experience special is that it is both leader-owned and participant-led. Over the course of a year, seven global workshops were facilitated in-person, each sponsored and personally facilitated by our CEO. The workshop engaged participants through pre-work, assessments and intensive feedback, peer-to-peer and peer-to-leader connections, experiential activities and follow-up work, resulting in lasting mindset shifts and behavioral change across our organization.*



*In 2012, we earned the distinction of being named on of Chief Executive Magazine’s 40 Best Companies for Leaders for our outstanding leadership development.*

### RELATED RESOURCES

- [Leadership Mindset and Techniques that Drive Success](#)



*In 2011 and 2012, ManpowerGroup was the only company in its industry to be named to Ethisphere's list of the World's Most Ethical Companies.*

#### **BUSINESS ETHICS HOTLINE**

*ManpowerGroup provides access to our Business Ethics Hotline where employees, shareholders and other interested parties can communicate concerns regarding potential violations of our Code.*

[Learn more>>](#)

#### **RELATED RESOURCES**

- [Code of Business Conduct and Ethics](#)
- [Anti-Corruption Policies](#)
- [Corporate Governance](#)
- [Business Ethics Hotline](#)

## Ethics

In the Human Age, values, credibility, transparency and reputation are ever more important to suppliers and clients; and employees are challenging their companies to contribute to global values beyond the bottom line, from the environment to human rights. These values are becoming increasingly important as currency in the Human Age. Moreover, in a world of increasing transparency, the power balance has shifted and companies are being scrutinized (by the media, consumers and their employees) as never before. Supply chains are now audited (and in fact, talent supply chains are increasingly becoming an area of focus as the world wakes up to the realities of exploitation and human trafficking in some countries).

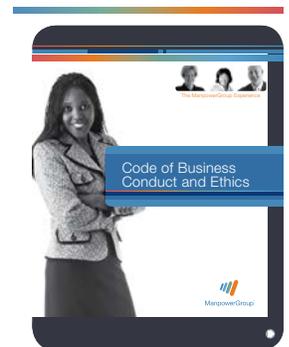
For 65 years ManpowerGroup has built a corporate culture of trust, integrity and accountability. The ideals of the company's co-founder, Elmer Winter, continue to shape our commitment to doing good by doing well. Conducting business in an ethical and responsible manner is part of our company's DNA. The ManpowerGroup Experience has always been marked by trust, and our daily display of ethical business behaviors has been demonstrated as a competitive edge in the decisions made by clients, candidates, suppliers, employees and governments. It is one of the reasons we have been named one of the World's Most Ethical Companies.

Our Code of Business Conduct and Ethics and other policies reflect our commitment to the highest possible standard of ethical conduct. Through annual training and certification, everyone at ManpowerGroup takes responsibility for behaving in a way that is consistent with our values.

### Code of Business Conduct and Ethics

At ManpowerGroup, we believe the success we achieve in our business is based on how well we serve others and how they experience our company in day-to-day business interactions. Our Code of Business Conduct and Ethics ("Code") provides guidance to all of our colleagues and partners worldwide on the conduct of our business according to the highest ethical standards. The Code helps to focus everyone on areas of ethical risk, provides guidance in recognizing and dealing with ethical issues and provides mechanisms to report unethical conduct without fear of retribution.

Our Code, which incorporates all of our policies on ethical business practices, is available on our global website in more than 20 languages, to make it accessible to all employees and stakeholders. [Learn more>>](#)



## Human Rights & Fair Labor

As an active participant in the United Nations Global Compact, we have publicly declared our support for, and respect of internationally proclaimed human rights.

We believe everyone should have the **opportunity to work**. Our business was founded, and continues to be based on, respect for meaningful work as a fundamental human right. Through our many local partnerships, we endeavor to provide opportunities for people from disadvantaged and underrepresented populations to enter the workforce and maintain their employability. [Learn more>>](#)

We believe we should go beyond mere compliance with applicable employment laws worldwide, especially those that address **working hours, conditions, and child labor**.

We believe that **everyone should be treated fairly and without discrimination** in regards to hiring and advancement opportunities.

We believe that **diversity** contributes to business success, by bringing a broader range of perspectives and capabilities to our organization. [Learn more>>](#)

We believe that everyone has the right to a **safe and respectful work environment**, free of abusive or unprofessional conduct, or harassment of any type.

We are committed to respecting our employees' **freedom of association** and the right to collective bargaining, as demonstrated by our cooperation with organizations like UNI Global Union. [Learn more>>](#).

We have a **zero tolerance** policy regarding **human trafficking** or forced labor of any kind and adhere to all international labor and immigration laws and regulations wherever we operate. We encourage other entities to follow our example. We were the first corporation to sign the [Athens Ethical Principles](#), and were an early sponsor and partner of [End Human Trafficking Now!](#).

In 2012, we partnered with [Verité](#) to develop [An Ethical Framework for Cross-Border Labor Recruitment](#), which provides a set of standards of ethical practice for recruitment firms that operate across borders. The standards are designed to protect against specific patterns of worker vulnerability and abuse in the current cross-border recruitment marketplace, and reflect the proven daily operating practices of leading recruitment firms.



### RELATED RESOURCES

- [Code of Business Conduct and Ethics](#)
- [United Nations Global Compact](#)
- [Athens Ethical Principles](#)
- [An Ethical Framework for Cross-Border Labor Recruitment](#)

## 700 Refugees and Immigrants Find Work with Manpower Telge Jobbstart

Before major government reforms in 2010, it would take years for immigrants to get their first job in Sweden—on average, 10 years for a woman and seven years for a man. Now, with help from ManpowerGroup and its company Manpower Telge Jobbstart (MTJ), more than 700 refugees and immigrants have found work.

The effort first began in the Swedish town of Södertälje, which has received more war refugees from Iraq than the United States and Canada combined. To help integrate these individuals into society and pair them with meaningful work, local government reached out to ManpowerGroup for help.

MTJ was formed and participants, selected by the Södertälje municipality, spent 18 months studying Swedish culture and society, and receiving assistance finding work. More than 60% eventually moved from welfare into jobs. The program is now expanding to other Swedish towns and will integrate ManpowerGroup training aimed at helping the long-term unemployed.

