

What can fishermen do when they can no longer fish? After a tsunami destroyed the fishing industry in Tamil Nadu, India, residents needed new careers. ManpowerGroup™ created vocational training centers dedicated to transforming the workforce. Today, many graduates are earning seven times more as graphic designers than they did as fishermen. Find the hidden talent in people and you'll find a sea of possibilities. Discover more at manpowergroup.com

ManpowerGroup™ Solutions | Experis™ | Manpower® | Right Management®

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TEACHING A MAN NOT TO FISH IS HUMANLY POSSIBLE



ManpowerGroup™



Power that drives organizations forward,
power that accelerates
personal success.

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POWER THAT BUILDS MORE SUSTAINABLE COMMUNITIES.
create high-impact solutions Human Potential



WE POWER THE WORLD OF WORK.

When our deep understanding of human potential is connected to the ambition of business, a dynamic power is created.

Power that drives organizations forward.

Power that accelerates personal success.

Power that builds more sustainable communities.

We generate this kind of power by connecting the visions of clients, the motivations of people, and what's now and what's next in the world of work.

We combine local expertise with a global reach to give organizations around the world access to and the ability to capitalize on unseen opportunities.

As trusted advisors we nurture partnerships with everyone we work with, because their success leads to our success.

Because of this, we create high-impact solutions to enhance the competitiveness of the organizations and the individuals we serve, so that they achieve more than they imagined.

And by creating these powerful connections, we help power the world of work.

WE HAVE ENTERED THE HUMAN AGE

Macroeconomic forces, including the first truly global recession, rapid technological development, increasing velocity of change, shifting demographic landscape and the rise and fall in power of emerging and developed markets have converged to bring about a new age.

We have entered The Human Age.

Existing models and social systems have been strained to the point that they're no longer sustainable. Business models need to be redesigned, value propositions redefined, and social systems reinvented. The resulting chaos and complexity of the Human Age means that there are new demands for innovation, productivity, and talent. The world has been reawakened to the real power of humans, and companies need to rethink the way they integrate corporate social responsibility into their business models.

We have to balance profitability with sustainability.

Businesses of all sizes must be agile enough to adapt to the ever-changing environment to effectively operate in a profitable yet sustainable way. Organizations must work to accommodate the demands of an increasingly transparent world, as they leverage their core capabilities to solve social problems in an innovative way to create solutions that are right for the world around us and right for their business.

The expectations and needs of all stakeholders—clients, investors, employees, suppliers, communities, regulators and society as a whole—demand greater integration of social and environmental concerns into the operations of businesses. Increasingly, all stakeholders are greatly influenced by a company's reputation and social performance.

We need to engage with people on a human level.

More than ever before, being a responsible company is seen as key driver of employee engagement, which is essential for an organization to unleash potential and have a competitive advantage. In a world where talentism is the new capitalism, or having access to the talent a company needs has become more critical than having access to capital, human potential now becomes the major agent of social innovation and economic growth.



ManpowerGroup™

Headquarters



JEFFREY A. JOERRES chairman and ceo

UNLEASING HUMAN POTENTIAL: ManpowerGroup's passion for unleashing human potential to power the world of work brings our mission to life every day. Connecting people to meaningful work to help our clients win is a mission that was founded over 63 years ago and is as alive today, if not more, as it was at its inception over six decades ago.

Earlier this year, we celebrated that legacy and re-energized our people with the introduction of a credo that provides a more robust articulation of our mission and vision and connects our people to what we stand for.

People are at the core of our values, brand and business—from someone's friend, father, daughter, and brother to another's colleague or acquaintance and everyone in between, we connect people to work in the most human of ways.

A company's social responsibility can be measured by its impact on the surrounding communities in which it serves. We impact the lives of thousands of people every day:

- *Connecting over 600,000 people to work each day;*
- *Training over 10 million people;*
- *Interviewing over 12 million people in 2010.*

So, while many organizations have only recently started to focus on socially responsible sustainability; it has been the foundation of our culture from the very beginning. Our ability to do good while we do well is a hallmark of the DNA of ManpowerGroup.

Our intrinsic value as an organization is in equipping people with the tools, opportunities and training they need to find work. In this report, you will read about our core business practices and our values, and the many ways

ManpowerGroup is making a positive impact by bridging the gaps between people and jobs.

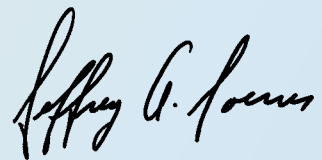
As more clients, potential employees, analysts and others take notice of how we conduct all aspects of our business, we have implemented practices and tools that will enable us to more effectively align our business strategies and operations, empower more individuals and organizations, and provide improved analysis and reporting.

In 2010, we began implementing a more systematic approach to sustainability and social responsibility data, metrics, analysis and reporting in response to stakeholder interests. The Global Reporting Initiative (GRI) framework is a widely accepted standard for consistently tracking our goals and reporting progress across all responsibility initiatives. Transitioning to the GRI guidelines will be key as we strive for transparency with employees, clients, suppliers, candidates and communities.

It's no coincidence that ManpowerGroup is being recognized by a wide range of stakeholders for our socially responsible

approaches. Such recognition has made the sustainable way we operate on a daily basis more public and more transparent, inspiring other organizations to emphasize responsible practices. I am proud of the ripple effect that our best practices have had on our suppliers and various industries, stakeholders and communities worldwide.

By unleashing the human potential of those people whose work opportunities are most limited, we supply innovative solutions to meet the workforce needs of organizations while at the same time enabling those individuals to achieve all that is humanly possible. Yes, we are in the Human Age, and that means helping men and women all over the world find their voice as the world's only source of inspiration, passion and innovation with a humanistic approach to power businesses, communities and countries for the benefit of all of us. I am immensely proud to work for a company that, through putting people to work, makes CSR a natural part of what we do.



