

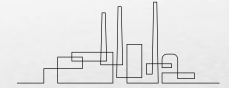
Working to Change the World

2023 - 2024 ESG Report - Belgium

Creating Global Impact, One Job At A Time



Message from our Managing Director



We are very proud to present our second Belgium Working to Change the World report, centered on the theme Impact at Scale, One Job at a Time. This theme underscores the profound difference we can make in people's lives and how ManpowerGroup is shaping the future of work. Each year, millions of people worldwide and thousands of people in Belgium, trust us to advance their career journeys, and companies of all sizes and sectors rely on us to address the complex workforce challenges they face today, from contingent and permanent staffing to talent management, outsourcing, and talent development.

At ManpowerGroup, everything we do is driven by our purpose, rooted in the belief that meaningful and sustainable employment can transform lives and societies. This commitment guides us as we strive to create pathways to greater equity, inclusion, broader skills, opportunity, and a healthier, more prosperous world. In 2023, as we celebrated our 75th global anniversary, we were reminded of ManpowerGroup's

long-standing leadership in tracking labor market trends. Today, we continue to play a leading role in our industry in Belgium and around the world, offering solutions to address the evolving technological, societal, and climate challenges.

Publishing this report is a pivotal moment to assess our progress, celebrate and share our successes, and engage all our partners and stakeholders to join us in working to change the world. For us, ESG is an ongoing journey, driven by the three pillars of our commitment for sustainability : Planet, People & Prosperity and our Principles of Governance. I extend my thanks to all our employees for their dedication, energy, and enthusiasm in advancing our ESG goals and driving our efforts to create a meaningful impact in people's lives.

Sébastien Delfosse
Managing Director ManpowerGroup BeLux

The Growing Importance of ESG



Employees

Today individuals aspire to work in a company that shares their values. This is a major challenge for employers, as it is crucial not only for attracting talent, but also for motivating and retaining employees in a highly competitive market, where talent is the scarce resource. ESG is key differentiator.



Clients and consumers

Consumers, and particularly young consumers, expect that brands and companies will address key socio-economic issues and invest in the well-being of people, society, and the planet. Our clients are acutely aware of this expectation and have made Corporate Social Responsibility (CSR) a top priority.



Investors

Smart governance and good risk management, including climate and human risks, are the hallmarks of well-managed companies poised to thrive in the coming years.



Governments & regulators

An ESG risk is a financial risk that impacts environment, communities and financial markets. In a growing number of countries, new laws, such as the new CSRD directive, require companies to be transparent and compel them to take responsibility to adapt to evolving needs.



Powering the future of work since 1948

**Our purpose:
We believe meaningful
and sustainable
employment has
the power to
change the world.**

We have been driven by the same purpose since our business was founded in Milwaukee, USA in 1948 : delivering a profit to our shareholders and contributing to society by providing meaning and sustainable employment for millions of people. Sustainability at work is our heritage, as we continue to face the challenges in the world of work.

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

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

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

Elmer Winter, Founder and PDG

1969



“As we celebrate our 75th anniversary. ManpowerGroup has always been at the forefront of tracking labor market trends and, today we are witnessing the acceleration of automation, greater focus on an equitable green transition, and the emergence of generative AI reshaping industries and economies. This convergence creates an opportunity for people to do more meaningful work, provided they have the right skills.

We are committed to offering the guidance, upskilling and expertise to set them on a path to success and help them navigate a world of work that is becoming greener and more digital. As change accelerates, people will power the future.”

#huManpower

Jonas Pricing, Chairmand and CEO

2023



2023 - 2024 Belgian Highlights

Planet

Pursuing our global effort to reach **Net Zero Emissions by 2045** or sooner and reduced direct emissions in Belgium by 12% in comparison with 2022.



Procured **100%** green electricity for our self-managed sites.



We have doubled the number of **EV or HV** reaching 51 vehicles, representing 8% of our Fleet.



People & Prosperity

Expanded our **Manpower MyPath**, building employability for growth jobs accross industries. In 2023, **1.849 lives have been transformed** through the action of our Talent Agents.

More than 200 people trained in our Manpower Logistics and Technical Academies.

Providing sustainable employment in Belgium to **416 refugees** from 68 countries.



45% of women in middle and senior management aspiring to achieve 50% by 2025.



Principles of Governance

Recognized as one of the **World's Most Ethical Companies by Ethisphere** for the 15th time in 2024.



Earned **Platinum and Gold Medals** at the global and Belgian levels from EcoVadis, the world's most trusted business sustainability ratings organization.

Renewed our **ISO 9001 Quality Management Certificate** for Manpower Belgium.

Won the title of **'Best Staffing and Sourcing Company'** for the fourth consecutive time at the Belgian HR Excellence Awards.



Creating global impact One job at a time

We are committed to scaling our efforts to bring meaningful and sustainable employment to people and communities in Belgium and around the world – *one job at a time*.





Working to Change the World Plan

Our three strategic pillars guide us toward one overarching goal — to deliver on our purpose that meaningful and sustainable work has the power to change the world.



Environmental (E)

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



Social (S)

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



Governance (G)

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

The Scope of This Report

This report was developed using quantitative performance data from January 1 to December 31, 2023, as well as events throughout the first half of 2024.


The aim of this report is to share our goals, data and progress aligned with UN Sustainable Development Goals (SDGs).


More information is available in our global ESG report, in alignment with the Global Reporting Initiative (GRI) Standards, the Sustainability Accounting Standards Board (SASB) and the World Economic Forum (WEF) Stakeholder Capitalism Metrics.

Our Brands. Our Breadth.

Our family of global brands – Manpower, Experis and Talent Solutions – provides innovative workforce solutions to hundreds of thousands of organizations every year, while helping millions of people find meaningful, sustainable work. We know that clients today are seeking more specialized skills and more integrated, tech-enabled solutions to complex workforce challenges. The diversification of our brands and our global footprint enables us to capture new opportunities and pivot to meet growing demand for higher margin offerings to solve complex workforce challenges.



 **Manpower** is a global leader in contingent staffing and permanent resourcing, providing companies with strategic and operational flexibility and creating talent at scale. Our Talent agents and specialized recruiters leverage data-driven insights to assess, guide and place people into meaningful, sustainable employment and our PowerSuite® tech platform enables assessment and matching to predict performance potential. Our Manpower MyPath® skilling program provides rapid skills development at scale with on-the-job training, market-based certifications and coaching for roles in growth sectors. More than 11,000 of our clients are actively engaged in Manpower MyPath across sectors including Engineering, Finance, Supply Chain and Life Sciences and over 240,000 Manpower associates have participated to date. Our latest campaign #huManpower is shining a light on talent across the world. www.manpower.com

 **Experis** ManpowerGroup is the global leader in IT Professional Resourcing, Solutions and Services. Experis accelerates growth for organizations by attracting, assessing, and placing specialized technology talent into in-demand roles, delivering mission-critical projects that enhance the competitiveness of the organizations and the people we serve. Through Experis Academy, we provide intensive “business-ready” training and coaching to new graduates, as well as customized skills development to prepare existing employees for high-demand tech roles in Enterprise Applications, Business Transformation, Cloud and Infrastructure, and Digital Workspace. www.experis.com


 **Talent Solutions** ManpowerGroup delivers integrated and data-driven workforce solutions to help clients more effectively attract, acquire, develop and retain qualified talent. Our best-in-class global offerings — RPO, TAPFIN-MSP and Right Management — are seamlessly integrated with our PowerSuite® HR tech stack to deliver workforce solutions that span the talent lifecycle across multiple countries at scale. www.mpgtalentsolutions.com

Photo: (Left) ManpowerGroup's strong and distinct brands were on display at the New York Stock Exchange in May.

Stakeholder Engagement

To truly create impact at scale, we must address the issues that are of most importance to our B2C and B2B stakeholders – our employees, associates and candidates, clients, partners, community and investors.

Our stakeholders are broad and our relationships deep. That’s why we are always listening to their perspective, tracking what is important and taking action to make sustainable progress on the issues that matter most. That’s how we create a ripple effect, driving impact at scale – one job at a time.

Through open dialog, we are committed to listening to the priorities of all our stakeholders to focus on the areas where we can have greatest impact. Throughout 2023 and 2024 we have been preparing to begin a Double Materiality Assessment process. This is how we listen to the priorities of our stakeholders and shape a future of work that works for all.

Engagement Channels

<p>Employees</p> <ul style="list-style-type: none"> • Annual and pulse surveys • Business resource groups • European works councils • All-employee townhalls • Future Leader Program • Accelerated Leader Program • Right Coach Coaching 	<p>Associates & Candidates</p> <ul style="list-style-type: none"> • Experis Academies • Manpower MyPath • Net Promoter System • Manpower App • Assessment, coaching, mentorship and training 	<p>Clients</p> <ul style="list-style-type: none"> • Market insights • Thought leadership • Virtual and in-person events • Account review meetings • Audits and assessments • Net Promoter System • Exchange Events 
<p>Suppliers, Partners & Vendors</p> <ul style="list-style-type: none"> • Vendors aligned with our values and committed to good corporate citizenship • Comprehensive onboarding process 	<p>Community & Society</p> <ul style="list-style-type: none"> • ManpowerGroup Foundations • Global and national partners • Community partners • Global, regional and country associations • Chambers of commerce • Non-profit and NGO board seats • Global engagement forums 	<p>Investors</p> <ul style="list-style-type: none"> • Annual proxy statements • Annual and quarterly financial statement reporting • Investor and analyst dialogue • ESG assessments and ratings • Quarterly earnings calls • Year-in-review 

Global Alignment & Collaboration

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



Photo: Ruth Harper (second from left) and Head of Global Strategic Communications & Partnerships, Emma Almond (far right), with Sanda Ojiambo (center) and members of her team.



In 2024, Sanda Ojiambo, CEO of the United Nations Global Compact and UN Assistant Secretary-General and her team visited ManpowerGroup's Milwaukee HQ to further our shared commitment and ongoing partnership to enhance global living and working conditions for all.

Partnerships Driving Impact at Scale

We recognize the importance of strong and lasting partnerships to address global issues in sustainable and scalable ways. From skilling millions of people around the world, to preparing the next generation of talent for growth jobs, our best work is done when we partner with others who share our vision and align with our purpose.



ManpowerGroup has partnered with the World Economic Forum for over twenty years. In 2024, our Davos delegation, led by Jonas Prising and Becky Frankiewicz, collaborated with global leaders to address workforce challenges, promote a people-first green transition, and champion business's role in "Rebuilding Trust."



We are pleased to convene business leaders to outline an action agenda to tackle inequality in the Business Council for Tackling Inequality's annual report. This year we are leading discussions on a *People-Centric Approach for the Just Transition* and advising companies on the development of green skills as part of our role in the WBCSD Chief People Officer Network to enhance HR's role in corporate sustainability.



ManpowerGroup collaborates with the World Employment Confederation, shaping policies and programs for key industry issues. At this year's WEC conference in Lisbon, we joined job seekers, employers and policymakers from 32 nations to discuss equality, regulation and work access.



We've partnered with Junior Achievement for more than two decades across 21 markets, focusing on work readiness for Gen Z and our CEO Jonas Prising is the Global Chair of JA Worldwide. In 2024, we joined a 13-member JA Europe consortium to document and standardize in-demand soft skills as part of the EU-funded EmPass program and upskilled young people for green jobs in Italy and Spain.



Through our partnerships with TENT and Welcome.US, we connect refugees with training and sustainable employment opportunities. In partnership with Accenture, we collaborate with employers, resettlement agencies and NGOs to attract and hire refugees. Our efforts have positively impacted over 30,000 refugees globally through mentorship, upskilling, and job placement.

Awards & Recognitions

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

World's Most Sustainable Companies 2024, by Time Magazine



Recognized as one of the World's Most Sustainable Companies in 2024 for our commitments to climate action. Secured the 96th position among 500 ranked companies and emerged as the top performer in the workforce solutions industry.



CDP – B

Maintained a strong CDP (formerly Carbon Disclosure Project) score, receiving a B rating in 2023, which reflects our continued commitment to transparently disclosing our emission performance and our ongoing journey to net-zero.



World's Most Ethical 15th Time

Named one of the World's Most Ethical Companies for the 15th time – remaining the only company in our industry to be recognized for more than a decade for playing a critical role in driving positive change in societies and communities around the world.



EcoVadis – Global Platinum

Achieved a Platinum medal in the 2023 EcoVadis assessment, improving from our previous gold rating and placing us in the top 1% of all rated companies worldwide, and earned new medals for 13 countries, expanding our EcoVadis coverage to 25+ countries overall.



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

Planet



About our Environmental Mission

"We are proud to be the first in our industry to have our climate goals validated by the Science Based Target initiative (SBTi). Our Planet Leaders and teams around the world are taking decisive action to implement Climate Transition Plans across five key levers: increasing renewable energy use, decarbonizing our commutes, electrifying our fleet, promoting eco-responsible business travel, and scaling our impact throughout our supply chain."