Further, MTJ is supporting reforms by serving as an “introduction guide” to refugees and immigrants in Stockholm, placing more than 58% of those served in jobs. The team’s success is based on building a network of contacts for new immigrants. MTJ helps facilitate introductions and conversations, bridging any language or cultural differences between job seekers and potential employers. [Learn more>>](#)



# Diversity

ManpowerGroup considers diversity and inclusiveness to be both ethical and practical issues. The deliberate pursuit of diversity and inclusiveness helps drive competitive advantage and is directly connected to our ability to provide high quality innovative workforce solutions for our clients.

At ManpowerGroup, we believe in human potential. We create an environment that gives everyone the opportunity to achieve more than they imagined. We respect everyone as individuals, valuing their differences and strengths and supporting them to succeed.

<b>Our People</b>	Building a strong pipeline of diverse leaders and culture that helps people to achieve their potential
<b>Candidates &amp; Clients</b>	Providing opportunities to diverse candidates to fulfill the talent needs of our clients
<b>Community</b>	Building sustainable communities around the world

The nature of our business uniquely positions us to contribute towards and celebrate diversity across our global network. From its founding, ManpowerGroup has advocated for creating opportunities for women to engage and thrive in the workforce, beginning in 1948 when it was not yet socially accepted for women to work outside of the home and develop careers. We have also played an important role in providing jobs to racial minorities, beginning in the 1960s, which was the most pivotal era for racial diversity in the United States workforce. In our employment practices and our special workforce development initiatives, ManpowerGroup practices leadership by tapping into the human talent and innovation of workers across the broad range of diversity with a focus on inclusion for all.

This leadership in diversity continues today, particularly in providing opportunities for women, who are strongly represented throughout our global organization. A recent survey of our largest business entities reported that over **70% of our employees and more than 50% of managers are women.** Women make up **34% of our Global Leadership Team,** leading a number of key business entities and functions throughout our organization.

*ManpowerGroup defines diversity broadly to include differences of gender, race, ethnicity, culture, physical ability, age, national origin, religion, sexual orientation, gender identity, work experience, and social class. As a company with a footprint that spans 80 countries, we view our international diversity as a key strength.*

*Through programs and partnerships initiated by local operations throughout the world, we provide people from all walks of life with the skills and connections to employment opportunities that help them earn sustainable livelihoods. Our programs have a particular focus on women, youth, people with disabilities, and the long-term unemployed.*

[Learn more>>](#)



*In 2011, ManpowerGroup was recognized by Diversity Journal as a Leading Company for Employees with Disabilities.*



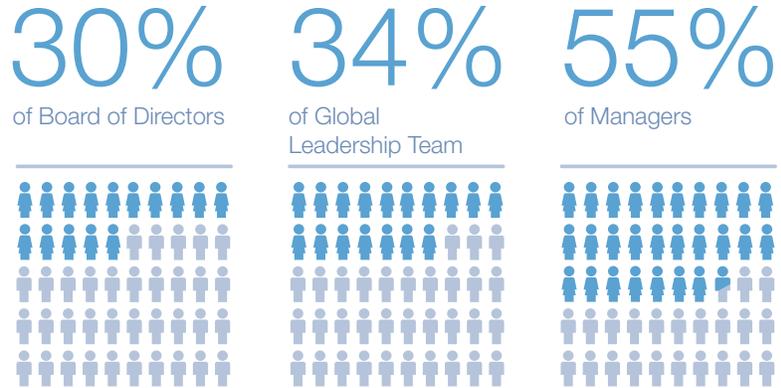
ManpowerGroup's commitment to diversity at the highest level has been recognized by the 2020 Women on Boards Campaign for having at least 20% of its board comprised of women. [Learn more>>](#)

**RELATED RESOURCES**

- [The People Side of Strategy: Why Closing the Gender Talent Gap Makes Good Sense for Business](#)

## Women Leaders at ManpowerGroup

Few companies have helped empower women like ManpowerGroup—both inside and outside our company. We not only provide experience and employment opportunities to women that they previously may not have had access to, but more importantly, we nurture a culture that respects how diversity of thought inspires the productivity, innovation and collaboration organizations need in the Human Age.



With women making up over 50 percent of our managers globally, ManpowerGroup continues to be an advocate for the advancement of women. Sixty-five years old and still growing strong, we were one of the first employers to bring women into the workforce decades ago. Our collaborative organization structure creates a framework that fosters contemporary approaches to work arrangements that unleash the productivity and innovation of our people, regardless of gender or generation.

## Women Lead Some of our Largest Markets Across the World



**Kate Donovan**  
President, Global RPO  
ManpowerGroup Solutions



**Monica Flores**  
Regional Managing Director  
ManpowerGroup Latin America



**Maalfrid Brath**  
Managing Director  
ManpowerGroup Norway



**Dalia Narkiss**  
Regional Managing Director  
ManpowerGroup Eastern Mediterranean



**Lancy Chui**  
Regional Managing Director  
ManpowerGroup Greater China

## Supplier Diversity

ManpowerGroup is committed to developing relationships with diversity suppliers to collaborate on the innovative workforce solutions we offer our customers worldwide. Through these collaborative efforts, we can help strengthen the economic wealth of our diverse business communities, while at the same time helping our clients meet their goals for diversity in their supply chains.

The Supplier Diversity Initiative was designed to provide innovative approaches to recruiting, developing and increasing our diverse supplier base. Our program includes women, minorities, veterans, disadvantaged and small business owners who share our mission of providing quality services to their customers. We collaborate with diversity suppliers who share our vision of being the best provider of higher value staffing services and the center for quality employment opportunities.

The goals of ManpowerGroup's Supplier Diversity Initiative are to:

- Increase the number and quality of relationships with diversity suppliers, while maintaining our current standards of quality, competitive pricing, and service delivery
- Mentor and assist diversity suppliers, accelerating their growth and profitability, by broadening their participation in ManpowerGroup's client programs
- Promote the development of diversity suppliers to enhance their ability to succeed in the marketplace
- Promote integrity, ethics, and social responsibility in the workplace by cultivating quality diversity suppliers
- Expand ManpowerGroup's Commitment to supporting the communities we serve.