Jeffrey A. Joerres
Chairman and CEO



MANPOWERGROUP and workforce development

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EMPOWERING THE WORLD OF WORK

ManpowerGroup
World of Work
Programs

PROGRAMS
709

PARTICIPANTS
73,846

PLACEMENTS
22,785

Rediscovering the World's Most Valuable Resource

Across the globe, the skilled workers that employers rely on to drive business success are proving elusive. ManpowerGroup's 2011 Talent Shortage Survey found that one third of companies globally report difficulty filling open positions. In Japan, four out of five employers are having such challenges, as are over half of U.S. employers (a record level for the country in the six-year history of the survey) despite continuing high unemployment.

There is a clear mismatch between the available workers in a given place at a given time and the needs of employers. Such mismatches hamper economies, societies and individuals, whose skills are in danger of becoming obsolete while they struggle to bridge the gap to employment.

ManpowerGroup is a trusted resource for job seekers everywhere. Talented individuals from around the world—from petroleum engineers in the North Atlantic to call center associates in



In 2011, ManpowerGroup was recognized as the world's industry leader by Fortune Magazine, who named the company in first place on its 2011 list of the Most Admired Companies in the temporary help sector, and rated ManpowerGroup number one in social responsibility.



Malaysia—came to us for the opportunity to match their skills to the needs of leading organizations. Similarly, these same organizations rely on us as a vital source for the skilled individuals and other resources their organizations need to propel them forward.

ManpowerGroup connected nearly 4 million people with permanent and temporary positions in 2010.

Workforce Development is an essential aspect of helping organizations of all sizes, and in every corner of the globe, continue to succeed. It is also a desperately needed strategy that can help individuals achieve the skills that fit the needs of organizations worldwide. Sometimes that talent is discovered in places or within communities that are traditionally overlooked.

Unlocking Human Potential

ManpowerGroup takes a pragmatic approach to utilizing the talents of all workers. We look at an individual's abilities first, and then we match those abilities with our clients' requirements. The innovative solutions we provide to our clients mean we focus on identifying the best person for a position regardless of other circumstances that may stand in their way to gainful employment. In this way, we empower disadvantaged workers and increase labor market participation.

Through programs initiated by local operations throughout the world, ManpowerGroup provides people from all walks of life with the skills and connections to employment opportunities that help them earn sustainable livelihoods.





Unemployment rates among the young are more sensitive to economic shocks than adult unemployment rates and one of the travesties of the global economic crisis has been the impact on youth unemployment levels.





reached record high levels
economic instability
u.s. youth unemployment rate of 13.1%

MANPOWERGROUP AND YOUTH— SAVING A LOST GENERATION OF TALENT

Youth unemployment across the globe has reached record high levels. Former British Prime Minister Gordon Brown earlier this year called youth unemployment a “global epidemic” and an “unprecedented crisis.”

Unemployment rates among the young are more sensitive to economic shocks than adult unemployment rates and one of the travesties of the global economic crisis has been the impact on youth unemployment levels. The greater sensitivity of youth unemployment rates to the business cycle means the projected recovery of youth employment is more uncertain than that of adults as economic instability continues.

The latest statistics from the International Labor Organization (ILO) put the current global youth unemployment rate at over 81 million workers, or 13.1 percent. Perceived lack of opportunities for young people has been suggested as a contributing factor behind unrest in Egypt, Tunisia, England and other parts of the world as the new generation feels an increasing sense of hopelessness and pessimism about their future, and fuels the belief that success is more due to chance than hard work.

Developed economies ignore youth unemployment at their peril. Of the 34 nations in the OECD, at least 16.7 million young people are not employed or participating in education or training. In fact, around 10 million of those youths aren't even looking for work. As Juan Sormavia, ILO Director-General put it: “The weak recovery in decent work reinforces a persistent inability of the world economy to secure a future for all youth. This undermines families, social cohesion and the credibility of policies.”

ManpowerGroup works with organizations around the world to help young people increase their opportunities for employment. And it can be done. Youth unemployment remains stubbornly high despite one in three employers reporting in response to ManpowerGroup's recent 2011 Talent Shortage Survey, that they are having difficulty filling key vacancies. Clearly, employers need people with the right blend of skills.

difficulty filling key vacancies

MANPOWERGROUP AND JUNIOR ACHIEVEMENT

HELPING YOUNG PEOPLE AROUND THE GLOBE ACHIEVE CAREER SUCCESS

In 2009, Junior Achievement and ManpowerGroup launched a joint initiative to provide young people around the world with essential work-readiness skills. The program, a hands-on educational experience called JA Success Skills, teaches students precisely what they will need to find, secure and keep a job. More importantly, JA Success Skills provides students with the tools they need to develop the personal skills and strategies that will help ensure long-term career success.

STUDENTS AND VOLUNTEERS IN 13 COUNTRIES CURRENTLY PARTICIPATE IN THE JA SUCCESS SKILLS PROGRAM.

Jonas Prising, ManpowerGroup President of the Americas, was recently elected Chairman of Junior Achievement USA. ManpowerGroup's commitment to empowering young people to achieve economic success made Prising a natural fit for the role.

"I strongly believe in the JA mission of inspiring and preparing young people to succeed in a global economy. Junior Achievement and ManpowerGroup are well aligned in terms of the importance we place on businesses being able to attract and retain good talent. Junior Achievement seeks to support the business community by positioning future members of the workforce to effectively compete. ManpowerGroup, in turn, places those individuals with organizations where they can thrive, add value and help those institutions win in the changing world of work."

Because ManpowerGroup believes so strongly in the mission of Junior Achievement, including the group's emphasis on entrepreneurship, financial literacy and work-readiness, we recently entered into a three-year sponsorship of the JA Success Skills program.



TOP: Jonas Prising, ManpowerGroup President of the Americas and Chairman of Junior Achievement USA.

Junior
Achievement



SDAC



BOTTOM: Volunteers from ManpowerGroup conduct a Junior Achievement Success Skills program in Shanghai. The program provides high school students in 21 countries and territories with the skills they need to succeed in the highly competitive job market.



Seguioui found his way to a program created by the Education for Employment Foundation, and supported by ManpowerGroup.