-Natalie Lau, Director Global Sustainability Strategy & ESG Reporting





Progress vs. Pledges

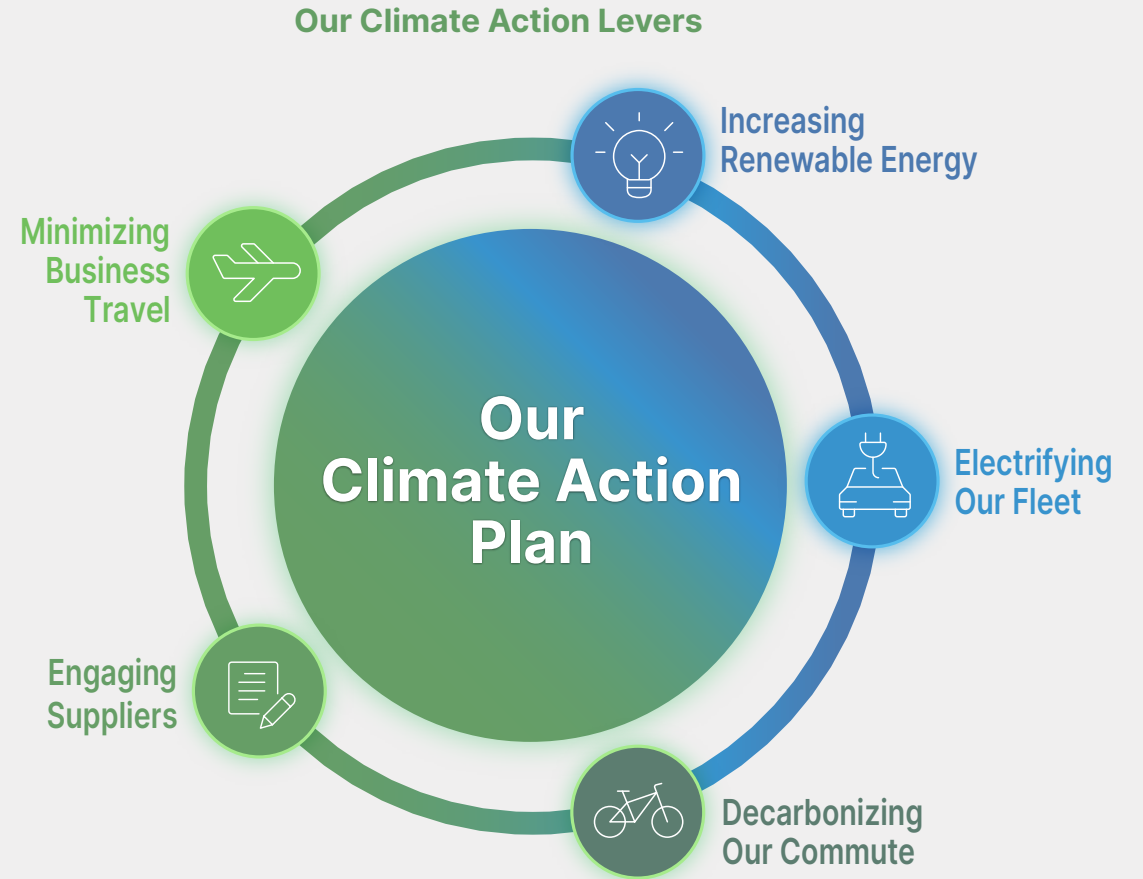
By committing to change and encouraging our people, partners and clients to do the same, we are making measurable, incremental progress towards our environmental goals. Progress is our top priority.

Our Climate Action Plan and Five Levers

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

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

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



Our Performance

We continue to make good progress on our climate action to reduce emissions in Belgium. We are committed to shaping new practices and behaviors that enable us to manage and reduce our highest impact activities.

Data collection

As we have adopted the SBTi (Science Based Target initiative) approach globally, we continue to enhance our procedures to improve the quality of our data collection. However, we recognize that there is still room for improvement and challenges lie ahead. Gathering data from our various locations and engaging the landlords of our branches and other stakeholders, are key areas of focus.

Direct Emissions (Scope 1 & 2)

Our 2023 emissions were 15% lower than our 2022 emissions, primarily due to significant progress in reducing our Scope 1 emissions. We achieved a 23% reduction in fleet emissions, which contributed substantially to this overall decrease.

Value Chain Emissions (Scope 3)

Our value chain emissions decreased by 8% as we were able to reduce air travel emissions by 12%.

Methodology

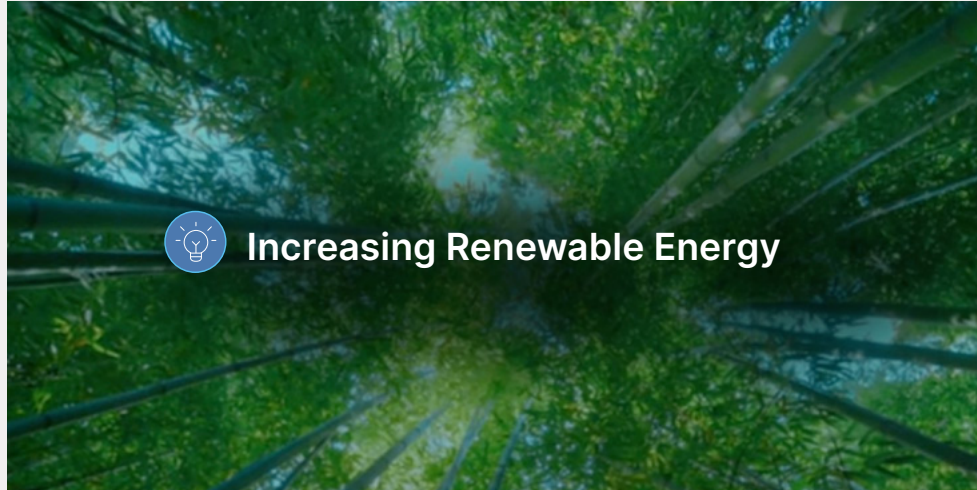
Data is collected across markets that represent more than 85% of global revenue in 16 key markets, including Belgium. To account for 100% of our operations, missing values of reporting countries are modeled, and the total is extrapolated for non-reporting countries utilizing data on revenue and full-time-equivalent. Our emissions footprint is completed by external consultants, leveraging guidance from the GHG Protocol. We are continuously working to increase data transparency, quality, and coverage of our emissions reporting and are pleased with our progress.



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

Trending Absolute GHG Emissions (tCO₂e) - Belgium

	2023	2022	% change
Scope 1	1736,13	2052,83	-15%
Scope 2 (market-based)	81,12	81,86	-1
Scope 1+2 (market-based)	1817,25	2134,69	-15
Scope 3	1589,41	1733,72	-8%
Total Scope 1,2 & 3 (Market-based)	3406,67	3868,41	-12%



Increasing Renewable Energy

We are committed to reducing energy consumption:

- 100% Green Electricity: All our directly managed sites are powered by 100% green electricity.
- Solar Panels in Leuven: Our Leuven branch serves as a best practice example, with solar panels generating renewable energy. We aim to replicate this success across our other locations.
- LED Lighting: We are transitioning to 100% LED lighting for energy efficiency, with all new offices equipped, and continuing the rollout to remaining offices.



Electrifying Our Fleet

In Belgium, we are focused on reaching the target of 100% electric vehicles (EVs) by 2030. We made great progress in 2023.

In 2023, we doubled the number of electric and hybrid vehicles to reach 51 vehicles, representing 8% of our fleet. At the same time, we continued to reduce the number of diesel vehicles from 128 to 54. By 2025, we will have completely eliminated diesel vehicles from our fleet. Our efforts have produced great results, reducing our Scope 1 fleet emissions by 23% year on year.

We are contributing to the change by funding the installation of charging stations for electric vehicles at our employees' homes – adding an appendix to our car policy with specific rules. We have already installed 41 charging stations including the installation of facilities at our Head office.





Decarbonizing Our Commute

- Our homeworking policy not only improves the quality of life for our employees by providing flexibility in when and where they work, but it also helps us reduce our carbon footprint. Employees are allowed to work two days from home and also in a branch close to where they live.
- In 2023, 29 colleagues bought electric bicycles through our Flexible Income Plan. Adopting new commuting habits can have a direct positive impact on the planet.

Photos: (Above) Employees in Sweden embracing their bicycle commutes as part of our ongoing efforts to promote greener commuting alternatives across the globe.

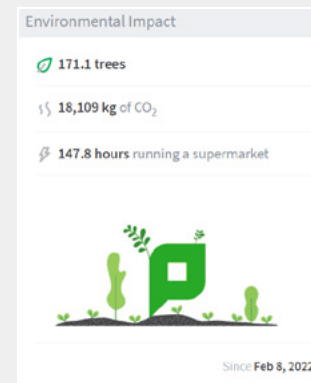
Minimizing Business Travel

In 2023, we pursued our efforts to reduce business travel, which had a direct impact on our carbon footprint, lowering our emissions from air travel by 12%.



Towards a paperless office

The environmental impact of deforestation and excessive paper use is substantial, contributing to ecosystem degradation and climate change. To address this, we have been actively pursuing a paperless environment through our comprehensive action plan. Our focus is on reducing paper consumption and enhancing digital processes to foster a more sustainable future.



Papercut Program

- **Digitized documents:** Today, 95% of our external documents (invoices, timesheets, contracts etc.) are produced electronically.
- **Printers:** In 2023, we reduced the number of printers by half.
- **Papercut Program:** Our Papercut program, combined with badge system for printer access, raises user awareness before each print job, prompting them to consider the necessity of printing, encourages double-sided printing, and promotes printing in black and white. Since the launch of this program in 2022, we have saved 171 trees and avoided 18,109 kg of CO₂-emissions.
- **Paper Usage:** We printed 1,007,617 sheets in 2023, marking a 28% reduction compared to 2022.



Recycling and donation

To reduce IT waste, we repair laptops by using parts from broken ones to fix defective devices.

We are proud to extend the life of our IT equipment through our collaboration with Class Contacts. This NGO connects children who are hospitalized or experiencing prolonged illness with their classrooms. The organization provides laptops and support services, ensuring these children can participate in their lessons remotely.



In 2023, with the support of our IT colleagues, we were able to donate 88 laptops combining our recycling goals with our social commitment.



Sorting and recycling

It is important for us to create a sustainable workplace. In 2023, at our Head Office, we installed several 'recycling corners' where all waste can be sorted and recycled in one place: paper, PMC/ PMD (plastic bottles, metal packaging, cartons/drink cartons), and residual waste. In the cafeterias, we have also installed a bin for organic waste. Individual trash bins have been removed from our offices. By taking a few steps to the recycling stations, our employees are taking a few steps for the planet!





The change starts with you and me

As ManpowerGroup has set ambitious goals to achieve reduced emissions and achieve Net Zero by 2024, we know that we all have a role to play in fighting global warming and protecting the environment. To get everybody on board in this journey in Belgium, we have created a OnePager presenting 7 simple actions to protect the planet. These small gestures may seem insignificant individually, but they go a long way towards protecting our planet when we adopt them collectively.

The change starts with you and me.

7 simple actions to protect the planet!

ManpowerGroup is committed to fighting global warming and protecting the environment. Our ambition is to achieve zero net emissions by 2045 at the latest. **We all have a role to play.**



Take care of the earth

- The most environmentally friendly material is the one that hasn't been manufactured!
- Avoid waste.
- Take care of the equipment provided and your personal belongings.



Biodiversity

- Why not embellish your workspace with a few plants?



Save water

- Report leaks to P&F promptly.
- Don't let the water run unnecessarily.



Save energy

- Favour natural light whenever possible.
- Turn off lights when leaving a room.
- Unplug chargers when appliances are not in use.
- Reduce digital pollution by deleting obsolete emails and documents.
- Air conditioning / Heating = windows closed: turn off or set the thermostat to the right temperature to reduce energy consumption.
- Fridge: optimise storage to reduce energy and food waste.



Recycling

- Sort your waste: paper, plastic, organic waste, glass, electronics, etc.
- Return faulty or unused IT equipment to the IT department.
- Use recycled or recyclable products and avoid using disposable products.



Limit printing

- Give preference to digital documents and electronic signatures.
- Print on both sides and in black and white.
- Reuse sheets of paper used on one side only for drafts.



Mobility

- Encourage carpooling or public transport.
- Cycle or walk for short journeys.
- If you're entitled to a company car, opt for an electric one to speed up the transition.
- Adopt eco-responsible driving, in complete safety.



These small gestures may seem insignificant individually, but they go a long way towards protecting our planet when we adopt them collectively! **Thank you for your support.**

PRG101ENG - 21/05/2024



ManpowerGroup

People & Prosperity

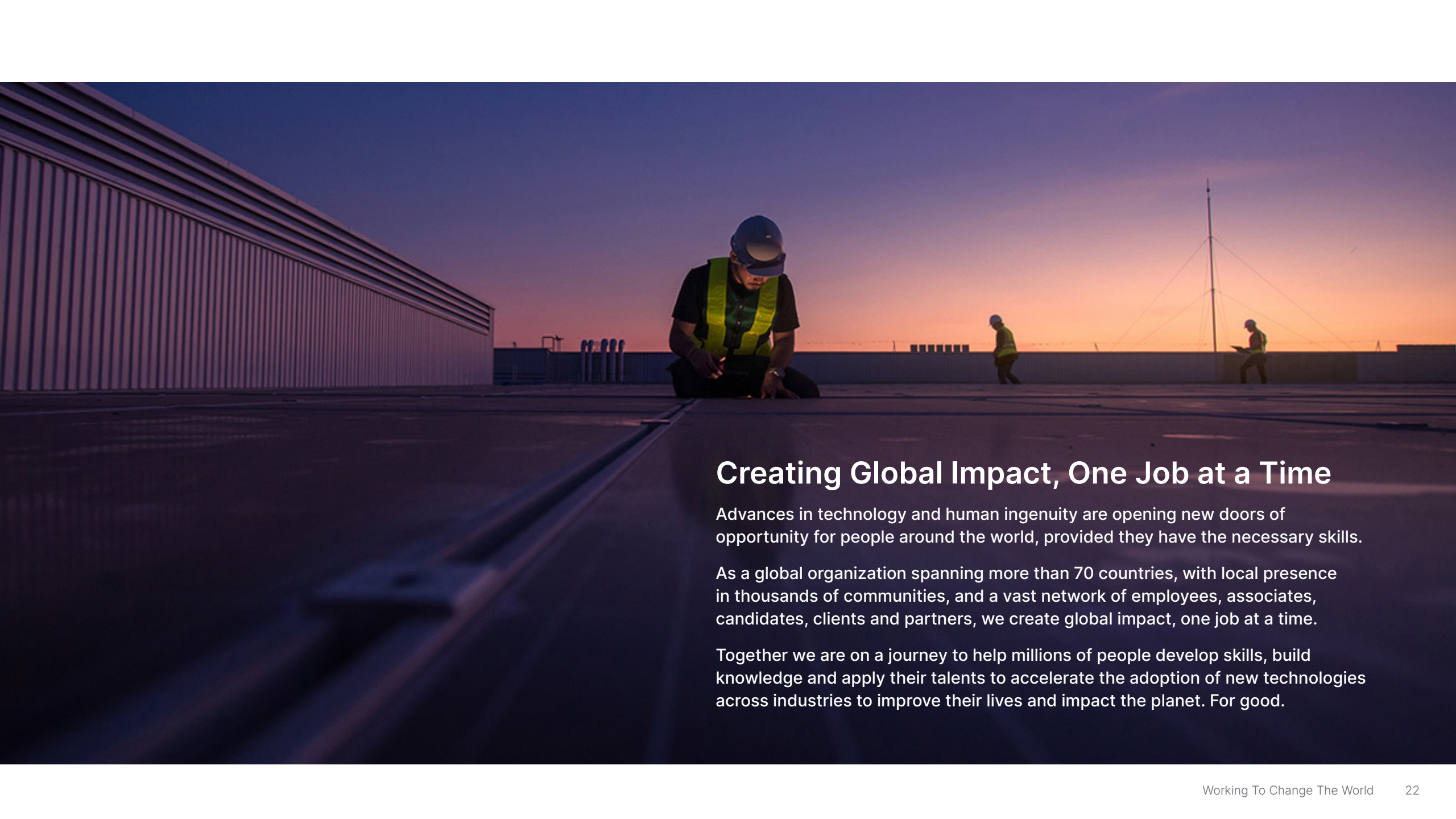


Creating Opportunity for All

We believe sustainable skills development must be open to all. We are committed to helping people from all backgrounds enter and excel in the workforce: addressing the talent shortage while building prosperity for individuals, families and their communities.