[Learn more>>](#)



*Beginning in 2009, every year the Women's Business Enterprise National Council has named ManpowerGroup as one of 29 of America's Top Corporations for Women's Business Enterprises, recognizing our world-class programs that help create level playing fields for women's business enterprises to compete for corporate contracts.*

## Health & Wellbeing

At ManpowerGroup, we believe that wellness and healthcare are important to ensure that people are able to stay productive and contributing members of the workforce. We also believe that flexibility allows us to employ the most talented workforce, and that time away from work is good for employee wellbeing and for their ability to contribute to our strategic success more effectively.

### Wellness at Work

ManpowerGroup encourages work-life balance by providing flexible working arrangements including working remotely, as well as a number of at-work services ranging from dry cleaning to automobile repair to exercise and nutrition programs. We helps individuals and families address financial concerns by providing access to health insurance—including dependents and same-sex partners, tax-savings plans for healthcare and childcare, and retirement and stock purchase plans.

Our benefits programs are part of our overall compensation plans designed to attract and retain talented employees. Because we operate in 80 countries and territories—often with a variety of jurisdictions, regulations and customs—our benefits programs are aligned at the local level, by country.

### Safety

Because we care about people, we care about the health and safety of everyone as an integral part of our culture. We endeavor to take appropriate measures to provide a safe working environment for all staff personnel, temporary associates, contractors and consultants. We focus on compliance with health and safety legislation within our own business operations and also apply this same standard as a matter of priority when reviewing whether to place associates, contractors and consultants in a client's work environment.

### Environment

Workplace environment plays an important role in ensuring the health and wellbeing of employees. ManpowerGroup takes a practical approach to environmental responsibility in our operations around the world.

[Learn more>>](#)

#### **Wellness at Work—A Model**

*At our World Headquarters, we model an approach to wellness that fosters a culture of wellbeing, by providing employees with contemporary tools, education and experience that reinforce and foster healthy choices in a number of areas, including onsite fitness programs, discounted memberships to fitness clubs and weight management programs, smoking cessation, stress management, health coaching, and health fund contributions.*

# Supply Chain Integrity

Organizations rely on their supply chain business partners for a wide variety of goods and services, including talent. Supply chain partners can either enable or hinder a company's agility. Missed deadlines, quality issues, or negative publicity stemming from human rights violations can all impact an organization's ability to achieve business success.

In a world of increasing transparency, companies are being scrutinized—by the media, by consumers, by watchdog groups and by their employees—as never before. It is more important than ever to ensure the integrity of business partners, especially those that are closely linked to a company's brand.

Operating in 80 countries and territories around the world, ManpowerGroup engages a broad base of suppliers from across the globe. We seek positive assurance that the businesses and individuals we work with throughout our entire supply chain understand, share and commit to the standards outlined in our Supply Chain Business Partner Policy.

[Learn more>>](#)

ManpowerGroup's efforts to ensure the integrity of its supply chain have been showcased as part of the EHTN-Global Compact Case Study series on Business & Human Trafficking.

[Learn more>>](#)



## RELATED RESOURCES

- [Supply Chain Business Partner Policy](#)
- [Code of Business Conduct and Ethics](#)

# Manpower Logistics Academy

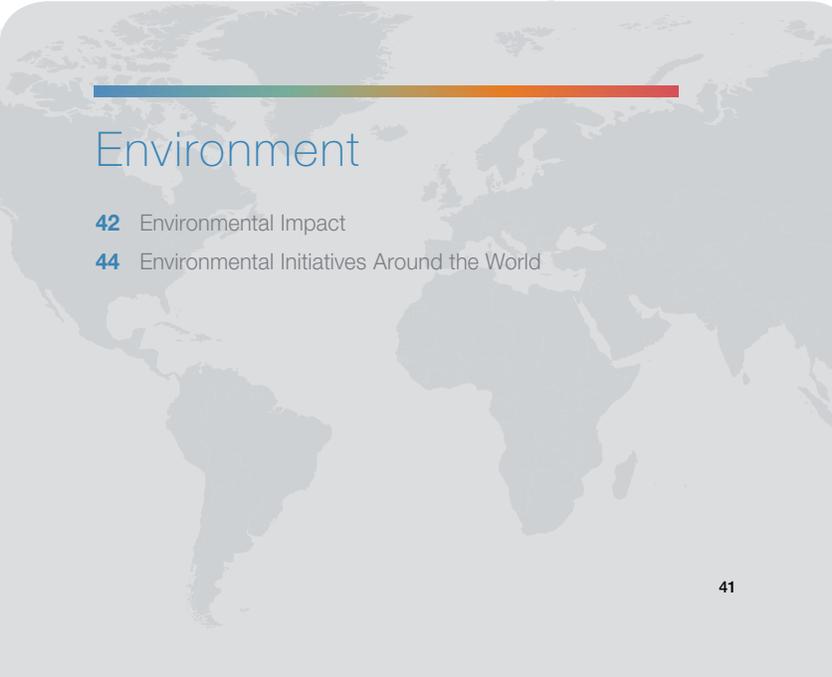
Belgium's seaport and transportation infrastructure make the country a vital gateway for freight and merchandise destined for distribution throughout Europe. The World Bank ranks Belgium's logistics industry sector as the 12th largest in the world, and it is growing at an annual rate of eight percent. But the shortage of experienced workers threatens that growth.

In 2007, Manpower Belgium developed a plan to help clients get the trained workers they require, while helping candidates—many of them unemployed and all of them with little or no relevant industry experience—receive free training and the opportunity to find work in this sector. The Manpower Logistics Academy, created in partnership with training specialist @thetys, is a hands-on training facility that provides real-world experience for managers, forklift operators and other personnel who are essential to the smooth operation of logistics facilities.

However, the Academy is more than just a training course. It is an integrated employment program that begins with candidate recruitment and aptitude testing, and finishes with task-based training and industry certification. Once candidates earn certification, they are guaranteed a position with a Manpower Belgium client. In 2007, the Academy trained 400 candidates. Now operating out of three facilities, the program trains and places more than 1500 candidates annually, and continues to evolve training to meet the needs of the industry, recently developing an eco-driving course.

