



# Diversity, Equity, Inclusion and Belonging



**“Culture is the glue that holds a company together. It must exist outside the building - it is not a physical place, or one person - it’s how we all think and act, our beliefs and behaviors.”**

**– Becky Frankiewicz, Chief Commercial Officer**

## **Why This Matters**

At ManpowerGroup, we believe in human potential and we advocate acceptance, respect and inclusion. We are committed to do all we can to fight racism and to strengthen diversity, equity, inclusion and belonging within our company, and in the communities in which we live and operate. We also know, from our vast experience in labor markets from across the world, that we must engage and include all available talent and ignite human potential to sustainably grow prosperity around the world. It is the right thing to do, and it is what we must do to prosper.

Our commitment to diversity and inclusion is driven from the top by our CEO - and our leaders are held accountable to nurture workplace cultures where people from all backgrounds feel welcome and valued. We focus on creating a culture of conscious inclusion in our own organization, and with our client and community partners we develop and support programs that upskill underrepresented and underserved populations for meaningful and sustainable work.

We know that some communities - especially people of color and other minorities – face more obstacles towards engagement and progression in the labor market. We must all play a role in closing the skills gap and unleashing the potential of all people.

We are pleased to have been recognized for the last six years by the Corporate Equality Index (CEI) as a best place to work for LGBTQ Equality.



## Proud of Our Progress: Where We Are Today

### Global Commitment, Local Focus

Our business is naturally diverse, with operations in more than 75 countries around the world. We believe our organization, leadership and customers should reflect the diversity of those communities.

Globally, we are committed to **gender parity** as a first, shared diversity and inclusion priority in all our countries. Following gender, our key markets also prioritize a second diversity focus and goals relevant to each local labor market. These focus areas include addressing the representation of ethnic and racial minorities, people with disabilities, refugees and immigrants, generational diversity and socio-economically disadvantaged populations. Progress against diversity goals are reported annually to the Global Diversity Officer and the Board of Directors.

### Advancing Women Into Leadership

[Women represent 39% of the world's total working population](#) and now make up the majority of graduates yet [hold less than one third of managerial and leadership positions](#). At ManpowerGroup, over 30% of our Board of Directors has been gender diverse for over 10 years, 17% are People of Color and 42% were born outside the US. Women make up 59% of our organization, hold 54% of all management positions and 33% of senior leadership roles globally. Our Executive Leadership Team, which reports directly to the CEO, is 27% women, 36% racially diverse and 72% non-US born. Our Global Leadership Team, the top 95 leaders in the company, is 33% women.

We are committed to hiring, retaining, developing and advancing more women into leadership and are on track to achieve our goal of 50% women in leadership by 2025 — an expansion on our target of 40%, having already met this target in some markets, including Israel, Italy and Switzerland.

We are also committed to accelerating the path to pay equity and conduct a gender pay equity analysis in our largest markets every year.

### Resource Groups Promote Inclusion and Accelerate Careers

Our Business Resource Groups (BRGs) play a key role in helping us deliver on our purpose, values and accelerate our DEIB strategy by leveraging our commitment locally, acting as counsel in country and ultimately make us a more successful and forward-thinking business. These groups bring together a cross-section of diverse backgrounds to promote multicultural understanding and a stronger sense of community, build partnerships and networks and develop high-potential talent to accelerate their careers. We currently have six BRGs: Ability, ACE, MERGE, Elevate, Unite and Valor.

These BRGs also take a leading role in forging strategic partnerships and alliances with professional associations and community organizations, providing learning and development opportunities, sponsoring cultural events and developing an Inclusion and Support toolkit for colleagues. In 2022, we held our first BRG Summit, bringing together representatives from all BRGs from around the globe to share best practice and make connections.





In 2022 and 2023, we deployed inclusion training with our partner Eskalera — reaching 1,500 BRG leaders to-date in U.S., U.K. and Italy through micro-learning sessions, a series of exercises and nudges and Learning Circles to bring people together to interact, understand and grow.

We also launched dedicated, experiential and inclusive DEIB training in 2022 as a key element of our onboarding programs. This helped accelerate progress on diversity and shift our culture to further improve inclusion. So far, 848 people have participated, and we plan to have 7,000 participants within four years.

### Leading on DEIB Around the Globe

Our commitment to make a difference to DEIB communities is translated into action in many of our operations around the world. Our colleagues identify the pressing local issues and develop programs and interventions that work for them.

- **U.K.:** Trained and placed over a dozen autistic workers in meaningful tech jobs
- **Italy:** 570 people impacted since 2022 by Disability Inclusion program
- **Spain:** Implemented Diversity Matters program to help disabled students advance their careers
- **U.S.:** Program focused on senior workers has attracted over 5,000 people since 2022, with 1,000 fully interviewed and 21% placed into meaningful roles
- **Singapore:** Started an award-winning program called #PridePass, a job aggregator site that connects progressive, inclusive companies with LGBTQ+ workers, which will extend to Thailand and Japan next

### Committed to Being Anti-Racist: Pro-Inclusion & Pro-Diversity Isn't Enough

We continue to make progress in building a strong pipeline of diverse leaders and providing opportunities to diverse candidates. We are consistently recognized as a best place to work for women, LGBTQ equality and disability inclusion, and our employees rate us highly on Diversity & Inclusion in our Annual People Survey. We are proud of what we have accomplished but know that we still have a long way to go to make our communities and workplaces more equitable and inclusive. As employers, we should all be asking ourselves, what more can we do to make sure meaningful jobs, competitive wages, equitable promotions and wider opportunities are available to all?

In the U.S., we have set bold targets to increase the representation of Black, Indigenous & People of Color (BIPOC) in both our total workforce and in leadership roles. Our commitment starts in the community where we are headquartered: Milwaukee, Wisconsin. Compared to peer regions across the country, Milwaukee shows a significant gap in economic prosperity measures for Black and Latinx communities, as well as disparity in workforce representation.

As Chair of the Metropolitan Milwaukee Association of Commerce (MMAC), our CEO, Jonas Prising, leads the commitment of 64 local businesses, including Fortune 1000 companies like Harley-Davidson, Northwestern Mutual, Quad/Graphics, Rexnord and Rockwell Automation. In 2019-20, he pledged to make Milwaukee a region of choice for Diverse Talent, with the goal that, by 2025, we can increase diverse management by 25% and diverse employment by 15%. The disproportionate impact of COVID-19 on BIPOC communities means it is more important than ever to accelerate progress to this goal.

Together with our Multicultural Employee Resource Group for Excellence, our leaders launched a series of Courageous Conversations with colleagues across the U.S. on the role we can play in making positive change, starting with Minneapolis and Milwaukee. Collective action is how we will make progress fastest.



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[www.manpowergroup.com](http://www.manpowergroup.com)

100 Manpower Place, Milwaukee, Wisconsin 53212