-Syneathia LaGrant, VP Talent & Development





Creating Global Impact, One Job at a Time

Advances in technology and human ingenuity are opening new doors of opportunity for people around the world, provided they have the necessary skills.

As a global organization spanning more than 70 countries, with local presence in thousands of communities, and a vast network of employees, associates, candidates, clients and partners, we create global impact, one job at a time.

Together we are on a journey to help millions of people develop skills, build knowledge and apply their talents to accelerate the adoption of new technologies across industries to improve their lives and impact the planet. For good.

People & Prosperity Plan

People and Talent are Core to Our Business

Our People & Prosperity approach is built around Creating Talent at Scale and providing Meaningful Work for everyone, everywhere.

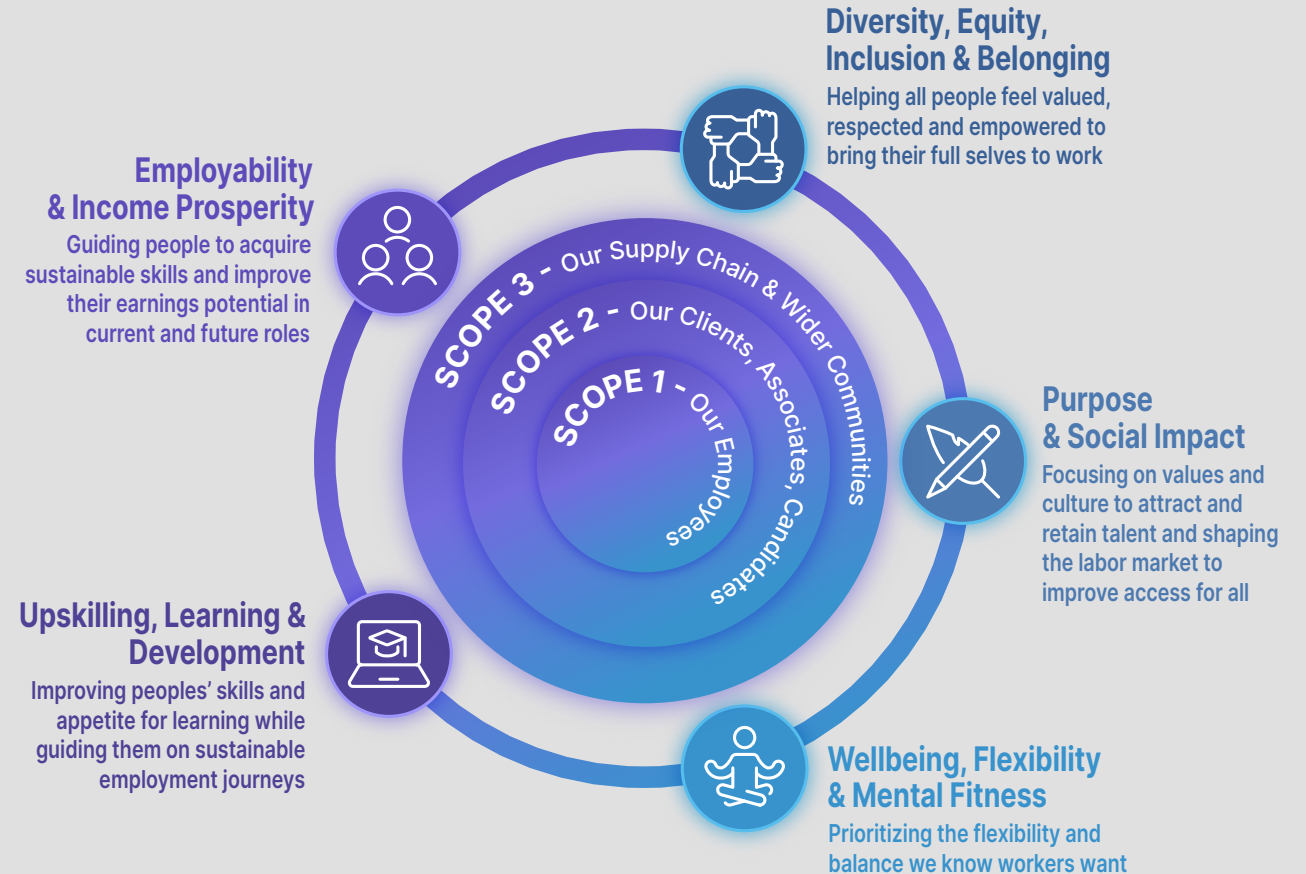
This is how we define and develop the skills people and organizations need today, while predicting and preparing future skill sets: tech skills, green skills, human skills and more. We then scale skills training through our Manpower MyPath program, our Experis Academy and through our global partnerships.

Our *Working to Change the World* report demonstrates this commitment and features examples of how we are opening the doors to meaningful work and prosperity for refugees, women, and young workers, as well as veterans, the disabled and vulnerable groups around the world.

To measure our progress, we have adopted a similar science-based approach to measuring emissions. Scope One within our direct control, Scope Two indirect control, and Scope Three, the wider supply chain and communities in which they operate

- SCOPE 1 – Our Employees (30,000 in 70+ markets)
- SCOPE 2 – The millions of candidates and associates we assess, advise, guide and place every year, and the hundreds of thousands of clients we provide with talent and workforce solutions.
- SCOPE 3 – The partners whose values we share, the suppliers we hold to account and the communities we serve to improve prosperity for all.

Our People & Prosperity Levers Creators of Talent at Scale & Meaningful Work for All





Scope 1

Direct Impact - Our ManpowerGroup Employees

Our success is creating value and delivering impact at scale depends on our ability to leverage the potential of our 450 employees in Belgium.

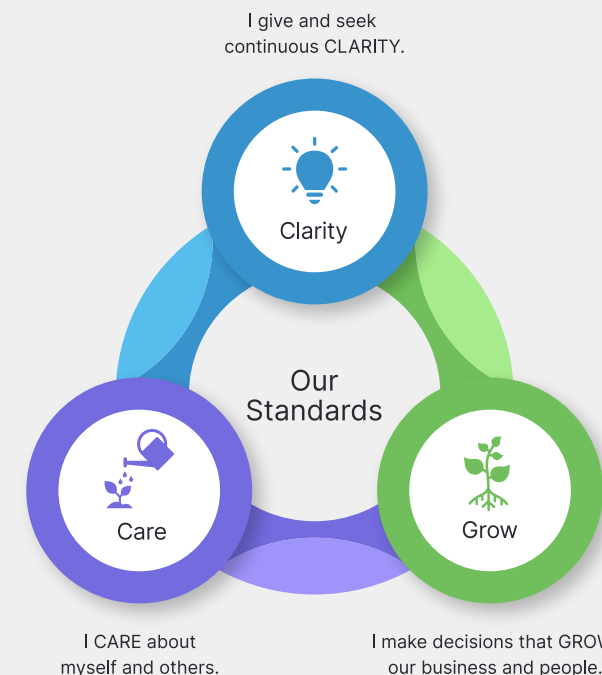
Purpose & Social Impact

Today, the purpose, values, and culture of a company are more crucial than ever in attracting, retaining, and mobilizing talent. Our commitment to creating meaningful, sustainable jobs and the founding values of ManpowerGroup – People, Knowledge, Innovation – define our mission. In 2023, we implemented new standards – Clarity, Care, and Grow – which outline our daily approach to delivering our DDI (Diversification, Digitalization, Innovation) strategy. These three standards have become the new pillars of our culture and talent management across all brands and functions.

We have strong plans in place to achieve our goals:

- **Clarity** ensures major alignment and transparent communication, helping every member of our company move in the same direction.
- **Care** for our mental and physical well-being fosters a trustworthy and positive work environment based on a people-first approach.
- **Grow** enables our organization to make decisions that drive improvement for our business and our people. We promote a collaborative model that encourages our employees to seek solutions and dare to innovate.

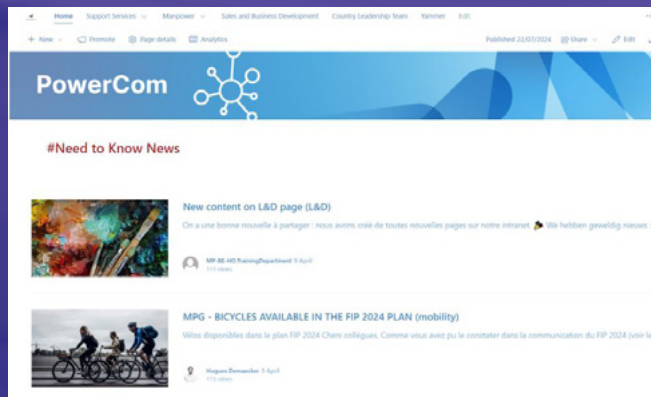
Every member of our company in Belgium and worldwide, has followed the training “Our Standards: it’s how we live at ManpowerGroup!” The standards help us achieve our ambition: to be the #1 Global Workforce Solutions Company.





PowerCom

Internal communication is at the heart of our approach. Our intranet has been revamped, consolidating all the information, procedures, and materials necessary for the efficient delivery of our services. All our support teams have brought a new energy to this essential communication channel, especially as we embrace hybrid work. In addition to the flow of practical information, we also place great importance on messages that highlight our teams and celebrate our successes.



Amplify your Voice

At ManpowerGroup, we believe that feedback from our people is crucial for the continuous improvement of our organization. It allows us to better support the personal and professional well-being of our employees, allowing us to grow and build a great place to work. In April 2024, we launched our new global people survey, 'Amplify Your Voice,' using new technology measuring the different dimensions of employee engagement, defined as the amount of energy employees put into achieving positive results for the company, both mentally and emotionally. Engaged employees are invested and enthusiastic about their work. They find greater meaning in what they do, see a stronger connection between their strengths and their role, seek opportunities for learning and growth, and put more effort into their performance... Engaged colleagues bring the best of themselves to work, and this is what we should strive for within ManpowerGroup.

With a very high response rate of 87%, we achieved an engagement rate of 71 in Belgium, which aligns with our global engagement rate. The 2024 index will be our new benchmark to measure our progress.

The figures from the survey in Belgium reported: our strong culture of feedback that helps people to improve their performance (80), a high sense of belonging (78), the care approach for our employees (72), our strategic communication (72), the growth opportunities for their career (70), and the inclusive leadership valuing different perspectives (71). Collaboration, decision process, and barriers to execution were identified as the primary areas for improvement.





LinkedIn: Employee in the Spotlight

Our “Employee in the Spotlight” campaign allowed us to communicate ManpowerGroup’s purpose each month by giving a voice to our employees.

The key messages highlighted by our employees, who spontaneously supported this initiative, include their dedication to serving our clients and candidates, their pride in working at ManpowerGroup, our values, and our HR policy that enables personal growth. Conducted throughout 2023-2024 on LinkedIn, Facebook, and Instagram, this campaign aimed to strengthen our employer brand.

- *“My job satisfaction is achieved when I can help others with work-related questions such as salary, absences, career breaks... The multicultural dynamics and the emphasis on a healthy work-life balance make Manpower attractive to me.” - Shana.*
- *“As long as you are willing to work hard and continue growing, there are no limits to the possibilities.” - Wannas.*
- *“We stop working the moment our work becomes a passion.” - Zenzen.*
- *“I am proud to be part of a multinational company that plays a crucial role in the economic and social context... We are facilitators of economic growth and important players in supporting workers and businesses as they face the challenges of today and tomorrow.” - Jonathan.*





Diversity, Equity, Inclusion & Belonging

✓ Action Plan to make progress on Gender Parity

At ManpowerGroup, we strongly believe in the power of gender diversity. Our primary DEIB goal globally and in Belgium, is to support female leadership. We recognize that promoting female leadership is not only right, but also crucial for business growth and innovation. By connecting all talents and perspectives, we can make better decisions and drive sustainable progress.

At global level, we aspire to achieve 50% women in global leadership by 2025. We share the same ambition in Belgium, even though we still have a gap to bridge, and our goal is to achieve this parity at management level by 2025.

Our figures at the end of 2023 were far behind the target for senior leadership, but as we are releasing this report, we can share the good news that now 50% of our ManpowerGroup BeLux Leadership Team is composed of women. For the middle/senior management functions we were almost on target, with 45% of women representation at the end of 2023.

We have strong plans in place to achieve our goals:

- Measuring our progress and setting KPIs to accelerate gender equality
- Building our leadership succession pipeline by ensuring women have clear career paths mapped out for them by their managers/teams
- Growing and developing female talent through our three Es – Education, Experience, and Exposure
- Sponsorship and mentorship, because we know the value of having someone in your corner advocating for you





✓ WomenPower Leadership Initiative

In 2023, our female colleagues launched the 'WomenPower' Leadership Initiative to inspire both women and men for leadership. Each quarter, they invited female keynote speakers from ManpowerGroup International and elsewhere to share their career journeys, discuss how they broke the glass ceiling, and explain how they balance their personal and professional lives while fostering a more inclusive workplace.