[Learn more>>](#)

Environment environment  
Environment environment



## Environment

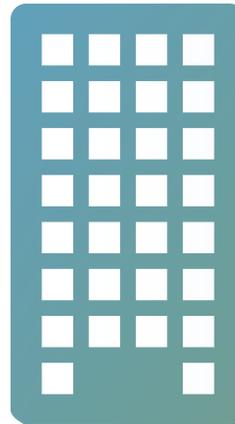
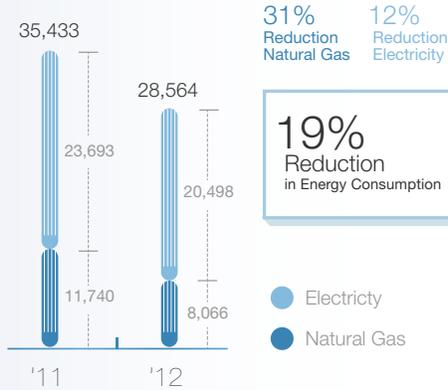
- 42 Environmental Impact
- 44 Environmental Initiatives Around the World



# Reducing Energy Consumption

## Energy Consumption in Our Offices

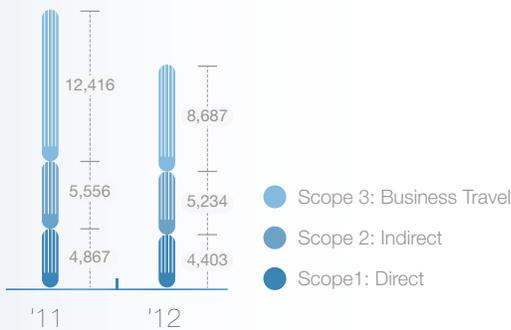
Unit: MWh



Datascope = 3 key markets, representing 25% of total employees

## Greenhouse Gas Emissions from Energy Consumption and Business Travel

Unit: Metric Tons CO<sub>2</sub>e



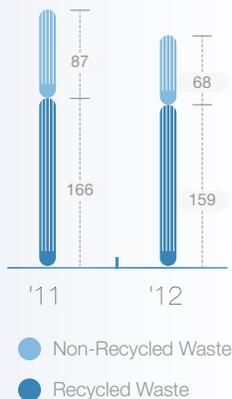
Datascope = 3 key markets, representing 25% of total employees

Scope 1 includes emissions from fuel consumption by fleet cars

Scope 3 includes emissions from air, rail and personal car travel for business

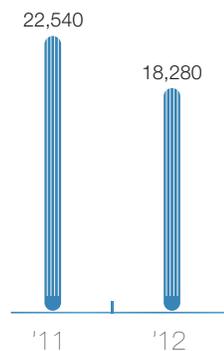
## Recycling and Waste Management at Global HQ

Unit: Metric Tons



## Water Consumption at HQs

Unit: Cubic Meters



Datascope: Global, UK and France headquarters buildings, representing 7% of total employees

# Environmental Initiatives Around the World

## REDUCING ENERGY CONSUMPTION

**200 kWh**  
Saved Every Month

Philippines is conserving energy by turning off lights during lunch breaks and shutting down office equipment at the end of the business day, **saving up to 200 kWh per month**. Vietnam, China and Switzerland are pursuing similar strategies: automatically powering down non-essential devices and lights during the lunch hour and/or at the end of the business day.

**\$230,000** Saved

Energy reduction measures have **saved nearly \$230,000** at our LEED Gold Global Headquarters building.

**100%** of electricity used by ManpowerGroup's operations in Germany, Norway and Sweden is sourced from renewable sources, like wind and water.

UK operations have **reduced gas and electricity consumption by over 20%** across branch network and headquarters since the beginning of 2010.

In 2012, Italy replaced all 280 multi-function units (MFUs) at Headquarters with the latest generation equipment, ensuring lower energy consumption.



**Programmable heating devices** and **energy efficient light bulbs** save energy in our offices in Bulgaria.

Finland decreased its electricity usage by **5%** from 2011.

**20% Reduction**  
in Emissions

When relocating our offices in Sweden, we pursued a strategy of choosing newer and more energy efficient spaces, decreasing energy usage by nearly 20% over 2011. The result: a **20% reduction in emissions**.

## REDUCING IMPACT OF BUSINESS TRAVEL



Sweden is providing low-emissions company vehicles and encouraging the use of rail for business travel, **reducing the distance travelled by air by 500,000 miles** in 2012 as compared to 2011.

**22 Tons**  
CO<sub>2</sub>e saved each year

In Germany, our low emission fleet vehicles **save 22 tons of CO<sub>2</sub>e each year**.

**10%**  
Reduction  
in Company Car Mileage

Finland has reduced overall travel, including **10% reduction in company car mileage**.

Romania has greatly increased the use of webinars and conference calls to reduce the environmental impact of business travel.

In 2009, Italy began introducing LPG (liquid petroleum gas or autogas) cars into its fleet. As of 2012, **80% of the fleet is LPG**, reducing emissions by 540 metric tonnes CO<sub>2</sub>e.

Netherlands is purchasing only the most energy-efficient cars for its fleet. The average emissions for fleet vehicles is 106 grams CO<sub>2</sub>/km, about **20% lower than the benchmark** for this market.

**30%**  
Reduction  
in Rail Journeys  
since 2008

**8%**  
Reduction  
in Number of Flights  
from 2011 to 2012

France achieved its goal to reduce emissions from business travel by 8% from 2008 levels. As of 2011, we were ¾ of the way to meeting that goal, and we continue to make progress against that goal, further **reducing the number of flights by 8% from 2011 to 2012, and the number of rail journeys by 30% since 2008**.

In 2011, the UK began replacing older fleet cars with lower emissions vehicles. The average CO<sub>2</sub> emissions for the fleet is now under 120 grams CO<sub>2</sub>/km, which is **15% below the current national average**.

## REDUCING PAPER CONSUMPTION

40%  
Reduction  
in Paper Consumption

In 2012, Finland **decreased its paper consumption by 40%**.

Since 2009, France has **reduced the consumption of paper for printing by 40%**.

Canada introduced online performance reviews in 2012, **saving 1300 sheets of paper annually**.

In 2012, Australia and New Zealand introduced an online candidate registration system that **cut paper usage in half**.

Online pay slips conserve paper in Thailand and the UK.