A PATH TO OPPORTUNITY

After graduating from university, Zakariae Seguioui's future was uncertain. He lacked connections to get a good job. He was discouraged and faced the prospect of drifting into long-term unemployment.

But Zakariae found his way to a program created by the Education for Employment Foundation, and supported by ManpowerGroup. EFE promotes youth employment opportunities in the Middle East and North Africa. It creates customized recruitment and training programs directly for employers, helping disadvantaged youth to get and hold sustainable jobs. ManpowerGroup provides technical assistance to EFE and makes long-term career skills training available to its program graduates.

Today, Zakariae is launched on a successful career in real estate sales and property management. With a solid understanding of the importance of lifelong learning, Zakariae has used ManpowerGroup training courses to build his computer skills on-the-job, and to expand his knowledge of project finance and budgeting.



*ManpowerGroup
continues to
build on its over
six decades of
pioneering and
legacy of innovation
to provide women
with a bridge
to sustainable
employment.*





pioneer and innovator in providing
women with a bridge
to sustainable employment

SPIRIT OF INCLUSIVENESS

THE UNDERLEVERAGED SOLUTION: WOMEN AND THE TALENT CRUNCH

Since our company's founding over 63 years ago, ManpowerGroup has constantly been a pioneer and innovator in providing women with a bridge to sustainable employment. When once women were extremely uncommon in the workplace, ManpowerGroup was instrumental in fostering a spirit of inclusiveness, and to help this key talent pool overcome barriers to employment—especially those that make it difficult to balance work and home life and otherwise compromise career growth.

Today, women remain an undertapped source of talent despite the labor market desperately needing their skills. Reasons for this under-representation vary widely; women are still regarded as second-class citizens in some parts of the world and are discouraged from being educated, while even in developed economies, outdated people practices and work models are unintentionally preventing women from unleashing their potential to the benefit of us all.

TYPISTS, STENOGRAPHERS AND BOOKKEEPERS
women remain an undertapped source of talent
women in the workplace



2020 WOMEN ON BOARDS

ManpowerGroup's commitment to diversity at the highest level has been recognized by the 2020 Women on Boards Campaign for having at least 20% of its board being comprised of women. More than a quarter (27%) of ManpowerGroup's board of directors are women.



▶ FRANÇOISE GRI

ManpowerGroup President of Southern Europe Named to 2011 Fortune Global 50 Most Powerful Women in Business List for eighth year in a row.



▶ *Participant of the Women Leaders & Gender Parity Program at the 2011 WEF Annual Meeting.*



FORTUNE'S 50 MOST POWERFUL WOMEN IN INTERNATIONAL BUSINESS

Françoise Gri, ManpowerGroup President of Southern Europe, has been named to Fortune magazine's prestigious list of the 50 Most Powerful Women in International Business for eight consecutive years, rising eight places to the 31st position on the 2011 list. In addition to leading the company's French operations—ManpowerGroup's largest single market—in January 2011, Gri took on an expanded role to become ManpowerGroup President of Southern Europe, the company's largest region by revenues. Gri leads an organization of nearly 7,500 employees in the Southern Europe region, across more than 1,300 offices and serving over 118,000 clients annually.

Gri uses her prominent role and significant cultural and social relevance to champion the role of women in business. Gri has been recognized at the highest level with the award of the Chevalier de la Légion d'Honneur (equivalent to a knighthood) in 2009 and the Chevalier de l'Ordre National du Mérite (Order of Chivalry) in 2003. She works closely with the French State Secretary for Employment on the "Plan for Poor Suburbs," a program dedicated to youth employment, and collaborates with the French Ministry of Labor on the role of women in businesses. As well as contributing to the publication "Social Footprints", which featured prominent French business leaders who advocate for businesses to adopt a more human approach, Gri published her own book in 2010. Titled "Pleading for Responsible Employment," it called for an end to a bifurcated labor market that excludes young people and championed diversity in the workplace. Gri led a dynamic discussion at the June 2011 World Economic

Forum on Europe and Central Asia around potential solutions to the economic crisis in Europe. The only woman on the panel, she recommended tapping underleveraged talent sources—especially women—to tackle skills mismatches. In addition, she participated in a session of the Women Leaders & Gender Parity Program at the 2011 WEF Annual Meeting and the 2007 Global Summit of Women in Germany.

Women account for 71% of ManpowerGroup's 30,000 worldwide full-time employees.

"ManpowerGroup is a company that recognized my abilities early on and provided me with opportunities that I may not have had with many other organizations," said Gri. "I'm aware of few companies with a higher percentage of women in leadership roles. In my experience, ManpowerGroup exhibits true foresight in this regard; we share the conviction that helping women reach their full potential is key to addressing the challenges that confront our organization, our clients and society.

"Smart organizations realize the roadblocks that many women face, and that women represent an untapped talent pool that can help companies achieve more in the Human Age.

"Similarly, as women develop their own career plans, we can do much to ensure our own success—we must dare to be leaders. We need to be more deliberate in our pursuit of positions that have traditionally been considered male-dominated positions such as finance, IT, science and engineering."

TURNING DISADVANTAGED WOMEN INTO CONFIDENT JOB SEEKERS

ManpowerGroup has joined forces with community organizations, including the United Way and Sojourner Peace House, to launch an initiative aimed at helping women who face persistent barriers to employment. Participants included victims of domestic violence, those with criminal backgrounds who were looking for an opportunity to turn their lives around, and women recovering from drug and alcohol problems.

Launched in 2009, we named the program Ready.Set.Work! The goal of the program was to assist participants with job hunting techniques and to improve their confidence by creating a comfortable, nurturing environment for learning. Ultimately, we wanted to inspire the participants, increase their confidence, and provide them with tools and techniques they could rely on to pursue employment opportunities that would have otherwise eluded them.

READY. SET. WORK!

One-day workshops were held to help women break down the barriers to employment they faced. A motivational speaker opened the session, describing what would be accomplished during the seminar, including goal setting, personal presentation, resume writing, interview preparation and actual interview rehearsal. In short, participants learned what employers expect from interviewees and how they could maximize their opportunities to secure meaningful employment.