On **International Women's Day 2024**, we hosted Annelies Verlinden, Belgian Federal Minister of Home Affairs, Institutional Reforms, and Democratic Renewal, as a keynote speaker at a special event. She was joined by female leaders from ManpowerGroup, our clients, and business partners. This event garnered media attention, including an interview with our CFO, Alexandra Lammens, in an HR and Financial Belgian magazine. We have participated to our ManpowerGroup Global virtual event promoting idiversity and inclusion on International Women's Day.



✓ Creating a Diverse and Inclusive Culture

Our DEIB strategy is closely linked to our company culture, purpose, and values. We design, deliver, and scale our programs so we can recognize our individual biases, develop inclusive behaviors, and build a company culture that works for everyone.

Helping our employees understand that bias operates systemically and must be addressed at the individual and institutional levels, is part of creating an inclusive culture.

Non-Discrimination/Diversity:

be compliant with the law and build a diverse and inclusive workforce and labour market.

- **Equity:** offer equal opportunities for everyone in full transparency.
- **Inclusion:** create a working environment that includes and promotes a diversity of cultures, backgrounds and ways of thinking.
- **Belonging:** create a culture that allows each person to be themselves and to be fully recognised, every day.



- Every year, each ManpowerGroup employee worldwide attends our **Code of Business Conduct and Ethics** training course. This training helps us to consolidate our inclusive culture and uphold our ethical standards.
- In Belgium, all employees are required to attend an **online course** on **non-discrimination and inclusivity** in the labor market. The main goals of this training are to increase awareness of relevant legislation, foster positive attitudes to combat any form of discrimination, and help our employees become ambassadors of diversity. In 2024, 86% of our colleagues completed this online training.



- Every year in June, we celebrate **#PrideMonth** both globally and in Belgium, where individuals and organisations unite to honour the **#LGBTQIA+** community and advocate for **#inclusion**, both in the workplace and in society. At ManpowerGroup, we remain committed to fostering an inclusive environment for all employees, regardless of their sexual orientation, gender identity, or expression. As a key player in the world of work, we promote our DEIB priorities and continue to defend the recruitment of talent, and the culture of inclusion.



Wellbeing, Flexibility & Mental Fitness



Employee well-being and resilience have shot to the top of the agenda for companies all over the world.

- Almost half of workers feel stressed or burned out most days
- 83% of workers wish their managers had a better understanding of the challenges they face outside of work — from caring for children and elderly parents, to financial concerns.

It starts with culture and leadership. **Through our new standards 'Clarity, Care, Grow', we are fostering a "Culture of Care" throughout our organization.** Care is a fundamental aspect of our leadership approach and is a key topic in monthly meetings between employees and managers. Additionally, it is an integral part of the annual evaluation process at all levels of our organization.

We also have several actions in place to promote mental health:

- We believe that when managed correctly, homeworking can boost employee productivity, positively impact their mental and physical well-being, and provide a better work-life balance. Our **Work-Life Balance Policy** rests on four pillars: flexible hours, remote work, working in offices closer to home, and the possibility to buy additional vacation days as part of our Flexible Income Plan - an option chosen by 86 employees in 2023.
- In 2023, we established a **Sports Committee** to organize various sporting activities among colleagues. Lunchtime jogging with coworkers, after work padel games, inter-company hockey or football matches, and participation in the 20 km race in Brussels for the second consecutive time raising money to fight against The Parkinson disease – all these moments foster sociability and promote physical and mental health.





- We ensure the proper enforcement of **the right to disconnect**, established by the law on October 3, 2022, and implemented from April 1, 2023. This means that employees have the right not to be connected to professional digital tools (cell phones, smartphones, PCs, email, etc.) outside of their working hours. As we are active in a sector where flexibility is at the core of our business, we have been applying this principle since several years through **our Flex team**. This team responds to customer requests early in the morning, in the evening, and on weekends and public holidays.



- Our staff must also contend with the challenges of a world where change has become the norm. Despite our preventive measures and the promotion of our **Culture of Care**, some colleagues face difficulties related to stress and the complexity of personal situations they encounter. This can lead to instances of burnout and medical leave. Our **Social Medical Team** continues to play a crucial role in facing this challenge. This interdisciplinary team is comprised of all parties concerned with absenteeism in our organization: HR Business Partners, prevention advisors, and the occupational doctor. They can be assisted by line

managers, the ‘person of trust’, and the HR Director. Establishing an SMT is not a legal obligation, but this sharing of knowledge and joint action in the spirit of ManpowerGroup’s values allows us to meet the requirements set by legislation and regulations concerning sick leave, reintegration, and professional disability. Indeed, based on confidentially managed situations, the team can take preventive measures for the entire organization, as well as curative measures to support the return to work of affected employees. In 2023, 11 colleagues were able to return to work, while other cases are still being monitored.



Upskilling, Learning and Development



New training program based on skills

Our success in creating value for individuals and organizations around the world depends on our ability to unleash the potential of our people.

Our programs are tailored to meet individuals at their current learning stages and are built around our **3E's development philosophy**.

Each year, we unlock the full potential of our employees by utilizing our talent planning tools, which include performance reviews, talent reviews, talent conversations, development plans, and one-on-one progress meetings.

We prioritize internal promotions and actively encourage mobility within the organization.

"Creating a culture of continuous learning and growth that helps our employees thrive and succeed in a rapidly changing world of work, so that they can exceed the expectations of our candidates and clients by providing exceptional service and expertise."





Our main action in 2023

- **Competency-based training program:** Our L&D innovated its approach by launching a new training program for starters, focused on candidates' skills. This allows us to offer tailored pathways and promote greater flexibility and autonomy from the start of their careers at ManpowerGroup. Afterwards, using our new competence grid, every colleague can build their own development path, acquire new skills, and continue to grow in a learning environment.
- **Digital transformation of training programs:** Digitization is also a priority in our L&D approach. By digitalizing part of our training programs, we offer greater flexibility, accessibility, and increased customization of learning pathways, while reducing costs (and carbon footprint). If consultants have any questions or need support, they can contact L&D at any time via a Teams chat.
- **Field Trainers:** We can also rely on a team of 50 enthusiastic and experienced Field Trainers, ready to share their expertise (sales, administration, IT etc) on a voluntary basis to help colleagues on their training journey.
- **Special Programs:** Personal growth is our priority. In 2023, 13 consultants achieved their Expert project making a new step in their career by being recognized as senior consultants, 3 colleagues participated in the International Future Leader Program, supporting people in transition from individual contributor roles to first-line managers. One colleague is participating in the Accelerated Leadership Program, setting the foundation for potential future senior leaders. We know this international approach works - upon completion, 60% of participants make positive career moves after one year, and 68% within two years.
- **E-learning:** A growing number of employees are actively engaging with our e-learning platforms, PowerYou and Percipio, to enhance their skills. In 2023, we introduced new programs covering emerging areas such as artificial intelligence and ESG, helping them stay updated and competitive.





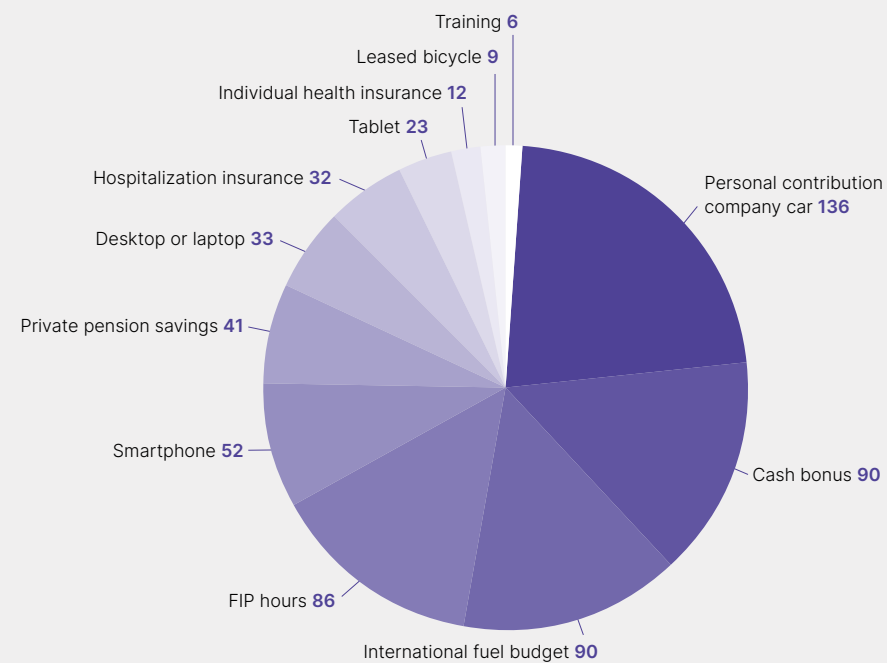
Employability and Income Prosperity

Flexible Income Plan - One size fits one

Flexibility is not limited to the way we work, but to all dimensions of HR as nowadays people want to make their own choices. That's why we have adopted the 'One Size Fits One' approach to make sure our employees can enjoy a flexible career path that matches their individual needs.

It includes the way we help people to grow and also the way we reward them. With our '**Cafeteria Plan**' (**FIP – Flexible Income Plan**), we offer flexible and attractive salary packages that help people achieve their professional and personal goals.

Advantages per type





Building Team Spirit and Rewarding Performance

Performance is embedded in our mindset, and as part of our commitment, we reward teams annually through our PowerAwards Program. Established over 60 years ago by Elmer Winter, the co-founder and first CEO of ManpowerGroup, **the Power Award** honors employees who make extraordinary contributions to the success of our company. This program is a cornerstone of our company culture, recognizing colleagues whose

dedication and passion have propelled ManpowerGroup forward.

These individuals join an esteemed alumni network of talent that has consistently advanced our mission, enabling us to deliver greater value to our clients and candidates by living our shared values and achieving their goals. **This year, Sébastien Delfosse presented PowerAwards to our Talent Solutions/TAPFIN team and our Manpower Team for Cirque du Soleil.**



Manpower Team Cirque du Soleil

Team Talent Solutions/TAPFIN



We also recognize exceptional individual performance within our business units. This year, in our Permanent Placement division, Ludivine Schmets, a consultant from Belgium, was honored for her outstanding contributions. The award was presented by Jonas Prising, CEO and Riccardo Barberis, President of Northern Europe in recognition of Ludivine's dedication to advancing candidates' careers and delivering innovative solutions to our clients.

Thank You, Manpower!

As I reflect on the past 12 years of my career journey, I can't help but express my deepest gratitude to Manpower for the incredible opportunities and support along the way.

Thank you for empowering me to develop and hone my skills, allowing me to grow both personally and professionally.

I'm grateful for the recognition and appreciation of my individual contributions, which has been instrumental in my journey.

Your understanding of the importance of work-life balance has truly made a difference. The flexibility you've provided has enabled me to strike a harmonious equilibrium between my professional pursuits and cherished family time.

And let's not forget the unforgettable experience of the 5-day trip to London! It was an honor to join 34 other colleagues and top performers from various corners of the globe. Meeting inspiring individuals, sharing laughs, and creating lasting memories at Manpower-organized events was simply incredible.

Thank you, Manpower, for being more than just an employer – you're a community, a support system, and a catalyst for growth and fulfillment.

Ludivine



Rewarding the entire company is equally important, as we demonstrated during **our 2024 ManpowerGroup Staff Party**, which brought together all our colleagues from Belgium and Luxembourg. The event was held in the VIP area of the RSC Anderlecht football stadium, one of the historic clients of our Manpower Hospitality team. The celebration was filled with positive energy, good vibes, and fun, fostering a fantastic team spirit that makes us proud to work at ManpowerGroup.



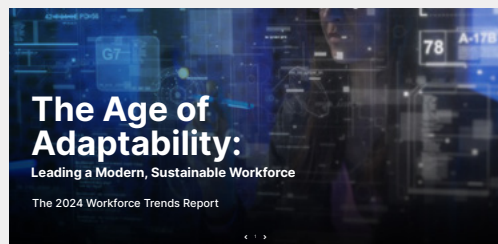


Scope 2

Indirect Impact — Our Candidates, Associates & Clients

Each year across more than 70 countries and territories, we are creating talent at scale by providing millions of workers with guidance, advice, assessments, coaching, upskilling, reskilling and pathways to sustainable employment.

Through our Manpower MyPath program and Manpower and Experis Academies, and our worldwide network of dedicated Talent Agents and recruiters, we mentor, coach and guide hundreds of thousands of people on paths to employment that align with their passion and shine a light on their potential.





Improving People’s Employability And Income Prosperity

Manpower MyPath

As Talent Shortages continue to impact 74% of employers in Belgium, the main challenge for companies is to attract and retain the best candidates. In the meantime, the rapidly evolving world of work requires people to update their skills to prepare for the future of work.

Through our Manpower My Path program we continue to redefine our business model by offering career paths to our temporary workers and helping our clients achieve their business goals.

Our dedicated Talent Agents provide personalized and data-driven guidance, development, and training so our Manpower Associates can upskill for jobs in growth sectors. Associates benefit from learning new skills and building their employability, while clients can access a growing pool of in-demand talent.



In Belgium, we continue to create new opportunities through our **Manpower Logistics Academy, and Technical Academy, recognized for many years as best practices in our sector.**

MyPath Associates are more engaged, satisfied and likely to recommend - NPS (Net Promoter Score) is consistently 5 points higher than those who don't participate in MyPath.

KEY FACTS BELGIUM - 2023

45

New Talent Agents Trained

1.849

Talents participating in the program

78% Reassignment Rate

183

People trained at the Manpower Logistics Academy

80% Employment Rate

MyPath®

70

Certified Talent Agents

17

People trained at the Manpower Technical Academy

90% Employment Rate

100%

Talents receiving coaching



Creating Innovative Workforce Solutions

We address the complex workforce challenges organizations face today, from contingent and permanent staffing to talent management, outsourcing, and talent development. We deliver the solutions that drive your business forward.