## MANAGING ELECTRONIC WASTE



In the US and Canada, ManpowerGroup is partnering with Intechra to ensure that all electronic waste (e-waste) from our branch offices is disposed of in a responsible manner. **An initial clean-up beginning in 2011 and running through 2012 resulted in more than 90 tons of obsolete electronic equipment prevented from entering the solid waste stream.** In terms of greenhouse gas reductions, **this is equal to removing 1,090 passenger cars from the road per year.** The ongoing program with Intechra will ensure that all newly generated e-waste is either recycled or reused. An added benefit of the program is the freeing up of valuable office space, once used to store obsolete equipment, which can now be rededicated to revenue-generating activities.

More Than  
**90 Tons**  
of Obsolete Electronic Equipment  
Prevented From Entering the Solid Waste Stream



## CONSERVING GREEN SPACES



Since 2006, we have maintained **575 square meters of green space** on the median strip in front of our headquarters in Mexico City.

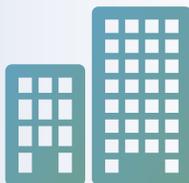
In 2011, China adopted **50 trees** and **200 square meters of grassland**.

Colombia is partnering with local government to **plant trees in each city** that it operates.



## CERTIFICATION AND RECOGNITION

LEED Gold  
Certified



In March 2012, ManpowerGroup Germany's new headquarters building was the nation's first office space to be LEED Gold certified due to its **green construction, energy-efficient lighting, heating and cooling systems, and reducing water consumption.** Germany marks the third of our headquarters buildings to receive environmental certification.

Belgium is recognized as an **Eco-dynamic Company** by the Brussels Environment Institute for all aspects of environmental management, including energy, water, air quality, noise, green spaces, and purchases of goods and services.

A number of our operations have received **ISO 14001 certification** for their environmental management systems, including Australia/New Zealand, Netherlands, Sweden, and Brook Street Bureau in the UK.



## Byron's Story

Sometimes a door opens to a career opportunity when a job candidate accepts a temporary placement. Byron Waite, a diabetic with multiple amputations, was referred to such an opportunity through a partnership between Iowa Vocational Rehabilitation Services (IVRS) and Manpower (part of ManpowerGroup's national Access2Ability program) that provides workforce solutions and talents of qualified candidates with disabilities to local business and industry.

Byron, a job candidate from Iowa City with a Bachelors in Business Administration, became a stay-at-home Dad for his five children for seven years. When he was ready to return to his career he began working with his local IVRS office to obtain career counseling and to take additional classes to upgrade his IT skills/certifications. However, as Byron began applying for jobs he was not getting the interviews he had hoped for because he lacked current work experience.

In an effort to help offset that long period of unemployment, IVRS referred Byron to Manpower in 2012, where he was quickly placed into a one-week temp position as an administrative assistant. He approached this temporary placement with a positive attitude. Byron knew that opportunities like this would help him build the professional

references that he needed. He stated, "If you leave a good impression with the employer, it might provide stepping stones to a new career."

Sometimes working temporary jobs takes patience as one waits for the next opportunity. But Byron's patience was soon rewarded when DVIP (Domestic Violence Intervention Program), contacted Manpower in the fall of 2012 in search of a temporary accountant. Manpower immediately knew they had the right man for the job.

DVIP's Executive Director related that the responsibilities for the fiscal documentation and grants management of a nonprofit can be challenging, but "Byron has brought a range of knowledge and experience that benefits DVIP, and he has the professional demeanor and capacity to succeed in this unique environment."

When asked what he likes about working at DVIP, Byron responded that he loves the variety of the work but, "what I enjoy most are the people I work with!" He specifically mentions being proud to work for an organization that has so many innovative and forward-thinking administrators and staff.

During the spring of 2013 Byron's medical condition required a below-the-knee leg amputation. However, with some additional accommodations provided by DVIP, he returned to his position within 2 weeks, noting that his desire to return to work was a positive motivator in his recovery: "I want to get back to work as soon as possible because there's so much to be done and I know they need me there."

This three-way partnership—utilizing the expertise of Access2Ability, Byron's talent, and the DVIP's openness to try something new—made this story a success for everyone. In the spring of 2013 Byron was offered a full-time position as the Controller of DVIP.



## Governance

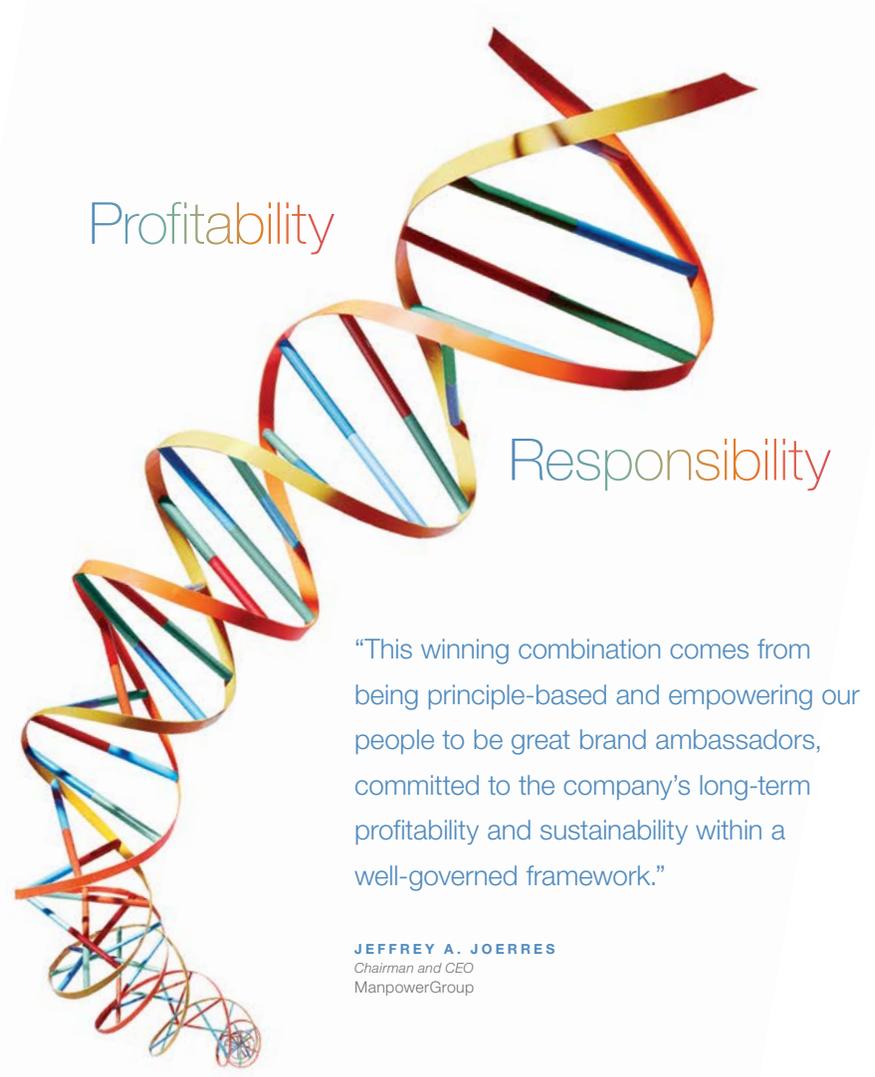
Our principles are underscored by a strong governance framework that extends from our FCPA compliance, integrity of financials and transparency, to our compensation philosophy and practices. We keep current and aligned to best governance practices and have implemented many changes over the years. We have adjusted our executive pay practices to expand the portion that is performance-based. We have adopted a “clawback” policy, and tightened our stock ownership requirements for our executive offices. In 2012, our Board has recommended that we move toward a declassified Board structure. We are proud of our approach to governance and compensation, which we believe serves our shareholders well.