At the conclusion of the most recent Ready.Set.Work! session, participants were overwhelmingly positive about the experience. Each of them indicated they would recommend future Ready.Set.Work! sessions to friends and co-workers.



ManpowerGroup has joined forces with community organizations to launch an initiative aimed at helping women who face persistent barriers to employment.





OPPORTUNITIES UNLIMITED— BREAKING DOWN BARRIERS FOR CANADIAN WOMEN

Canada's Youth in Motion organization was founded in 1997 to help Canadian youth choose a rewarding career path. When the organization identified a need to create an internship and mentoring program for women, it was natural that they turned to ManpowerGroup, their workforce development partner for over 10 years. Called Opportunities Unlimited™, the program is designed to help women who encounter barriers to employment; those who participate in the program may include recent immigrants, victims of abuse, or school dropouts.

Twice a year, Youth in Motion selects 15 women for a full-time paid employability skills training session. At the end of the four-week program, 12 participants are selected to advance to the next phase—a six-month paid work assignment where they will have the opportunity to be paired with a mentor. The program has proved highly effective. ManpowerGroup was so impressed with one of the graduates, Carmen Kong, that she was hired as a full-time market support specialist in Toronto.

HELPING VICTIMS. PROVIDING OPPORTUNITIES.

In Mexico City, victims of human trafficking can turn to Casa de la Mercedes, a shelter founded 17 years ago to help them escape the streets by providing a safe place to stay and the support they need to recover from their victimization.

And thanks to the dedication and enthusiasm of the staff at Manpower Mexico, Casa de la Mercedes also provides residents with additional opportunities to rebuild their lives and restore their dignity. More than 30 members of Manpower Mexico volunteer at the shelter on a regular basis. They mentor residents, provide training and prepare them for job searches and success in the formal economy.

This effort is changing lives, but a bigger impact may be on the Manpower Mexico team. They come to work every day with more pride in our company and more passionate about the role we play in the lives of individuals.

The flags compelled
Inger to find out more
about the company.

What she discovered was a company
that was precisely the kind of
organization she wanted to work for.

The company was ManpowerGroup.





30 YEARS OF PRIDE FOR MANPOWERGROUP

Thirty years ago, Inger Riley was driving past a corporate office building in Milwaukee when she noticed dozens of international flags waving in the breeze. The sight intrigued her. After all, this native of Norway was already a citizen of the world. She first set foot in the United States during her high school years as a Foreign Exchange student. Then, following more travel and meeting her future husband in the United States, she settled in the Milwaukee area.

The flags compelled Inger to find out more about the company. What she discovered was a company that was precisely the kind of organization she wanted to work for. The company was ManpowerGroup.

And it turns out that Inger was precisely the kind of employee ManpowerGroup was looking for. She was smart, accomplished, outgoing and an exceptional communicator. Inger earned her way into a newly created position in what was then a small international marketing department. She then began a journey as a global liaison and cultural coach in a variety of roles for our company.

“I was hired for my knowledge and interest in cultural learning and growing,” said Inger. “At that time, our global footprint was much smaller than it is now. But under the leadership of Jeff Joerres, we have become truly a global organization.”

Inger’s work over three decades has been key to ManpowerGroup’s growth. She remains instrumental in helping our company navigate its way through cultural differences,

developing relationships, making connections, and serving as a conduit that streamlined communications with colleagues around the world. She developed best practices for our introduction of the Predictable Performance System, helped spearhead translation of Skillware and helped coordinate the multi-national certification of the Ultradex™ assessment system. Currently, she works with global teams in the company’s Strategic Client Management initiative, manages the Global Sales Mentorship program and develops Strategic Client success stories.

“I am proud to tell others about our company and how we connect people with the opportunities of work—around the world. And beyond doing our business so well and ethically, I am pleased that we focus on doing good—including global special initiatives like our stand against human trafficking—and our global workforce development programs. All of this aligns perfectly with one of my most important personal charities, Women for Women International, an organization that helps female survivors of war become self-sufficient—one woman at a time—through training programs, micro loans and the adoption of a sponsoring ‘sister.’”

Since the day Inger first noticed the flags, we’ve moved our corporate offices a few miles to the south, revitalizing a part of Milwaukee’s downtown and building a LEED Gold certified world headquarters where we continue to proudly display the international flags. After all, they already helped us attract Inger. We trust they’ll continue to attract people just as exceptional as she is.



People with disabilities account for the world's largest minority group, yet the majority of the working-age people with disabilities are unemployed—a population with potential to be unleashed.





provide a rich resource of under-tapped talent
650 million individuals
world's largest minority group

IT'S ABILITY, NOT DISABILITY THAT MATTERS


According to a 2010 statement by the Director-General of the International Labor Office (ILO), one in 10 people globally, some 650 million individuals, lives with some form of disability. This makes people with disabilities the world's largest minority group, with 70 percent of disabled women and men of working age. Unfortunately, the vast majority of working-age people with disabilities are unemployed. The ILO statement continues: "Mounting evidence points to the high economic costs of excluding people with disabilities from the world of work—the ILO has recently estimated that the cost of such exclusion can range from three to seven percent of a country's GDP."

Furthermore, widespread unemployment among so many people with disabilities often results in a cycle of poverty that can exacerbate ongoing health issues, thus increasing levels of disability in its many forms.

Yet, individuals with disabilities provide a rich resource of under-tapped talent that can help employers solve ongoing talent mismatches if they are given the opportunity and resources to contribute. With the Human Age firmly upon us, developing creative solutions that tap into all sources of talent is a winning solution for everyone, matching the employment needs of companies with valuable job skills.