Our search for excellence is recognised around the world... and also in Belgium. In 2023 and 2024, we were proud to receive the prestigious Belgian HR Excellence Award in the category **'Best Staffing and Sourcing Company.'** It was an exceptional performance as we won this Award honouring the most meaningful contributions to Human Capital Management Excellence for the fourth consecutive time. The 'Best HR Providers' segment celebrates the best in-class HR suppliers whose performance excels in terms of innovation, delivery and value to their client HR organizations.

In 2023, we won the award with our project **X-Border Connections**, and in 2024, with our business case **Cirque du Soleil**.





Шукаєш роботу?
запрошуємо до нас
Ми знайдемо роботу, яка вам підходить!

Szukasz pracy?
Zapraszamy do nas
My znajdziemy pracę odpowiednią dla Ciebie!

Manpower Roeselare
Sint Michielsstraat 1
8800 Roeselare
T: +32 (0)51 25 31 70
Office.roeselare@manpower.be



X-Border Connections: Talent Knows No Borders

In the context of a global talent shortage, our X-Border Connections project aims to help our clients find the talent they need while assisting candidates in securing their place in the Belgian labor market. **We source and activate candidates from various nationalities and cultures living in Belgium**, using a targeted approach. We focus on Eastern European countries, including Ukrainian refugees, through our team of consultants from these regions. Additionally, we source and recruit candidates from abroad for specific projects, offering a comprehensive relocation service. Companies that embrace multicultural recruitment and labor mobility will gain a competitive advantage in the global talent war. In 2023, our XBC project provided a bright future for more than 450 full-time employees (FTE). Talent knows no borders.



Cirque du Soleil: a Magical Project with a focus on People

Our business case 'KURIOS - Cirque du Soleil' demonstrates our passion for serving our clients by attracting, recruiting, training, and managing a diverse team of over 80 temporary workers - our 'Cirquadors' - for each of the 190 unforgettable shows in Knokke and Brussels in 2023.

Delivering this solution for this world-class company was a challenge. It would not have been possible without the extraordinary dedication of our teams. Our 'People First' approach also made a difference, We developed the employability of our temps through our onboarding and coaching programs with a focus on excellence, diversity and client service. We offered mobility solutions to make sure every associate could get back home safely after the shows.

We rewarded their performance.
It was a magical project!

"During my search to earn some extra money, I got this opportunity at Cirque du Soleil through Manpower. After recruitment process, I was able to start in Knokke, and this was extended to Brussels and Paris. They were intense and unique months during which I had a great time and the opportunity to develop my skills and experience! Thank you!"

Dorothy – Manpower Cirquador





Building a Healthy, Safe, and Well-Being-Focused Workplace



As a major player in our sector, we have a leading role in promoting healthy workplaces and protecting individuals. Our approach encompasses all stakeholders in Health, Safety and Well-Being:

- We continuously train our employees and keep their skills up-to-date.
- We establish partnerships with our clients to strengthen their health and safety requirements.
- We raise awareness among our temporary workers on each assignment using job descriptions / workstation sheets and other tools such as welcome brochures or online training sessions.

In 2023, we have continued our efforts:

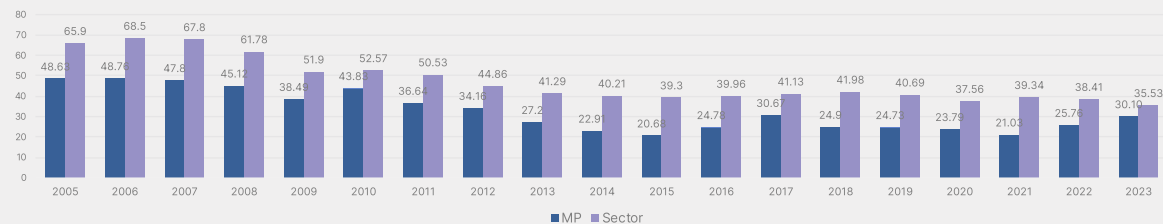
- The drafting of job description sheets is a legal obligation for roles that pose a risk to the health and safety of temporary workers. At Manpower, we conduct this analysis for all roles to implement an effective health & safety policy, raise awareness, and establish the highest safety standards for our clients and temporary workers.
- To improve the management and monitoring of temporary workers' medical visits, we have implemented a new communication platform in partnership with Attentia, Mensura, and Cohesio. This platform manages requests and tracks medical visits, including the sending of automatic reminders to ensure attendance at medical appointments.



Work-related accidents 2023

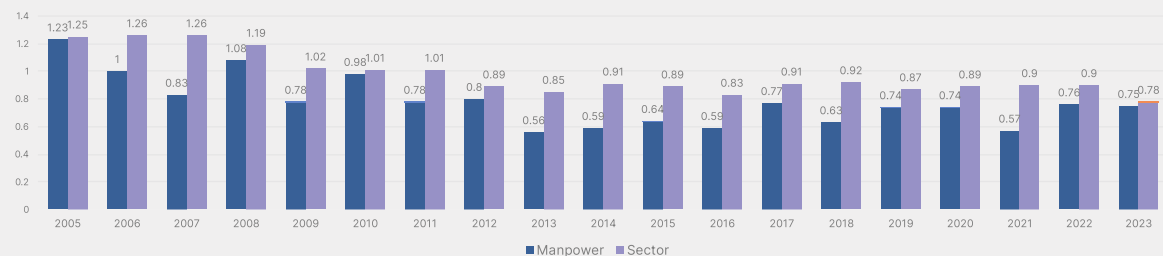
For many years, we have been achieving good results for the frequency and degree of severity of work-related accidents. In 2023, despite an increase in the frequency rate of work-related accidents (+4,34 to reach +30,10) due to the evolution of our client portfolio and the activity in certain sectors, the severity rate of accidents has remained at the same level (0,75). Our figures remain better than the staffing industry in Belgium.

Frequency Degree



Accident frequency refers to the ratio of accidents and hours worked. The ratio is calculated per million hours worked. The frequency is used mainly in comparisons between different industries.

Gravity Degree



Accident severity refers to the ratio of number of days of absence and hours worked. The ratio is calculated per thousand hours worked. The severity is used mainly in comparisons between different industries.



Prioritizing career mobility and career transition

Outplacement: Turn redundancy into an opportunity

Since the introduction of the Unified Statute Law (blue/white collar) 10 years ago, the outplacement market has evolved significantly. According to Federgon, the number of outplacements in Belgium varied annually between 11,000 and 17,000 since 2008. In 2023, a remarkable increase of 45% was observed, with more than 15,500 outplacements.

“Without this coaching, I don’t think I would have landed my dream job.”

This increase highlights the growing importance of outplacement in supporting employees during their transition to a new career.

It is also noteworthy that

65% of outplacement participants are employees, an increase compared to the period before the Unified Statute Law, in which only 49% of outplacement participants were employees.

Right Management/Talent Solutions is a well-established leader in this market helping around 1,500 people through outplacement programs in 2023. Our specialists help people

turn redundancy into an opportunity. We also pursue our Digitize strategy in this field: our Talent Solutions PowerSuite™ Next for Career Transitions offers personalized virtual coaching, curated self-help resources, upskilling, and job matching. This support helps individuals develop their skills, build confidence, and find the next step in their careers. With our renewed approach, **we have redefined how we coach people** alongside their outplacement program, bringing great value.

But today **Right Management also uses PowerSuite™ Next** (Next for careers) to help companies to dynamise their approach to talent management. We give priority to career mobility and career transition in order to build new paths for their employees in a changing environment. We support organisations in their change and transition via workshops and coachings in ‘human side of change’ and ‘personal change & resilience’ for managers and employees. We deliver individual leadership coachings via our experienced and certified (executive) coaches.

“The coach and the online portal were excellent. I gained so much from the sessions, which helped me strengthen my CV. As a result, I received 3 job offers and am very pleased with my progress.”



Talent
Solutions
Right Management
ManpowerGroup®



Scope 3

Impact across our Supply Chain & Wider Communities

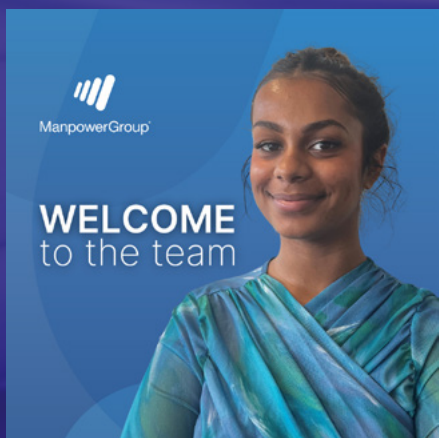
We believe we can create a ripple effect by partnering with others to scale our impact. Through our work with community organizations, industry bodies, governments, NGOs, charities, and education systems we amplify our impact, from young people still in or emerging from education to people in underrepresented groups or those returning to the labor market.





Partnership with schools

Helping young people to get ready for work is part of our mission and in 2023 we welcomed 113 internships for students across our network and in our head office. These internships provided invaluable hands-on experience and professional development opportunities, equipping students with the skills and knowledge needed to excel in their future careers.



Partnership with NGO Les Jeunes Entreprises asbl and Vlajo vzw (Junior Achievement)

Contributing to build a brighter future for the next generation of innovators, entrepreneurs, and leaders.

We believe a sustainable career starts by helping young people develop the skills they need to succeed in the fast-changing future of work. Our global partnership with JA Worldwide spans decades and over 30 countries, inspiring 10 million students each year to dream big, identify their passions, and reach their full potential.

At ManpowerGroup Belgium, we are committed to preparing young people for tomorrow's working world. Our partnership with Vlajo and LJE -

Les Jeunes Entreprises, brings this commitment to life. This year, besides our traditional roles as jury members for the 'Small Business Project' and 'Company of the Year' competitions, several colleagues participated in Vlajo's 'Entrepreneur for the Classroom' program. These interactive and

motivating sessions help young people discover their talents and skills. Educators, recruiters, and managers play a crucial role in unlocking this potential, guiding individuals to build a better world. We are proud to collaborate with these powerful organizations in this mission.





“Entrepreneurship is an important skill that connects many other skills, such as innovation, creativity, problem-solving, and the ability to adapt to changing circumstances and the world of work.”

“This morning, as a Guest Speaker in collaboration with Flemish Young Enterprises vzw (Vlajo), I had the opportunity to stimulate the entrepreneurial spirit and skills of 6th grade students from the Royal Lyceum of Antwerp, and we discussed study choices, expectations, and their motivation.

Building bridges between the business world and future generations in the job market is not only a useful investment for growth, it also contributes to promoting inclusion, diversity, and clarity.

These future “GenAlfa” will become the connection between technology and human power.

Thanks to the 6th graders of KLA for the engaging conversation and dialogue!”

Ellen Saeys #EntrepreneursInTheClassroom
Business Unit Manager, Talent Solutions/TAPFIN





Partnership with the Public Sector (Le Forem, Actiris) Helping jobseekers find sustainable employment

For nearly 20 years, ManpowerGroup Belgium has partnered with the Public Service for Employment and Vocational Training in Wallonia (Le Forem) and in Brussels (Actiris) to assist jobseekers in their search for employment.

These initiatives aim to help jobseekers regain confidence and find a new place in the job market. Manpower Training is leading different programmes, including individual coaching and workshops, to support them on their journey. Our personalized guidance throughout 3 or 6 months - depending on the programme - helps them develop and implement a professional plan that aligns with their personal aspirations and potential. We assist them in transferring their skills to different areas, opening up new perspectives.

These projects, carried out by our experts from Manpower Training, allow us to share

our expertise and implement our company's mission by strengthening the employability of individuals. In 2023, we provided guidance to 741 jobseekers.

In 2023 again, we achieved 100% positive outcomes (employment, enrollment in qualifying training, new dynamic in job search, career redirection).



Path to Prosperity for Refugees

We are committed to helping displaced people find employment and a path forward to a better future. We believe that when we help refugees find a job, we contribute to a better life for them. In 2023, in partnership with our clients, we created sustainable employment opportunities in Belgium for 416 refugees coming from 68 countries.

Together, we can change the world by fostering compassion, solidarity, and empathy for those rebuilding their lives.





VOKA Summer Internships

In 2023, for the first time, ManpowerGroup Belgium participated in the **'Voka Summer Internship,'** promoted by Voka, the Flemish Network of Enterprises. This initiative offers politicians the opportunity to spend a day in a company. Politicians are involved in parliamentary discussions and make decisions that directly impact businesses. The aim of these internships is to strengthen the connection between the political and business worlds and to share the challenges companies face daily. The summer period is ideal for getting to know each other better in a relaxed setting.