For more information, please refer to the [Corporate Governance Guidelines](#) and our other governance documents, available on our corporate website, and to our [2012 Annual Report](#).

### RELATED RESOURCES

- [Corporate Governance Guidelines](#)
- [Code of Business Conduct and Ethics](#)
- [Policies](#)
- [Annual Report](#)
- [Board of Directors](#)

### Values Rooted in the Intersection of



About this Report About this Report



## About this Report

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    - Client Engagement and Satisfaction **52**
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## About this Report

Our 2012-2013 Sustainability Report focuses our thinking about sustainability in the Human Age around Talent Sustainability. The report defines the critical need to ensure the sustainability of the world's workforce ecosystem; and highlights our ongoing contributions to the agility, employability, and vitality of the world's workforces. The report also outlines our environmental performance during fiscal years 2011 and 2012.



We used Global Reporting Initiative (GRI) G3 guidelines as a framework for our reporting approach, and self-declare this report at Application Level B. This report also serves as our Communication on Progress (COP) for the United Nations Global Compact (UNGC), of which we have been an active member since 2006. The complete GRI/UNGC Index is [available here>>](#)

Current financial information about ManpowerGroup can be found in our recent [Annual Report>>](#).

Please send your questions and feedback to [sustainability@manpowergroup.com](mailto:sustainability@manpowergroup.com)

## Reporting Approach

Since publishing our 2010 Social Responsibility Update, we have taken a number of steps to strengthen our reporting approach.

### Global Reporting Initiative

We have fully incorporated the GRI G3 framework into our reporting approach, and self-declare this report at Application Level B. [The complete GRI Index can be found here>>](#)

### United Nations Global Compact

We have been a participating member of the UN Global Compact since 2006. This report serves as our seventh Communication on Progress. We have provided references to the relevant UNGC Principles in our [GRI/UNGC Index, available here>>](#)

## Environmental Performance

We strive to be transparent in reporting our environmental impact. In addition to the GRI framework, we use a number of tools and resources to help us determine the areas of most materiality for our business, including such questionnaires and assessments as the [Carbon Disclosure Project](#), [EcoVadis](#), [FTSE4Good](#), and the [Dow Jones Sustainability Index](#), as well as client-specific questionnaires.

For those areas that we deemed material, we have focused on collecting data from key business operations. A high percentage of our business operations are carried out in leased spaces in large buildings, where it is not cost effective (or in some cases possible) to obtain hard data on environmental indicators such as energy use or water consumption. We have therefore limited data collection to the real estate which we either own or fully control, typically headquarters buildings in our key markets.

We collected environmental data for the 2011-2012 fiscal year using a pilot of Enablon—a web-based sustainability data management system. We then used tools provided by the Greenhouse Gas Protocol to estimate emissions based on that data.

As we develop simple and efficient ways to manage and report on the environmental impact of our largest operations, we expect to apply those best practices across more of our markets in future.



# Stakeholder Engagement

We have engaged a number of internal and external stakeholders in discussion around a number of topics related to CSR, sustainability and reporting:

- In-depth analysis of assessments and questionnaires from clients and analysts
- Interviews with analysts
- Research around world of work trends
- Regular interaction with governments, labor organizations, industry associations, clients and candidates
- Feedback from employees
- Internal multi-departmental stakeholder taskforce

This engagement process resulted in the development of a new sustainability platform, as well as an approach to reporting that is both simpler and more comprehensive.

Shareholder Topics/Concerns	Our Response
Clients do not clearly understand how best to partner with us around CSR and sustainability.	Crystalize our approach and articulate a new platform, focused on talent sustainability, to clearly highlight our contribution in terms of the areas that are most relevant to our business and where we create the most value.
Materialize & focus areas—by trying to report on everything in the GRI framework, we were losing focus on the areas that are most relevant to our business and where we have the most impact.	Create a detailed materiality matrix, mapping all GRI topics by importance to stakeholders vs. relevance to/impact of our business. Concentrate our reporting on those areas that are most relevant and significant.
Questions about our decision-making process around investing in CSR programs highlighted the need to create more structure in this area.	Begin developing a fixed and flexible framework that will provide guidance to our operations on investing in CSR and measuring and reporting outcomes
Inability to provide global consolidated data; unclear scoping of partial data when provided.	Focus on the data that we are able to provide, and consistently scope that data to enable year-over-year comparisons and tracking of progress.

## Client Engagement and Satisfaction

Because of the nature of our business—providing workforce solutions to enterprises—we are in constant contact with a large number of stakeholders, including clients, candidates and associates (individuals we place on assignment with clients). In a typical year, ManpowerGroup will interact with and/or interview more than 10 million people and connect up to 4 million people with work opportunities while

we serve some 400,000 clients across 80 countries and all industry sectors, including businesses of all size, governments and NGOs.