WIDESPREAD UNEMPLOYMENT
70% of disabled women and men of working age
one in 10 people globally



 *Mike Van Handel (in yellow), ManpowerGroup's Chief Financial Officer, a passionate volunteer and fundraiser with Best Buddies.*

 *ManpowerGroup's Best Buddies team is the largest team from outside California to participate and in the last three years has raised nearly a quarter million dollars.*

BEST BUDDIES

ManpowerGroup's willingness to give back to organizations that transform lives and communities filters through every level of our company. Our senior leaders are tremendous role models for the organization. A prime example is Mike Van Handel, ManpowerGroup's Chief Financial Officer, who is a passionate volunteer and fundraiser for Best Buddies, a charitable organization that builds one-to-one friendships, and integrated employment and leadership development for people with intellectual and developmental disabilities.

As part of his involvement with Best Buddies, Van Handel—a keen cyclist—recruits a cycling team every year for an annual fundraiser. “We bike 100 miles along California’s Highway 1 from Carmel to Hearst Castle. Our team is the largest to take part from outside California, and in the last three years, we have raised nearly a quarter million dollars for Best Buddies,” says Van Handel.

PROJECT ABILITY

Patrick Scoggins is one example of a talented individual who was provided with a bridge to employment. Patrick was helped to overcome the barriers to work he faced by Project Ability, a collaborative effort that leverages the resources of experienced community-based organizations, the expertise of California's Department of Vocational Rehabilitation and ManpowerGroup. Together, we match the employment needs of local employers through a process that identifies people with disabilities who possess job skills and competencies required by employers. Project Ability was first launched by our Manpower team in San Jose, California and has also been rolled out in Boston and Houston, with additional markets, including Chicago, expected to implement the program in the near future.

Patrick says Project Ability helped him to unleash his human potential: “I am grateful to the ManpowerGroup team and everyone associated with Project Ability's

implementation. While the job market continues to be challenging, it's comforting to know that ManpowerGroup is helping others in my situation overcome the barriers to employment, one position at a time. I especially liked my first assignment at the San Jose City College Bookstore because it allowed me to do what I do best in the workplace: interact and relate with customers.”

San Jose City College Bookstore Manager Gina Bonanno said, “Individuals like Patrick, who were placed on assignments here performed extremely well, and I would definitely welcome them back for future needs. On a personal level, I find it very rewarding to help people gain valuable experience in the workforce.”

And Patrick is by no means an isolated example. Overall, more than 173 candidates have been placed with approximately 180 more in the talent pipeline.



INTERNATIONAL RECOGNITION FOR MANPOWER CHICAGO

The International Committee on Employees with Disabilities (ICED) named the Chicago Manpower operation as a “Business of the Year Certificate Winner,” for its success in placing youth with disabilities into summer employment.

Working in partnership with the Chicagoland Chamber of Commerce’s Disabilityworks department, and funded through an ARRA grant from the Illinois Department of Commerce and Economic Opportunity, Manpower Was able to place youth with disabilities into employment during the summer of 2010.

One individual, Ryan, who holds a degree from Loyola University and is sight-impaired, was assigned to create a new data file system at PepsiCo’s Data Management Organization department. Ryan uses ZoomText, an innovative assistive technology that magnifies his computer screen. Given the opportunity to shine, Ryan performed so impressively that his position at PepsiCo was extended for an additional 12 months.

CAMINEMOS JUNTOS (LET’S WALK TOGETHER)

A helping hand that guides job seekers toward their goal of independence

In Mexico, establishing a livelihood is especially difficult for those with disabilities and the elderly. In 2001, Manpower Mexico established the Caminemos Juntos (Let’s Walk Together) program, designed to help candidates through each step of the employment process. The program provides the counseling and assistance they need to secure a job and achieve the independence that comes with a wage that will help support themselves and others. Of course, we could not do it all ourselves. In the past 10 years, Caminemos Juntos has paired more than 4,200 disabled and elderly job seekers with more than 500 socially responsible organizations.



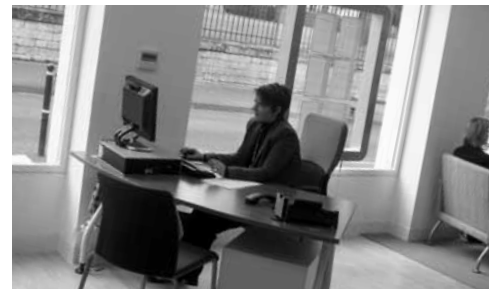
▲ Ryan (middle), sight-impaired, was assigned to create a new data file system at PepsiCo’s Data Management Organization department

ADDITIONAL RECOGNITION IN THE COMMUNITY

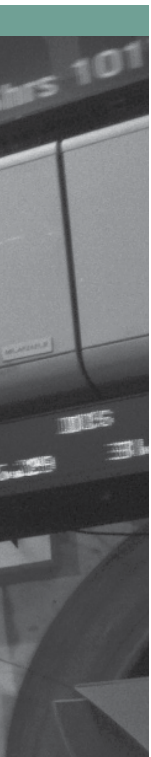
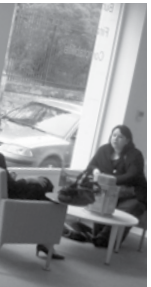
- ▶ ManpowerGroup was named to the Leading Companies for Employees with Disabilities edition of Diversity Journal (2011), recognized for providing the most qualified candidate based on abilities and job skill sets, not on disability or any other diversity element
- ▶ ManpowerGroup was named Disability Matters Honoree by Springboard Consulting for leadership in supporting people with disabilities in the workforce (2011)
- ▶ ManpowerGroup was named Lead Employer of the Year by the U.S. Business Leadership Network, based on the company’s exemplary reputation in disability leadership worldwide (2010)
- ▶ Manpower-Atlanta received awards from the Tommy Nobis Center and the Center for the Visually Impaired for its work with the Dialogue in the Dark initiative in providing employment to visually-impaired individuals (2009)
- ▶ Manpower-Montgomery, Alabama, won disability awards from the Montgomery Area Committee for Employment of People with Disabilities, Easter Seals-Central Alabama and the East Alabama Committee for Employment of People with Disabilities (2009)



ManpowerGroup will develop supplier alignment with our ethical and social business standards by incorporating principles and practices listed opposite in the supplier approval processes.