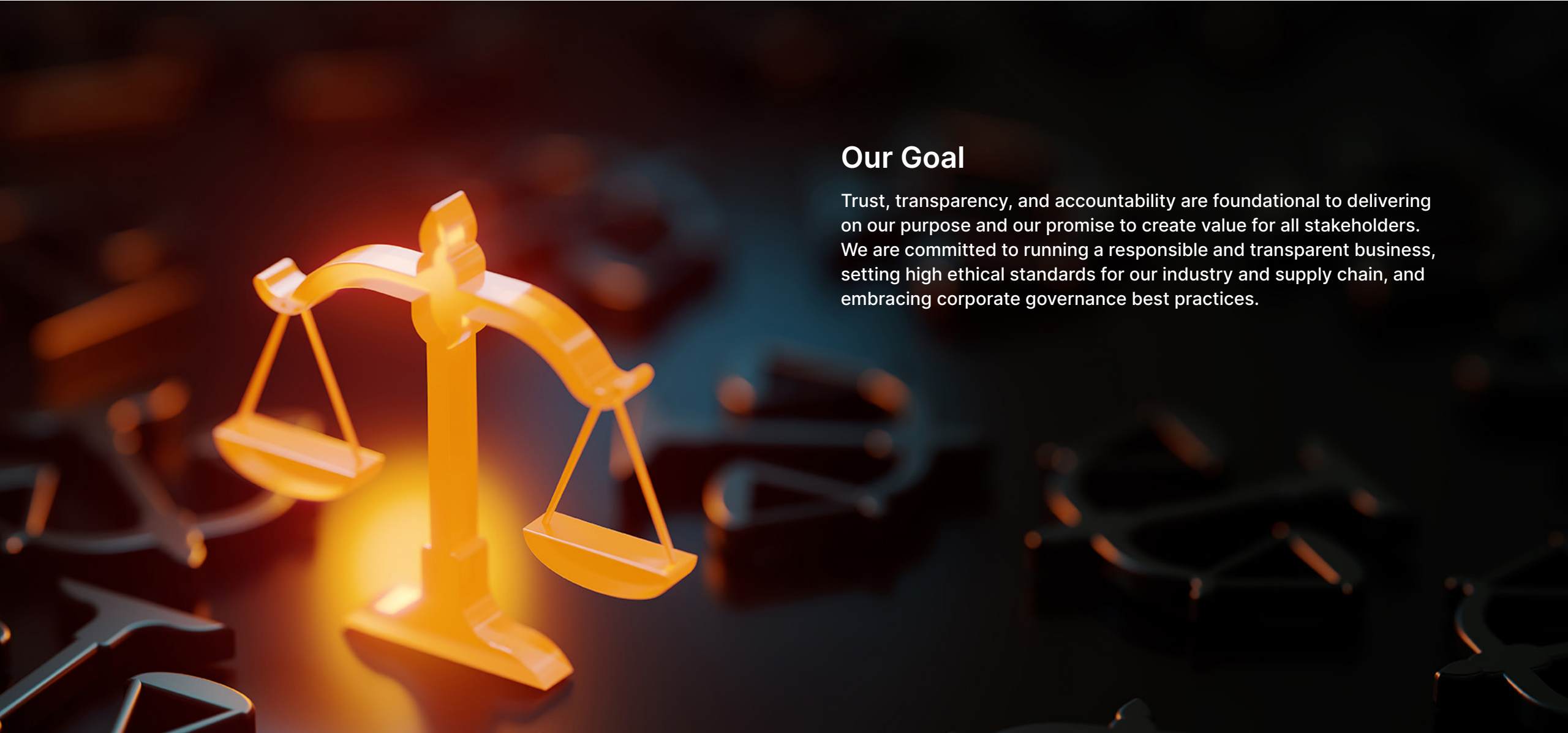
We were pleased to welcome Carla Dejonghe, a member of the Brussels Parliament, and shared our vision through discussions with our Managing Director, Sébastien Delfosse, and Geert Volders, Director of Right Management. Our program also included a visit to our Manpower Logistics Academy and a lunch with some of our Female Leaders.



Principles of Governance

Committed to leading our industry with the highest ethical standards





Our Goal

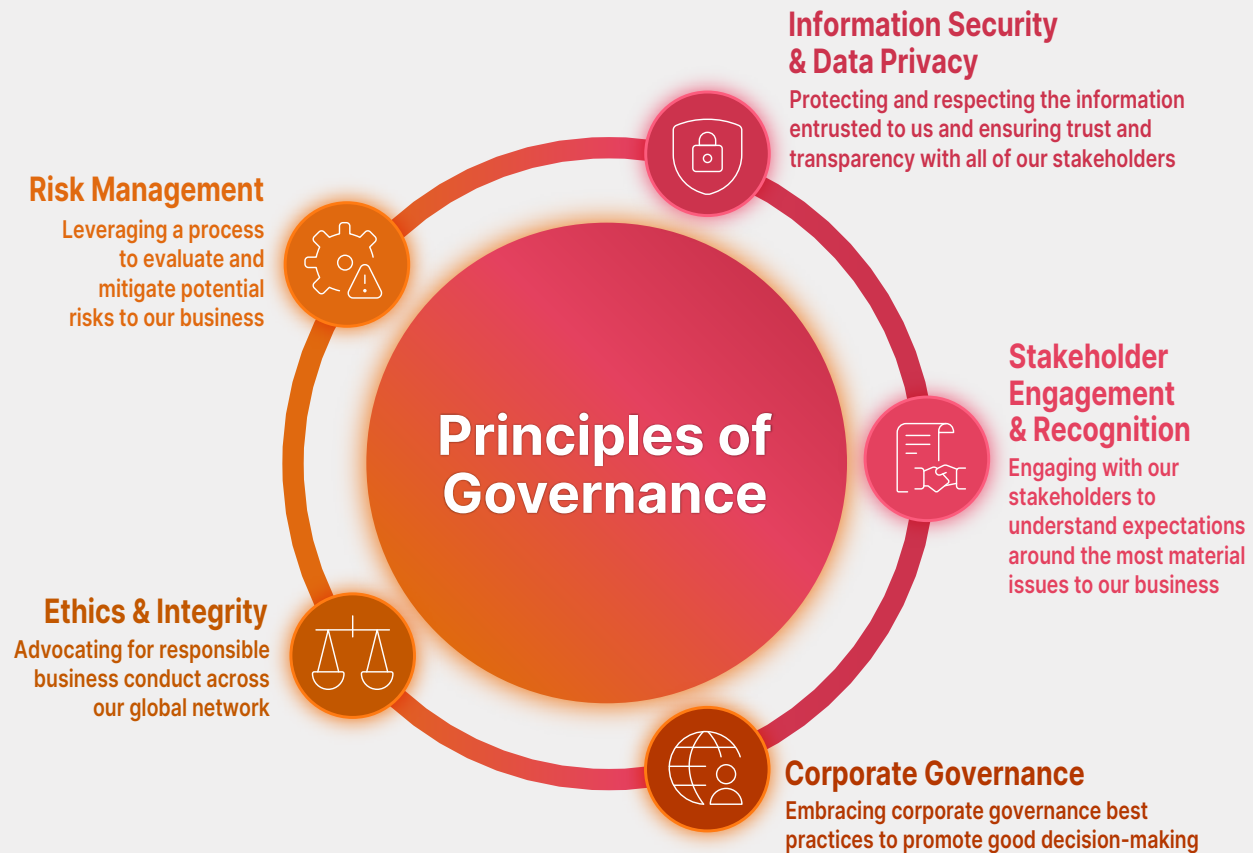
Trust, transparency, and accountability are foundational to delivering on our purpose and our promise to create value for all stakeholders. We are committed to running a responsible and transparent business, setting high ethical standards for our industry and supply chain, and embracing corporate governance best practices.

Our Plan

Our extensive global reach — working across more than 70 countries and territories with hundreds of thousands of employers — gives us the opportunity to promote and advocate for the highest ethical standards for business conduct and responsible employment across regions and industries around the world.



Our Principles of Governance Levers



Corporate Governance

Good corporate governance promotes good decision-making.

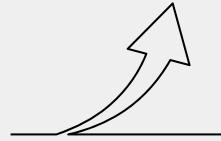
ESG is one of our top priorities, which is why it is overseen at the Board of Director level by our Governance and Sustainability Committee.

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

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

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

Risk Management



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

Enterprise Risk Management

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

Risk Disclosures

We disclose the business risks we track through the ERM process in our ManpowerGroup Form 10-K. These include ESG-related risks, from evolving government regulations and client expectations to the global talent shortage and developments regarding people and culture. Our assessment of risk due to climate change aligns with the framework set by the Task Force on Climate-Related Financial Disclosures (TCFD). In 2024 we will submit our climate risk disclosure in our CDP response for the 14th year.

Belgium Risk Management Committee

In Belgium, our Risk Management Committee, led by our Head of Legal & Compliance, is composed of all members of the Country Leadership Team as well as our Quality Manager, and meets on a quarterly basis.

Missions

- Identify, analyze, and assess risks in various areas based on information from the business and the company's environment, and according to the ManpowerGroup Risk Universe Matrix.
- Implement appropriate action plans for Risk Management.
- Evaluate risk situations and implement corrective actions.

We have also developed various business continuity plans to anticipate and address the different crisis scenarios we may encounter.

In addition to the Global ERM file, including macro risks, we have our National Risk Register including all actual risks of our company, status update, owner of the risk, evaluation, etc.





Ethics & Integrity

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

Human Rights

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

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

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

Code of Conduct & Business Ethics

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

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

Ethics Training Program

Train and raise awareness among our employees about the ethical standards and information security is our priority. To ensure our employees understand and apply the highest ethical standards as outlined in our policies, ManpowerGroup launches an annual compliance training program for permanent employees. This program includes:

- Training on the Code of Conduct and Business Ethics - Data Protection and Privacy and Information Security Combined Course - Anti-Corruption and Bribery.
- Belgium: 468 Assigned, 464 Completed (99.15%) Our objective is to train 100% of the workforce, although the outcome may be affected by departures, vacations, or absences.

Information Security & Data Privacy



Diligence and vigilance in a world of evolving cyber threats.

Employee Education & Awareness

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

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

Cyber Security Governance & Framework

Our comprehensive global information security framework aligns with the internationally recognized ISO 27001 standard. All of the data centers in our key markets (80% of our business) are certified to ISO 27001, as are several of our largest country operations representing 37% of worldwide revenues.

GDPR

All our policies and business practices in Belgium comply with the General Data Protection Regulation (GDPR) to ensure the protection of personal data for our candidates, employees, suppliers, clients, and all stakeholders. We provide continuous training to our employees, ensuring their knowledge and skills related to data protection are always up-to-date.

Our employees are consistently trained and regularly updated on these regulations via international trainings but also local trainings and webinars, related to the Belgian law of 30 July 2018 on protection of personal data. We have appointed a dedicated Data Protection Officer. We have also implemented a system allowing all data subject access requests (“DSARS”) to be responded to within a short delay (max 30 days following the request).

In recent years, sustainability has become a crucial aspect of public discourse and corporate strategy. The demand for sustainable products and services is increasing. More workers seek

meaningful employment and prefer companies with a clear social purpose. Additionally, an increasing number of companies aim to enhance the sustainability of their supply chains.

Transparency has become a priority, compelling companies to demonstrate their commitment to these values.



Stakeholder Engagement & Recognition

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

Stakeholder Engagement Strategy

Ours is a culture of trust and transparency, which we achieve through responsible corporate governance as well as active, ongoing engagement with all our stakeholders — investors, employees, clients, associates and governing bodies. We work with them to tap into emerging trends and expectations with respect to ESG, gain a clear understanding of the issues that matter most, and of what they expect of us as a corporate citizen. Our stakeholder engagement strategy and ESG strategy are therefore linked. This will remain important as we progress toward more focused strategic areas and continue to identify key emerging trends.



Industry Leadership

ManpowerGroup is a founding member of the World Employment Confederation (WEC), the voice of the global employment industry. In 2023, our General Counsel for Northern Europe was appointed Vice President and we have increased the number of leaders in elective positions at WEC. Through the WEC, we participate in stakeholder initiatives, and our executives serve on both global and local federation boards.

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

In Belgium we are playing a leading role at Federgon – The Belgian Federation of HR providers – collaborating with all the stakeholders to implement the vision of the organization.



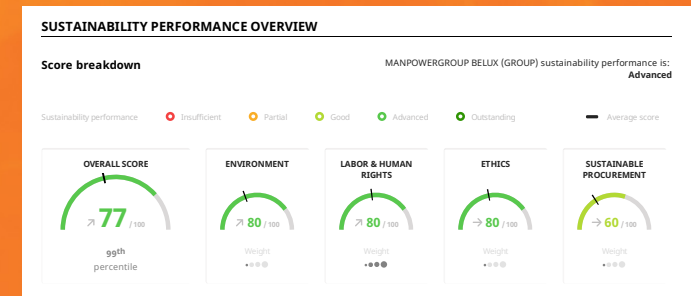
EcoVadis Sustainability Rating

In recent years, sustainability has become a key dimension of public life and corporate strategy. The demand for sustainable products and services is increasing. More workers seek meaningful employment and prefer to join companies with a clear social purpose. Additionally, an increasing number of companies aim to enhance the sustainability of their supply chains. Transparency has become a priority, compelling companies to demonstrate their commitment to sustainability. For these reasons, the EcoVadis assessment is a crucial part of our ManpowerGroup ESG journey.

In recent years, sustainability has become a central aspect of public life and corporate strategy. The demand for sustainable products and services is growing, and more workers are seeking meaningful employment, preferring to join companies with a clear social purpose. Additionally, an increasing number of companies are aiming to enhance the sustainability of their supply chains. Transparency has become a priority, compelling businesses to demonstrate their commitment to sustainability. For these reasons, the EcoVadis assessment is a crucial part of our ESG journey at ManpowerGroup.

Using a rigorous methodology, **EcoVadis** has rated the social performance of more than 130,000 organisations in 180 countries, using **21 criteria split into 4 categories**: Environment, Labour/Human Rights, Ethics and Sustainable Procurement. The evaluation method – which is based on international sustainable development standards such as those from the UN Global Compact, the Global Reporting Initiative (GRI), the ILO conventions and the ISO 26000 standard (CSR) – measures the policies in place, actions taken and the results obtained for each of the 21 criteria. The EcoVadis requirement levels have continued to increase, and in 2023, **ManpowerGroup BeLux has been awarded the Gold Medal for the third time**. We have improved our score compared to 2021 by 7 points overall and 10 points for the environmental criteria. **With a score of 77/100, ManpowerGroup BeLux ranks in the top 1% of companies rated within its sector in terms of sustainability and social responsibility.**

EcoVadis assessment is part our Global ESG strategy and today 25+ countries have achieved a Platinum, Gold, Silver or Bronze rating.



ManpowerGroup BeLux has been awarded a Gold Medal by EcoVadis, the World's Most Trusted Business Sustainability Ratings

TOP 1% 77/100



ENVIRONMENT - LABOR & HUMAN RIGHTS - ETHICS - SUSTAINABLE PROCUREMENT

Belgian Recognition

We are consistently recognized for our ethical, responsible business practices and our commitment to driving positive change, including the following corporate awards from the past year:

Recent Awards



Manpower Belgium has been nominated every year since 2011 at the HR Excellence Awards and in 2024 won the prestigious 'Best Staffing, Sourcing & Contingent Workforce Management Company' Award for the fourth consecutive year.