ManpowerGroup actively and continuously measures satisfaction among our clients, candidates and associates. The satisfaction programs are directed at the country level and differ by line of business to allow for customization unique to geography and business line. One common metric that is collected throughout the majority of ManpowerGroup’s operations is the Net Promoter Score (NPS). NPS and overall satisfaction scores are tracked and analyzed by business line and by country, where they are most meaningful and actionable. Each geographic region and business line sets improvement targets on an annual basis for NPS scores, and in some regions for the overall satisfaction score, and cascades these throughout the organization as part of overall business planning process.

### Materiality of Reporting Topics

People are at the core of our business. As a service business that specializes in workforce solutions, our focus areas are around talent, labor and human rights. We also want to ensure that we are a good influence on the communities and environments in which we operate.

We took a two-step approach to determining the topics that we would include in our report. First, using the results of our dual-focus stakeholder engagement we gave each of the GRI performance indicators 2 scores: the first based on perceived importance to our stakeholders, and the second based on relevance to—and potential impact of—our business strategy. Using these scores, we developed overall scores for each reporting category, which we then used to prioritize our reporting focus. We then chose the indicators within the categories that were most relevant to our business.

Highest Significance	Moderate Significance	Lower Significance
<p><b>Economic Performance</b></p> <ul style="list-style-type: none"> <li>• Direct &amp; Indirect Impacts</li> </ul> <p><b>Society</b></p> <ul style="list-style-type: none"> <li>• Ethics &amp; Compliance</li> <li>• Public Policy</li> <li>• Local Communities</li> </ul> <p><b>Labor Practices</b></p> <ul style="list-style-type: none"> <li>• Diversity &amp; Equal</li> </ul> <p><b>Opportunity</b></p> <ul style="list-style-type: none"> <li>• Talent Development</li> <li>• Employment Practices</li> </ul> <p><b>Human Rights</b></p> <ul style="list-style-type: none"> <li>• Non-discrimination</li> </ul>	<p><b>Labor Practices</b></p> <ul style="list-style-type: none"> <li>• Occupational Health &amp; Safety</li> </ul> <p><b>Human Rights</b></p> <ul style="list-style-type: none"> <li>• Investment &amp; Procurement Practices</li> <li>• Child &amp; Forced Labor</li> </ul>	<p><b>Environment</b></p> <ul style="list-style-type: none"> <li>• Energy &amp; Emissions</li> <li>• Water</li> <li>• Waste &amp; Recycling</li> </ul>

## Commitments to External Initiatives and Strategic Memberships

During 2011 and 2012, ManpowerGroup was involved with a number of external initiatives and charters, and our executives held strategic memberships in various organizations, including:

- Athens Ethical Principles, Founding Signatory
- Carbon Disclosure Project
- China International Council for the Promotion of Multinational Corporations, Vice President
- Committee for Economic Development, Director, Committee Co-Chair
- Competitive Wisconsin, Strategic Partner
- End Human Trafficking Now, Founding Member
- French Economic, Social and Environmental Council, Member
- Global Business Coalition Against Human Trafficking, Founding Member
- Global Reporting Initiative
- HR 50, Member
- HR Policy Association, Board Member
- Human Capital Institute, National Advisory Board Member
- International Confederation of Private Employment Agencies (CIETT), Board Member
- International Organization for Migration, Stakeholder
- Personnel Roundtable, Member
- The Hague Process on Refugees and Migration, Board Member
- United Nations Global Compact, Participating Member
- United Nations High Commission on Refugees, HR Advisory Committee Member
- World Economic Forum (WEF), Strategic Partner
- WEF Global Agenda Council on New Models of Leadership
- WEF Global Agenda Council on Women Leaders and Gender Parity
- WEF Global Agenda Council on Youth Unemployment

ManpowerGroup also partners with local governments, NGOs, and other organizations to develop, support and manage programs that contribute to the employability of underserved populations. [Learn more>>](#)



GRI Code	Description	Reference or Short Answer	Global Compact Principle
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### Strategy & Analysis

1.1	Statement from the most senior decision-maker of the organization.	<a href="#">CEO's Message</a>	1-10
1.2	Description of key impacts, risks, and opportunities.	<a href="#">2012 Annual Report</a> pp. 11-18, 25-27	

### Organizational Profile

2.1	Name of the organization.	ManpowerGroup Inc.	
2.2	Primary brands, products, and/or services.	<a href="#">2012 Annual Report p. 25</a>	
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	<a href="#">2012 Annual Report</a>	
2.4	Location of organization's headquarters.	Milwaukee, Wisconsin, USA	
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	<a href="#">2012 Annual Report p.84</a>	
2.6	Nature of ownership and legal form.	<a href="#">2012 Annual Report</a>	
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	<a href="#">2012 Annual Report</a>	
2.8	Scale of the reporting organization.	<a href="#">2012 Annual Report</a>	
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	In 2011, the acquisition of 3 entities in Asia and 1 entity in Europe added nearly 1% revenue growth to our consolidated results.	
2.10	Awards received in the reporting period.	<a href="#">Recognition</a>	

### Report Parameters

3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	2011 – 2012 calendar years	
3.2	Date of most recent previous report.	2011	
3.3	Reporting cycle (annual, biennial, etc.)	Annual	
3.4	Contact point for questions regarding the report or its contents.	<a href="#">About This Report</a>	
3.5	Process for defining report content.	<a href="#">Materiality of Reporting Topics</a>	
3.6	Boundary of the report.	<a href="#">About This Report</a>	
3.7	State any specific limitations on the scope or boundary of the report.	<a href="#">About This Report</a>	

GRI Code	Description	Reference or Short Answer	Global Compact Principle
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	<a href="#">About This Report</a>	
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report.	<a href="#">About This Report</a>	
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement.	<a href="#">About This Report, Materiality</a>	
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	<a href="#">About This Report</a>	
3.12	Table identifying the location of the Standard Disclosures in the report.	<a href="#">GRI Index</a>	
3.13	Policy and current practice with regard to seeking external assurance for the report.	Our Annual Report has been assured by external auditors. <a href="#">2012 Annual Report p. 48</a>	