In September 2011, ManpowerGroup Chairman and CEO Jeff Joerres received the inaugural Lifetime Achievement Award from Corporate Responsibility Magazine. Joerres accepted the award and recognition of his dedication to high standards, transparency and sustainable business practices at the Commit!Forum in New York City. Being the first recipient of this prestigious award, Joerres was honored to be acknowledged in this capacity and began his acceptance remarks with, "This is not about me; this is about our people." ManpowerGroup was also named to CR Magazine's list of America's most transparent large-cap companies, coming third among 11 other Business Service companies, and the only employment services firm named to this list.



engages a broad base of suppliers
ZERO TOLERANCE POLICY AGAINST FORCED LABOR
desired level of performance

PROCUREMENT / SUPPLY CHAIN: PEOPLE, NOT COMMODITIES

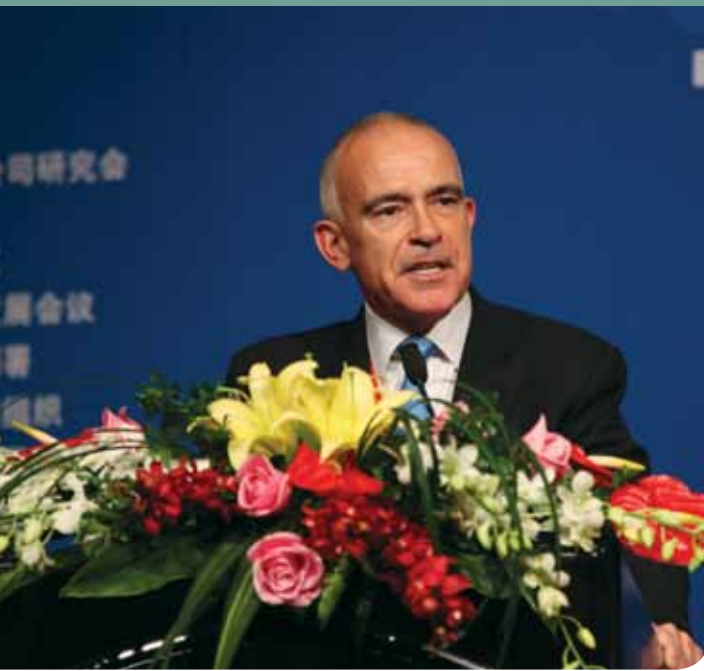
Operating in over 80 countries and territories around the world, ManpowerGroup engages a broad base of suppliers from across the globe. The company seeks assurance that the businesses and individuals it works with throughout its entire supply chain understand, share and commit to ManpowerGroup's standards in the Supply Chain Business Partner Policy consistent with our culture and values.

ManpowerGroup believes that its values should be reflected and embraced by all of its partners throughout the entire supply chain. We expect our suppliers to operate in a responsible and ethical manner, while limiting their impact on the environment.

ManpowerGroup was the first corporation to adopt a zero tolerance policy against forced labor, child labor and human trafficking, in accordance with the Athens Ethical Principles, which means that we will not knowingly do business with any company that benefits in any way from the trafficking or abusive treatment of workers.

ManpowerGroup will develop supplier alignment with our ethical and social business standards by incorporating principles and practices listed above in the supplier approval processes. The expectation is that, where there are differences, ManpowerGroup and the supplier will agree on an acceptable level of consistency and that the supplier will actively work toward achieving the desired level of performance. ManpowerGroup is prepared to terminate business with any supplier that does not demonstrate progress towards aligning with ManpowerGroup's key business practices described above.

ZERO TOLERANCE POLICY AGAINST HUMAN TRAFFICKING
ethical business supplier



David Arkless, ManpowerGroup President of Corporate and Government Affairs, is also President of the Global End Human Trafficking Now! campaign, which partners with the business community to play a critical role in fighting human trafficking and modern-day slavery.

HUMAN TRAFFICKING

Human trafficking is an insidious form of modern-day slavery. It is a widespread crime that forces an estimated 12.3 million people into forced labor or sexual servitude at any given time. It is present in every country and territory where ManpowerGroup does business, and is now the second largest illegal industry on the planet behind drug smuggling.

The core of ManpowerGroup's business is about connecting people from all walks of life with sustainable livelihoods, and we stand for the dignity of work and employment opportunities for all. The illegal and immoral enslavement of human beings is one of the most reprehensible crimes imaginable as these exploitative practices take away the basic human right to meaningful work. This runs contrary to our values as ManpowerGroup was the first company to sign the Athens Ethical Principles, which declare a "zero tolerance" policy for working with any entity which benefits in any way from human trafficking. ManpowerGroup has implemented these ethical principles throughout our company, thereby contributing to the eradication of human trafficking worldwide.

Our effort to engage more companies in support of the Principles has resulted in more than 12,000 organizations signing up directly, or through the commitment of their industry federation. We have also secured the support of a number of global union organizations.

In July of this year, David Arkless, ManpowerGroup President of Corporate and Government Affairs, was named President of the Board for End Human Trafficking Now! (EHTN), a Swiss-based organization which assists businesses in adopting zero-tolerance policies designed to prevent, and ultimately eliminate human trafficking. The company has

collaborated with the Not For Sale Campaign to develop community activism in order to fight enabling environments for human trafficking, and to promote consumer awareness and vigilance about forced labor in the manufacturing of consumer products. In addition to raising awareness of the issue, ManpowerGroup is also focused on prevention and has entered into numerous joint ventures to provide trafficked and at-risk persons with access to education and training to help them transition to decent, honorable work. Last month, ManpowerGroup joined forces with leading nonprofit organization Second Chance Employment Services to help battered and trafficked women re-enter the workforce.



ManpowerGroup has teamed up with anti-trafficking organization Sport Against Trafficking to support its Row For Freedom campaign. Six ordinary women (pictured above with UK Prime Minister David Cameron) will row 3,000 miles across the Atlantic Ocean to raise money for charities that support the victims of human trafficking. Traveling from The Canary Islands to Barbados on a route previously used as part of the Atlantic slave trade, the team will row 24 hours a day—two hours on, two hours off—for an estimated 40 days.