ManpowerGroup BeLux has earned a Gold CSR & sustainability rating on EcoVadis's environmental, social and ethical supplier performance assessment, in 2023 (77/100).



In 2021, ManpowerGroup Belgium earned the Diversity Label from the Brussels Region demonstrating the implementation of structural solutions

to improve diversity and inclusion in the organization through actions in recruitment, HR management and communications.

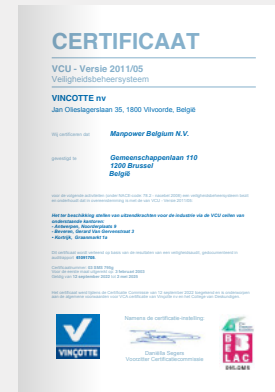
Certificates

ISO 9001: Total Quality Management - since 1998 (renewal in 2023).

VCU-LSI: Safety Check List Temporary Workers - 3 branches - since 2003 (renewal in 2024).

Federgon Quality Label: Temporary Work.

Federgon Quality Label: Project Sourcing.



Manpowergroup ESG & sustainability policies

Setting a high ethical standard for our industry and advocating for responsible business conduct and responsible employment across our global network.

Our (ESG) strategy is supported by several policies. Our employees are trained and certified to apply them. In order to share our commitments with all our stakeholders in full transparency, we have brought together in a document all the policies implemented in Belgium and worldwide.

The document is available on our ManpowerGroup Belgium website in the section Sustainability.



- ESG & Sustainability Policy
- Human Right Policy
- Health, Safety and Well-Being Policy
- Non-Discrimination/Diversity, Equity and Belonging – DEIB Policy
- Policy Against Modern Slavery
- Anti-Corruption Policy
- Policy on Gifts, Entertainment and Sponsorships
- Environmental Policy
- Social Dialog Policy
- Information Security Policy
- Supply Chain Business Partner Policy

Global Recognition

We are consistently recognized for our ethical, responsible business practices and our commitment to driving positive change, including the following corporate awards from the past year:

Planet



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



MCSI ESG Rated A Leader Status



Earned a platinum medal at the global level and gained new medals for 13 countries in 2023, extending our EcoVadis presence to 25+ countries



Named to the DJSI - the gold standard for corporate sustainability leaders for 15 consecutive years



Received a B rating in CDP's climate questionnaire, affirming our dedication to emissions disclosure and our path to net zero.



Named to TIME's list of the World's Most Sustainable Companies for 2024, ranking 96th among 500 companies and the leading performer in our industry

People & Prosperity



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



America's Most Responsible Company 2023 and 2024



One of the World's Most Ethical Companies for the 15th time – more than any organization in the industry

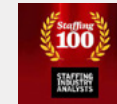


Named America's Best Large Employers and Best Recruiting and Staffing Firms in 2023



Received a perfect score on the Corporate Equality Index for the eight consecutive year

Principles of Governance



ManpowerGroup leaders named to Staffing Industry Analysts 2023 Staffing 100 Europe, 2024 Staffing 100 North America & Latin America



ManpowerGroup Talent Solutions named global RPO leader by Everest Group for 14th Year and TAPFIN named Global Leader in contingent workforce solutions for 10th year



Experis recognized as Leader and Star Performer by Everest Group in the PEAK Matrix® Assessment 2023



Right Management named a Global Leader and Star Performer in Everest Group's Outplacement and Career Transition Services PEAK Matrix® Assessment 2023



Manpower named a Global Leader and Star Performer in Everest Group's PEAK Matrix® Assessment 2023

KPIs & Disclosures

Progress against our KPIs in Belgium in 2023 & global performance aligning to Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB) and Stakeholder Capitalism Metrics.



ManpowerGroup Belgium 2023 Key Performance Indicators

Employee Demographics

ManpowerGroup Belgium - 2023	total	men	women
Employees, full time equivalent (FTE)	426	108	318
Employees, headcount	449	110	339

Employees by Age - 2023	total	men	women
18-30	138	32	106
31-50	271	64	207
50+	40	14	26

Employees by Level - 2023	total	men	women
Level 1 - Executive leadership	1	1	
Level 2 - Senior Leadership	5	5	
Level 3 - Leadership - Middle Management	33	18	15
Level 4 - Field & Functional Management	90	18	72
Level 5 - Individual Contributor	320	68	252

Female Representation (%)	2021	2023
Level 1 - Executive leadership	0%	0%
Level 2 - Senior Leadership	25%	0%
Level 3 - Leadership - Middle Management	34%	45%
Level 4 - Field & Functional Management	83%	80%
Level 5 - Individual Contributor	75%	79%
Female Representation (total)	83%	76%

Culture & Capabilities

Culture (%)	2021	2022
Employee Engagement Index score	68	71
Collaborative Culture Index score	64	66
Performance based Culture Index Score	82	83
Trusted & Ethical Culture Index score	88	89
DEIB (Diversity, Equity, Inclusion Belonging) Culture Index score	90	91
Development & Career Index score	74	78

(*) no survey in 2023 as we have introduced our new survey Amplify your voice in 2024 - results available on page 25.

Learning & Development (Total)

	2021	2022	2023
Permanent staff			
Total investment in skills training and development activities for permanent staff (in euros)	2.007.000	2.178.816	1.502.110
Percentage of employees participating in training & development programs	100%	100%	100%
Number of permanent staff (headcounts) participating in skills training & development activities	731	832	615
Total number of hours spent in skills training & development	28.780	22	12.925
Average number of hours spent in skills training & development per employee	31,5	18	21

ManpowerGroup Belgium 2023 Key Performance Indicators

Talent Management	2021	2022	2023
Percentage of permanent staff who received the annual performance review	95%	95%	95%
Percentage of permanent staff who received the talent conversation	95%	95%	95%
Percentage of total turnover – at all levels	18%		24%
Percentage of voluntary turnover – at all levels	13%		13%
Percentage of total turnover– management level and above	11%		3%
Percentage of voluntary turnover – management level and above	7%		1%
Total new hires - All levels in the organisations	192		92

Compensations & Benefits	2022	2023
Number of people participating to the ManpowerGroup Flexible Income Plan (FIP)		294
Gender Salary Gap	92%	95%

Health & Safety			
Permanent Staff	2021	2022	2023
Employee absence rate (unplanned absence as a percentage of total scheduled days)	6,09%		7,42%
Recordable incidents: Number of work-related injuries that you were required to record or report (according to your country's requirements)	0	5	0
Lost-time incidents: Number of work-related injuries that resulted in employees missing one or more days of work	1	1	0
Lost time: Number of days employees were not able to work due to work-related injury	10	7	0
Temporary Workers	2021	2022	2023
Temporary workers - Frequency Rate (total number of lost time injury events) x 1,000,000/ total hours worked)	21,03	25,76	30,1
Temporary workers - Severity Rate Rate (number of days lost due to injuries) x 1,000/total hours worked)	0,57	0,76	0,75
VCU Certificate	YES	YES	YES
Number of branches covered by Safety Certificate	3	3	3

ManpowerGroup Belgium 2023 Key Performance Indicators

Social Impact

Associates/Ambassadors & Temporary Workers

	2021	2022	2023
Total cost (in euros) of skills training and development activities for all associates/ambassadors	129.848	105.636	262.264
Total cost (in euros) of skills training and development activities for all temporary workers	61.000	112.150	123.583
Number of associates/ambassadors (headcounts) participated in skills training and development activities (L&D)	143 (FTE)	134 (FTE)	190 (FTE)
Number of temporary workers participated in the Manpower Logistics Academy (Employment Rate)	158 (84%)	167 (78%)	182 (80%)
Number of temporary workers participated in the Manpower Technical Academy (Employment Rate)	19 (84%)	12(83%)	25 (90%)
Number of temporary workers participated in the MyPath program	2225	1347	1849
Training onsite (V1)		2045	1951

Ethics

	2021	2022	2023
Percentage of employees trained on ethics policies	99,8%	100%	99,15%
Number of reports related to whistleblower procedure	0	0	0
Number of confirmed corruption incidents	0	0	0
Number of confirmed information security incidents	0	0	0
Employees represented by unions, works councils and/or collective bargaining agreements	100%	100%	100%
Client Net Promoter Score (Manpower)	25,9		28.7
Talent Net Promoter Score (Manpower)	34,8		28.2
Google Rating Manpower BelgiumI (on a scale of 5)	4	4	4.2
EcoVadis Rarting(2023)	Gold -71%		Gold -77%

Environmental Performance

	2022	2023
Total energy consumption (MWh)		8519
Renewable energy (MWh)		503,3
Direct operational (Scope 1) GHG emissions (tCO ₂ e)	2052,83	1736,13
Indirect operational (Scope 2) location-based GHG emissions (tCO ₂ e)	81,86	167,17
Indirect operational (Scope 2) market-based GHG emissions (tCO ₂ e)	81,86	81,12
Scope 1 & 2 market-based GHG emissions (tCO ₂ e)	2134,69	1817,25
Indirect value chain (Scope 3) GHG emissions (tCO ₂ e)	1733,72	1589,41
Total Scope 1, 2 & 3 market-based GHG emissions (tCO ₂ e)	3868,41	3406,66
Water consumption (MIO m ³)		0,00138
Total Waste generated (t)		89,13

Social Impact Investment

	2021	2022	2023
Number of hours of volunteering	125	130	250
Donations to community organizations/NGO (in euros)	13.000	10.000	10.000
Number of trainees			115
Client Net Promoter Score (Manpower)		25	
Talent Net Promoter Score (Manpower)		33	

GRI Disclosure Index

The Global Reporting Initiative (GRI) is an international independent organization that helps businesses, governments, and other organizations understand and communicate the impact of business on critical sustainability issues. GRI's Sustainability Reporting Standards are the most widely used standards on sustainability reporting and disclosure, enabling businesses, governments, civil society and citizens to make better decisions based on information that matters.

Statement of Use		ManpowerGroup Inc. has reported the information cited in this GRI content index for the period January 1, 2023 - December 31, 2023 with reference to the GRI Standards.
GRI 1 Used		GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)		None
GRI Indicators		ManpowerGroup
GRI 2: General Disclosures 2021		
2-1	Organizational details	2023 Annual Report Form 10-K ManpowerGroup Subsidiaries and Affiliates
2-2	Entities included in the organization's sustainability reporting	2023 Annual Report Form 10-K 2024 CDP Report
2-3	Reporting period, frequency and contact point	Data is reported annually. Performance indicator data is reported for the 2023 calendar year. All other information is inclusive of activities up to the date of publishing, September 2024. Contact: Natalie Lau, Global Director of ESG at Natalie.Lau@manpowergroup.com
2-4	Restatements of information	2022-23 ESG Report - Planet 2024 CDP Report
2-5	External assurance	Financial reporting has been assured by an external auditor.
2-6	Activities, value chain and other business relationships	2023 Annual Report Form 10-K ManpowerGroup ESG Perspectives - Sourcing and Supply Chain
2-7	Employees	2023-24 ESG Report - Key Performance Data Table 2023 Annual Report Form 10-K
2-9	Governance structure and composition	2023-24 ESG Report - Corporate Governance

GRI Disclosure Index

GRI Indicators		ManpowerGroup Reporting
2-13	Delegation of responsibility for managing impacts	2023-24 ESG Report - Corporate Governance
2-22	Statement on sustainable development strategy	2023-24 ESG Report - Message From Our Leaders
2-23	Policy commitments	Code of Business Conduct and Ethics ManpowerGroup Human Rights Policy
2-24	Embedding policy commitments	Code of Business Conduct and Ethics ManpowerGroup Human Rights Policy ManpowerGroup ESG Perspectives - Human Rights ManpowerGroup Supply Chain Business Partner Policy
2-26	Mechanisms for seeking advice and raising concerns	Business Ethics Hotline
2-28	Membership associations	2023-24 ESG Report - Global Alignment & Collaboration
2-29	Approach to stakeholder engagement	2023-24 ESG Report - Stakeholder Engagement
GRI 3: Material Topics 2021		
3-1	Process to determine material topics	2023-24 ESG Report - Stakeholder Engagement
3-2	List of material topics	2023-24 ESG Report - Stakeholder Engagement
3-3	Management of material topics	Management approach for each material topic is included within each of ManpowerGroup's ESG Perspectives which can be found at the bottom of our Sustainability Reports and Policies page.
GRI 201: Economic Performance 2016		
201-1	Direct economic value generated and distributed	2023 Annual Report Form 10-K
201-2	Financial implications and other risks and opportunities due to climate change	Climate-related risks and opportunities are disclosed in our annual response to CDP, which are publicly available on the CDP site and our corporate website.
GRI 203: Indirect Economic Impacts 2016		
203-2	Significant indirect economic impacts	2023-24 ESG Report - People & Prosperity ManpowerGroup ESG Perspectives - Human Rights and Human Capital

GRI Disclosure Index

GRI Indicators		ManpowerGroup Reporting
GRI 205: Anti-Corruption 2016		
205-1	Operations assessed for risks related to corruption	ManpowerGroup's global Audit Advisory Services team performs an annual Country Risk Profile Analysis, including corruption risk, across all countries of operation.
205-2	Communication and training on anti-corruption and actions taken	2023-24 ESG Report - Principles of Governance , Key Performance Data Table ManpowerGroup ESG Perspectives - Ethics
205-3	Confirmed incidents of corruption and actions taken	In 2023, there were no confirmed incidents of corruption.
GRI 302: Energy 2016		
302-1	Energy consumption within the organization	2023-24 ESG Report - Planet , Key Performance Data Table
302-3	Energy intensity	2023-24 ESG Report - Planet , Key Performance Data Table
302-4	Reduction of energy consumption	2023-24 ESG Report - Planet , Key Performance Data Table
GRI 305: Emissions 2016		
305-1	Direct (Scope 1) GHG emissions	2023-24 ESG Report - Planet , Key Performance Data Table
305-2	Energy indirect (Scope 2) GHG emissions	2023-24 ESG Report - Planet , Key Performance Data Table
305-3	Other indirect (Scope 3) GHG emissions	2023-24 ESG Report - Planet , Key Performance Data Table
305-4	GHG emissions intensity	2023-24 ESG Report - Planet , Key Performance Data Table
305-5	Reduction of GHG emissions	2023-24 ESG Report - Planet , Key Performance Data Table
GRI 401: Employment 2016		
401-1	Employee hires and turnover	2023-24 ESG Report - People & Prosperity , Key Performance Data Table
401-3	Parental leave	ManpowerGroup ESG Perspectives - Health and Safety
	Employee engagement	2023-24 ESG Report - People & Prosperity , Key Performance Data Table