## Governance, Commitments, and Engagement

4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	<a href="#">Corporate Governance</a>	
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	<a href="#">Corporate Governance</a>	
4.3	For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members.	<a href="#">Corporate Governance</a>	
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	<a href="#">Corporate Governance</a>	
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives, and the organization's performance.	<a href="#">Corporate Governance</a>	
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	<a href="#">Corporate Governance</a>	

GRI Code	Description	Reference or Short Answer	Global Compact Principle
4.7	Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity.	<a href="#">Corporate Governance</a>	
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	<a href="#">Vision &amp; Values; Code of Business Conduct &amp; Ethics</a>	
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	<a href="#">Corporate Governance</a>	
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	<a href="#">Corporate Governance</a>	
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	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.	
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	<a href="#">Commitments to External Initiatives and Strategic Memberships</a>	
4.13	Memberships in associations and/or national/international advocacy organizations in which the organization: <ul style="list-style-type: none"> <li>• Has positions in governance bodies;</li> <li>• Participates in projects or committees;</li> <li>• Provides substantive funding beyond routine membership dues;</li> <li>• or Views membership as strategic.</li> </ul>	<a href="#">Commitments to External Initiatives and Strategic Memberships</a>	
4.14	List of stakeholder groups engaged by the organization.	<a href="#">Stakeholder Engagement</a>	
4.15	Basis for identification and selection of stakeholders with whom to engage.	<a href="#">Stakeholder Engagement</a>	

GRI Code	Description	Reference or Short Answer	Global Compact Principle
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	<a href="#">Stakeholder Engagement</a>	
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	<a href="#">Stakeholder Engagement</a>	

### Economic Performance Indicators

DMA	Disclosure on Management Approach	<a href="#">2012 Annual Report; Addressing the Issue; What's Humanly Possible; Community Investment</a>	
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	<a href="#">Addressing the Issue; 2012 Annual Report p. 22</a>	
EC3	Coverage of the organization's defined benefit plan obligations.	<a href="#">2012 Annual Report p. 40</a>	
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	<a href="#">Supplier Diversity</a>	6
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	<a href="#">Diversity</a>	6
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	<a href="#">Addressing the Issue, What's Humanly Possible, Community Investment</a>	
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	<a href="#">Addressing the Issue, What's Humanly Possible, Community Investment</a>	

### Environmental Performance Indicators

DMA	Disclosure on Management Approach	<a href="#">Environment</a>	
EN3	Direct energy consumption by primary energy source.	<a href="#">Environment</a>	8
EN4	Indirect energy consumption by primary source.	<a href="#">Environment</a>	8
EN5	Energy saved due to conservation and efficiency improvements.	<a href="#">Environment</a>	8-9
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	<a href="#">Environment</a>	8-9

GRI Code	Description	Reference or Short Answer	Global Compact Principle
EN16	Total direct and indirect greenhouse gas emissions by weight.	<a href="#">Environment</a>	8
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	<a href="#">Environment</a>	7-9
EN22	Total weight of waste by type and disposal method.	<a href="#">Environment</a>	8

### Social Performance Indicators: Labor Practices and Decent Work

DMA	Disclosure on Management Approach	<a href="#">Diversity, Human Rights &amp; Fair Labor, Health &amp; Wellbeing, Training &amp; Development</a>	
LA1	Total workforce by employment type, employment contract, and region, broken down by gender.	<a href="#">Diversity</a>	
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender.	<p>Employees: 16.38 incidents per million hours worked in 2012, reduced from 19.03 incidents per million hours worked in 2011</p> <p>Associates: 83.19 incidents per million hours worked in 2012, reduced from 88.88 incidents per million hours worked in 2011</p> <p>(based on data from 4 key markets, representing 40% of employees and 55% of revenues)</p>	1
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	<a href="#">Wellness at Work</a>	1
LA10	Average hours of training per year per employee by gender, and by employee category.	<a href="#">Our Development Philosophy, Leadership Development</a>	
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	<a href="#">Our Development Philosophy, What's Humanly Possible</a>	
LA12	Percentage of employees receiving regular performance and career development reviews, by gender.	100% of employees participate in performance and career development reviews at least annually. <a href="#">Our Development Philosophy, Leadership Development</a>	
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	<a href="#">Diversity: Board of Directors</a>	1, 6

GRI Code	Description	Reference or Short Answer	Global Compact Principle
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### Social Performance Indicators: Human Rights

DMA	Disclosure on Management Approach	<a href="#">Human Rights &amp; Fair Labor</a>	
HR2	Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken.	<a href="#">Supply Chain Integrity</a>	1-5
HR6	Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor.	<a href="#">Human Rights &amp; Fair Labor</a> , <a href="#">Supply Chain Integrity</a>	1, 2, 5
HR7	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor.	<a href="#">Human Rights &amp; Fair Labor</a> , <a href="#">Supply Chain Integrity</a>	1, 2, 4

### Social Performance Indicators: Society

DMA	Disclosure on Management Approach	<a href="#">Addressing the Issue</a> , <a href="#">What's Humanly Possible</a> , <a href="#">Community Investment</a> , <a href="#">Ethics</a> ; <a href="#">Corporate Governance</a>	
SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	<a href="#">Community Investment</a> <a href="#">What's Humanly Possible</a>	
SO2	Percentage and total number of business units analyzed 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
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	100% of employees are trained annually on our Code of Business Conduct and Ethics, which broadly outlines our policies related to bribery and corruption, antitrust and competition, insider trading, and conflicts of interest. In addition, a sub-set of employees in key roles (approximately 5%) undergoes annual training and certification on detailed policies and procedures regarding bribery and corruption awareness/FCPA compliance, competition/antitrust, and insider trading/securities trading.	10

GRI Code	Description	Reference or Short Answer	Global Compact Principle
SO5	Public policy positions and participation in public policy development and lobbying.	<a href="#">Insight and Expertise, Commitments to External Initiatives and Strategic Memberships</a>	1-10
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	Our Code of Business Conduct and Ethics prohibits contributions to political parties, politicians and related institutions. <a href="#">Code of Business Conduct and Ethics</a>	

### Social Performance Indicators: Labor Practices and Decent Work

DMA	Disclosure on Management Approach	<a href="#">Stakeholder Engagement; Data Privacy Policy</a>	
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	<a href="#">Stakeholder Engagement</a>	8
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	0	1