According to Munich Re, an insurance company, January to July 2011 was the costliest year on record in terms of property damage.





destruction of jobs and careers
CREATING A PATH TO SUSTAINABLE EMPLOYMENT
having to start over

DISASTER RECOVERY: HUMAN COURAGE IN THE FACE OF A CRISIS

The devastating impact of natural disasters has dominated news programs and headlines throughout 2011. From New Zealand to Japan, from Thailand to Brazil, no region of the world has been left untouched by the forces of nature. Thousands of lives have been lost and property has been obliterated in an instant. Beyond the immediate tragic loss earthquakes, tsunamis, floods and landslides also cause huge economic disruption as they wipe out jobs, careers and entire industries. In many cases, primary wage earners may have been killed with disastrous results for families and communities.

According to Munich Re, an insurance company, the six months to July 2011 alone meant 2011 was the costliest year on record in terms of property damage. While scientists debate the reasons for severe weather events, experts have identified the world has entered a new geological epoch—the Anthropocene or the Recent Age of Man—because of dramatic changes to the planet as a direct or indirect result of human activity.

ManpowerGroup: Setting the Industry Standard

When a powerful earthquake struck the coast of Japan on 11 March 2011, triggering a large tsunami, there was significant loss of life, disruption to communications and transportation links, and a meltdown at the Fukushima Nuclear Power Plant.

Because of ManpowerGroup's robust disaster recovery plan, we were able to determine the most human and sustainable response to the situation, putting the continuity plan in motion so efficiently and effectively that it thereby became the standard by which all companies in our industry would respond to the disaster. ManpowerGroup CEO Jeff Joerres, was in constant contact with the company's President of Asia-Pacific operations so he could provide the latest information to our 30,000 employees worldwide.

Our Japanese team demonstrated extreme courage and commitment to resume business as usual as quickly as possible, handling every call in typical ManpowerGroup fashion – treating everyone in the most human way – with the highest sense of empathy, dignity and strong assurance of support. Their compassion, dedication and tireless efforts made us all proud to be part of ManpowerGroup.

ManpowerGroup's identification of the Human Age also recognizes the power of human potential; and we know better than anyone how critical a job is to a person who has lost everything and needs to rebuild their life. ManpowerGroup's philosophy for investing in our communities has always been focused on the long-term view. This goes far beyond donating money. While financial donations are hugely valuable, our approach is to analyze the situation when disaster strikes in order to create a purposeful and intentional response that creates a path to sustainable employment and helps residents of impacted communities regain the dignity and independence of work. Our disaster recovery initiatives include providing short-term jobs for individuals when their place of employment is damaged or destroyed so they can continue to support their families and replace essential property like clothing. In the most dire situations, we also help survivors to develop new career paths through skills assessment and training when it is no longer feasible for them to return to their former line of work.



THE PATH TO OPPORTUNITY MADE SAFER FOR ALL

It has been six years since two Manpower Vocational Training Centers (MVTC) in India's Tamil Nadu State opened their doors in a community devastated by the 2004 tsunami.

It soon became apparent that many members of the community were unable to take advantage of opportunities at the MVTCs. Those from remote villages in the region found it difficult to travel, and women who did so sometimes suffered abuse from other passengers on crowded buses, making journeys unpleasant and deterring women from visiting the centers. However, representatives of United Way Worldwide (UWW) which runs a K-12 English school on the Tharangambadi campus that ManpowerGroup operates in partnership with Hope International, admired the work being accomplished at the MVTCs and encouraged the project manager to write a proposal to help increase accessibility to the Center for women throughout the community.

After a successful application for funding, a small bus and a van were purchased. The vehicles provide a safer and more appropriate means of travel for women, allowing more of them to attend classes and explore the opportunities the MVTC might offer. In addition, the smaller van is able to negotiate the narrow roads leading to isolated villages, greatly increasing access to the community and expanded the ability of the MVTCs.

These efforts are bearing fruit: *The Centers in Tharangambadi and Nagapattinam have exceeded our original expectations, training nearly 8,000 people with 95 percent of our students going on to find gainful employment.* Additionally, a micro-credit assistance program has helped to launch over 1,500 small businesses.



RESTORING HOPE IN THE WAKE OF A TRAGEDY

On 12 May 2008, a magnitude 8.0 earthquake struck Mainland China. It was the most devastating quake in the history of the People's Republic of China, claiming nearly 70,000 lives and leaving over 15 million homeless. Among the countless buildings that were destroyed was Juting Central Elementary School in Shanxi Province, and the loss of its educational institution presented an additional challenge to the community as it began the long and difficult road to recovery.

While attending to short-term needs in the aftermath of the disaster, such as providing tents and sleeping bags to accommodate those left homeless, ManpowerGroup simultaneously assessed long-term needs and made a substantial, lasting commitment to helping the community recover from the devastation. To help local residents build a better tomorrow, ManpowerGroup identified a critical need to aid in the reconstruction effort of the elementary school. The company committed to donating nearly \$300,000 toward the reconstruction of the new school—the only elementary school serving Ningqiang County—which was duly inaugurated on 28 October 2009.

However, this did not mark the end of ManpowerGroup's efforts to assist the children in the region to achieve the education they need to succeed in the world of work. The new Manpower Ningqiang Elementary School receives frequent visits from ManpowerGroup China employees, offering personal assistance to the students. The school has excelled academically, with graduation results exceptional, and has won a number of awards due to its high standards of teaching and student health and safety.

Yang Mingxing, a 12-year-old grade six student at the school, has been helped to unleash his human potential since entering the school doors in 2009. A child with a history of behavioral problems, Yang has prospered under the first-rate care of his teachers and with access to state-of-the-art educational facilities, he is now achieving excellent grades. In addition to winning second prize in the county's student calligraphy contest, he has also represented the school at table tennis. "Thanks to the help of ManpowerGroup, I am able to study in such a wonderful environment. I take every minute to study well and equip myself to be skilled future talent for China," he said.