GRI Disclosure Index

GRI Indicators		ManpowerGroup Reporting
GRI 403: Occupational Health and Safety 2018		
403-1	Operational health and safety management system	ManpowerGroup ESG Perspectives - Health and Safety
403-2	Hazard identification and risk assessment	ManpowerGroup ESG Perspectives - Health and Safety
403-5	Worker training and health and safety	ManpowerGroup ESG Perspectives - Health and Safety
403-6	Promotion of employee health	2023-24 ESG Report - People & Prosperity, Key Performance Data Table ManpowerGroup ESG Perspectives - Health and Safety
403-7	Prevention and mitigation of occupational health and safety impacts directly related to business relationships	ManpowerGroup ESG Perspectives - Health and Safety
403-9	Work-related injuries	2023-24 ESG Report - People & Prosperity, Key Performance Data Table
GRI 404: Training and Education 2016		
404-1	Average hours of training per year per employee	2023-24 ESG Report - People & Prosperity, Key Performance Data Table
404-2	Programs for upskilling and career management	2023-24 ESG Report - People & Prosperity, Key Performance Data Table
GRI 405: Diversity and Equal Opportunity 2016		
405-1	Diversity of governance bodies and employees	2023-24 ESG Report - People & Prosperity, Key Performance Data Table 2023 Annual Report Form 10-K 2024 Proxy Statement
405-2	Ration of remuneration of women to men	ManpowerGroup ESG Perspectives - Diversity, Equity, Inclusion and Belonging
GRI 406: Nondiscrimination 2016		
406-1	Incidents of discrimination and corrective actions taken	As stated in our Code of Business Conduct and Ethics , we encourage all employees to report concerns to their managers or through our Ethics Hotline . All allegations of harassment or discrimination are thoroughly investigated and action is taken at the most appropriate level. Allegations received through the Ethics Hotline are reported to the Audit Committee of the Board of Directors. We do not require employees to take sexual harassment claims to private arbitration.

GRI Disclosure Index

GRI Indicators		ManpowerGroup Reporting
GRI 413: Local Communities 2016		
413-1	Operations with local community engagement and development programs	2022-23 ESG Report - People & Prosperity ManpowerGroup ESG Perspectives - Human Rights and Human Capital
GRI 415: Public Policy 2016		
415-1	Political contributions	The use of company funds for political contributions is strictly prohibited by the ManpowerGroup Code of Business Conduct and Ethics. In 2023 ManpowerGroup did not make any political contributions.
GRI 418: Customer Privacy 2016		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	2023 Annual Report Form 10-K

SASB Disclosure Index

The Sustainability Accounting Standards Board (SASB) is a nonprofit focused on helping companies identify and publicly disclose the financially material sustainability topics that matter most to their investors. SASB has developed industry-specific reporting recommendations, including accounting and activity metrics, to guide businesses' public reporting.

This Index is intended to provide a roadmap to ManpowerGroup's disclosures on the topics identified in the SASB Professional & Commercial Services Sustainability Accounting Standard Version 2023-12.

Accounting Metrics		ManpowerGroup Reporting
Data Security		
SV-PS-230a.1	Description of approach to identifying and addressing data security risks	2023-24 ESG Report - Principles of Governance
SV-PS-230a.2	Description of policies and practices relating to collection, usage, and retention of customer information	ManpowerGroup Global Privacy Note
SV-PS-230a.3	(1) Number of data breaches, (2) percentage that (a) involve customers' confidential business information and (b) are personal data breaches, (3) number of (a) customers and (b) individuals affected	Any Material data security breaches would be disclosed in our 2023 Annual Report on Form 10-K. In 2023, we had no material data security breaches and no client data has been affected.
Workforce Diversity & Engagement		
SV-PS-330a.1	Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management, and (c) all other employees	2023-24 ESG Report - People & Prosperity, Key Performance Data Table
SV-PS-330a.2	(1) Voluntary and (2) involuntary turnover rate for employees	2023-24 ESG Report - People & Prosperity, Key Performance Data Table
SV-PS-330a.3	Employee engagement as a percentage	2023-24 ESG Report - People & Prosperity, Key Performance Data Table
Professional Integrity		
SV-PS-510a.1	Description of approach to ensuring professional integrity	2023-24 ESG Report - Principles of Governance ManpowerGroup ESG Perspectives - Ethics
SV-PS-510a.2	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	Any Material legal proceedings would be disclosed in our 2023 Annual Report on Form 10-K. In 2023, we had no material monetary losses as a result of legal proceedings associated with professional integrity.
Activity Metrics		
SV-PS-000.A	Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract	We had approximately 27,900 full-time equivalent employees as of December 31, 2023. On average, we place 500,000 associates on temporary or project-based assignments with clients every day.
SV-PS-000.B	Employee hours worked, percentage billable	Not Applicable

Stakeholder Capitalism Metrics Disclosure Index

The Stakeholder Capitalism Metrics (SCM) developed by the World Economic Forum (WEF) International Business Council define a core set of metrics and disclosures to align companies' mainstream reporting on performance against environmental, social and governance (ESG) indicators and track their contributions toward the Sustainable Development Goals (SDGs) on a consistent basis.

In January 2021, ManpowerGroup joined the International Business Council and committed to aligning our reporting to SCM Core metrics.

In this index, we have provided links to data and disclosures that are currently available.

SCM Core Metrics & Disclosures	ManpowerGroup Reporting: Locations & Notes	
Principles of Governance		
Governing Purpose	<p>Setting purpose – The company's stated purpose, as the expression of the means by which a business proposes solutions to economic, environmental and social issues. Corporate purpose should create value for all stakeholders, including shareholders.</p>	<p>2023-24 ESG Report - Our Working to Change the World Plan 2024 Proxy Statement 2023-24 ESG Report - Message From Our Leaders</p>
Quality of Governing Body	<p>Governance body composition – Composition of the highest governance body and its committees by: competencies relating to economic, environmental and social topics; executive or non-executive; independence; tenure on the governance body; number of each individual's other significant positions and commitments, and the nature of the commitments; gender; membership of under-represented social groups; stakeholder representation.</p>	<p>2024 Proxy Statement</p>
Stakeholder Engagement	<p>Material issues impacting stakeholders – A list of the topics that are material to key stakeholders and the company, how the topics were identified and how the stakeholders were engaged.</p>	<p>2023-24 ESG Report - Global Alignment & Collaboration 2023-24 ESG Report - Stakeholder Engagement</p>
Ethical Behavior	<p>Anti-corruption</p> <ol style="list-style-type: none"> Total percentage of governance body members, employees and business partners who have received training on the organization's anti-corruption policies and procedures, broken down by region. <ol style="list-style-type: none"> Total number and nature of incidents of corruption confirmed during the current year, but related to previous years; and Total number and nature of incidents of corruption confirmed during the current year, related to this year. Discussion of initiatives and stakeholder engagement to improve the broader operating environment and culture, in order to combat corruption. 	<p>2023-24 ESG Report - Ethics & Integrity, Key Performance Data Table ManpowerGroup Anti-Corruption Policy</p>
	<p>Protected ethics advance and reporting mechanisms – A description of internal and external mechanisms for:</p> <ol style="list-style-type: none"> Seeking advice about ethical and lawful behaviour and organizational integrity; and Reporting concerns about unethical or unlawful behaviour and lack of organizational integrity. 	<p>2023-24 ESG Report - Ethics & Integrity Business Ethics Hotline</p>
Risk and Opportunity Oversight	<p>Integrating risk and opportunity into business process – Company risk factor and opportunity disclosures that clearly identify the principal material risks and opportunities facing the company specifically (as opposed to generic sector risks), the company appetite in respect of these risks, how these risks and opportunities have moved over time and the response to those changes. These opportunities and risks should integrate material economic, environmental and social issues, including climate change and data stewardship.</p>	<p>2023 Annual Report Form 10-K</p>

Stakeholder Capitalism Metrics Disclosure Index

SCM Core Metrics & Disclosures		ManpowerGroup Reporting: Locations & Notes
Planet		
Climate Change	Greenhouse gas (GHG) emissions – For all relevant greenhouse gases (e.g. carbon dioxide, methane, nitrous oxide, F-gases etc.), report in metric tonnes of carbon dioxide equivalent (tCO2e) GHG Protocol Scope 1 and Scope 2 emissions.	Relevant GHG emissions are reported in our 2023-24 ESG Report - Planet, Key Performance Data Table . NOx, SOx, VOCs, PM, and HAP are not material to ManpowerGroup.
	TCFD implementation – Fully implement the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). If necessary, disclose a timeline of at most three years for full implementation.	We are aligned with the TCFD recommendations as shown through our recently published Climate Transition Plan.
Nature Loss	Land use and ecological sensitivity – Report the number and area (in hectares) of sites owned, leased or managed in or adjacent to protected areas and/or key biodiversity areas (KBA).	Land use, biodiversity, and conflict minerals are not material to ManpowerGroup.
Freshwater Availability	Water consumption and withdrawal in water-stressed areas – Report for operations where material: megalitres of water withdrawn, megalitres of water consumed and the percentage of each in regions with high or extremely high baseline water stress, according to WRI Aqueduct water risk atlas tool. Estimate and report the same information for the full value chain (upstream and downstream) where appropriate.	Total water consumption is reported in our 2023-24 ESG Report - Key Performance Data Table . ManpowerGroup has minimal water consumption, therefore water topics, such as wastewater discharge, water quality and high water stress areas, are not considered material to our business.
People		
Dignity and Equality	Diversity and inclusion (%) – Percentage of employees per employee category, by age group, gender and other indicators of diversity (e.g. ethnicity).	2022-23 ESG Report - People & Prosperity, Key Performance Data Table
	Pay equality (%) – Ratio of the basic salary and remuneration for each employee category by significant locations of operation for priority areas of equality: women to men, minor to major ethnic groups, and other relevant equality areas.	ManpowerGroup ESG Perspectives - Diversity, Equity, Inclusion and Belonging
	Wage level (%) 1. Ratios of standard entry level wage by gender compared to local minimum wage. 1. Ratio of the annual total compensation of the CEO to the median of the annual total compensation of all its employees, except the CEO.	ManpowerGroup complies with minimum wage laws in every jurisdiction in which we operate. We are subject to regulations that govern wage levels in many countries, as well as industry-level collective bargaining agreements in a few markets. We disclose CEO pay ratio in the 2023 Annual Report Form 10-K.
	Risk for incidents of child, forced or compulsory labour – An explanation of the operations and suppliers considered to have significant risk for incidents of child labour, forced or compulsory labour. Such risks could emerge in relation to: a. type of operation (such as manufacturing plant) and type of supplier; and b. countries or geographic areas with operations and suppliers considered at risk.	ManpowerGroup Human Rights Due Diligence Framework

Stakeholder Capitalism Metrics Disclosure Index

SCM Core Metrics & Disclosures	ManpowerGroup Reporting: Locations & Notes	
<p>Health and Well-being</p>	<p>Health and safety (%) – The number and rate of fatalities as a result of work-related injury; high-consequence work-related injuries (excluding fatalities); recordable work-related injuries; main types of work-related injury; and the number of hours worked.</p> <p>An explanation of how the organization facilitates workers’ access to non-occupational medical and healthcare services, and the scope of access provided for employees and workers.</p>	<p>2023-24 ESG Report - People & Prosperity, Key Performance Data Table</p> <p>ManpowerGroup offers health insurance to employees and associates in most jurisdictions where such benefits are not legally required. See 2023 Annual Report Form 10-K, page 9.</p>
<p>Skills for the Future</p>	<p>Training provided (#, \$) – Average hours of training per person that the organization’s employees have undertaken during the reporting period, by gender and employee category (total number of hours of training provided to employees divided by the number of employees).</p> <p>Average training and development expenditure per full time employee (total cost of training provided to employees divided by the number of employees).</p>	<p>2023-24 ESG Report - People & Prosperity, Key Performance Data Table</p>
Prosperity		
<p>Employment and Wealth Generation</p>	<p>Absolute number and rate of employment</p> <ol style="list-style-type: none"> Total number and rate of new employee hires during the reporting period, by age group, gender, other indicators of diversity and region. Total number and rate of employee turnover during the reporting period, by age group, gender, other indicators of diversity and region. <p>Economic contribution</p> <ol style="list-style-type: none"> Direct economic value generated and distributed (EVG&D), on an accruals basis, covering the basic components for the organization’s global operations, ideally split out by: <ul style="list-style-type: none"> Revenues Operating costs Employee wages and benefits Payments to providers of capital Payments to government Community investment Financial assistance received from the government: total monetary value of financial assistance received by the organization from any government during the reporting period. <p>Financial investment contribution</p> <ol style="list-style-type: none"> Total capital expenditures (CapEx) minus depreciation, supported by narrative to describe the company’s investment strategy. Share buybacks plus dividend payments, supported by narrative to describe the company’s strategy for returns of capital to shareholders. 	<p>2023-24 ESG Report - People & Prosperity, Key Performance Data Table</p> <p>2023-24 ESG Report - People & Prosperity, Key Performance Data Table</p> <p>2023 Annual Report Form 10-K</p> <p>2023 Annual Report Form 10-K</p>
<p>Innovation of Better Products and Services</p>	<p>Total R&D expenses (\$) – Total costs related to research and development.</p>	<p>2023 Annual Report Form 10-K</p>
<p>Community and Social Vitality</p>	<p>Total tax paid – The total global tax borne by the company, including corporate income taxes, property taxes, non-creditable VAT and other sales taxes, employer-paid payroll taxes, and other taxes that constitute costs to the company, by category of taxes.</p>	<p>2023 Annual Report Form 10-K</p>



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