▶ Following the destruction of the community's only school building during the 2008 Central China earthquake, ManpowerGroup and its employees contributed to the construction of the Manpower Juting Elementary School in Ningqiang County. Completed in 2009, the school provides a contemporary and spacious learning environment for over 300 eager students.



2011 **WORLD'S MOST ETHICAL COMPANIES**
WWW.ETHISPHERE.COM

In 2011, ManpowerGroup was named to the Ethisphere Institute's World's Most Ethical Companies list for its proven commitment to ethical business practices, including an outstanding commitment to ethical leadership, compliance practices and corporate social responsibility. ManpowerGroup was the only company in the staffing industry to be named to the list.



 *"The training I received has given me strength, independence and dignity. I am empowered now, and this is a dream come true."*—Sashikala Sivasanker commenting on the training she received at the Manpower Vocational Training Center.

EMPOWERING A YOUNG WOMAN WITH INDEPENDENCE AND DIGNITY

Life in the village of Tharangambadi was never easy for Sashikala. Her husband left her just months after her marriage, and before he left, he took everything of value from the household. Sashikala was left with practically nothing—no possessions and, with just a rudimentary education, virtually no way to earn a living. But things would soon turn even worse. As the 2004 tsunami swept through her village, Sashikala and her cousin were trapped in their home. They survived only by standing atop a bed to keep their heads above water. Both felt relieved once the flooding receded, but as Sashikala waded outside to inspect damage to the home, she was electrocuted by a live electric wire dangling in the water. She hovered between life and death in the local hospital, and only after 30 days did she gain enough strength back to return to what was left of her home.



COMMUNITY VOLUNTEER SERVICE AND TRAINING

For ManpowerGroup, our commitment to the communities in which we operate extends well beyond just writing a donation check to a charitable cause. Our long-term, creative commitment to unleashing the potential of people everywhere are a reflection of our unique and humanistic approach. All over the world, ManpowerGroup employees, partnering with community organizations, businesses and governments, engage in workforce development programs that make a positive difference in people's lives.



"I was thankful that I was alive," recalled Sashikala, "but when I came home it was clear I had lost everything, my home, all of my possessions and—like many in the village—I had no way of earning a living. I was desperate. Thankfully, the Manpower Vocational Training Center was about to open, and it offered training that would help me support myself.

"Today my life is better. I earn approximately 2,500 Rupees a month and I am able to support myself designing and making cards and costume jewelry. The training I received has given me strength, independence and dignity. I am empowered now," said Sashikala, "and this is a dream come true."

Charitable giving—of not just cash, but more importantly time and resources, and volunteerism are deeply embedded the ManpowerGroup culture, and our employees are making a difference through local involvement and corporate activities. Fortune Magazine's annual Most Admired Companies list has consistently ranked ManpowerGroup as the number one firm in our industry in the category "Social Responsibility."



LONG-TERM UNEMPLOYED MANPOWERGROUP— SWEDEN TELGE JOBSTART

Södertälje is an industrial city situated approximately 30 kilometers south of Stockholm with a population of just over 80,000. The city is home to truck maker Scania AB and pharmaceutical giant Astra-Zeneca also has a major presence there. Since the beginning of the 2003 Iraq War, Södertälje has also welcomed more immigrants from Iraq than the U.S. and Canada combined.

Assimilating Iraqi immigrants into Swedish society posed many challenges however; the local economy struggled to absorb such a large influx of newcomers and, as a result, welfare costs began to escalate. Södertälje officials contacted ManpowerGroup with the goal of creating new, innovative solutions to help integrate the group more fully into Swedish society and move them from welfare to the workforce.

Together, local officials and ManpowerGroup decided to launch a new company, ManpowerGroup Telge Jobstart (MTJ), which would help new immigrants, as well as long-term unemployed native Swedes, find jobs. And the program is working; 50 percent of our participants find jobs. This success has encouraged local municipal officials to double the original 30 participants assigned by the Municipality each month. Since the start of MTJ, the program has provided jobs for nearly 250 long-term unemployed. Iraqi immigrants comprise 95 percent of the program participants.

TELGE JOBSTART IS A TWO-TIER PROGRAM:

PROGRAM 1

Focuses on newly-arrived immigrants. Every month immigrants are selected by the Municipality to participate in this facet of the program. Each individual goes through a curriculum that consists of Swedish language studies, learning about Swedish culture and help finding a job. The goal of the 18-month program is to get 70 percent of the participants out of welfare and into sustainable jobs.

PROGRAM 2

Is designed to assist immigrants who have graduated from the Swedish studies curriculum, as well as long-term unemployed Swedes. A team of job coaches and competencies experts provide individual coaching to develop job-finding skills. The program results have been impressive in the first year, and as mentioned above, MTJ has doubled the number of participants in the program, admitting 60 participants each month.



MANPOWERGROUP and the environment

For over 63 years, our tradition of responsibility to the communities we serve means we constantly strive to reduce our environmental impact and continue to learn more and better ways to go beyond compliance with the environmental laws and standards that apply to us.

As today's workforce demands transparency, ethics and sustainable innovation from employers in the Human Age, ManpowerGroup continues to implement green initiatives that enforce our environmental performance, policies and reputation.

Our global network's conservation efforts resulted in saving nearly **36,000** reams of paper, as well as recycling more than **1,000,000** pounds of paper and plastic products, and more than **2,300** printer cartridges.

Named one of **Newsweek** magazine's **Greenest Big Companies** in America, ranking No. 26 among 500 U.S. public companies and **No. 1 in the professional services category**.

Also in 2011, we were named to the

DOW JONES SUSTAINABILITY INDEX

for the fourth year running.

OUR ENVIRONMENT, HEALTH AND SAFETY MANAGEMENT SYSTEM—A FIXED AND FLEXIBLE FRAMEWORK

Most of ManpowerGroup's environmental initiatives are realized at the local level, in response to local and national needs. The initiatives include employee safety and environmental stewardship. On a global basis, ManpowerGroup's Environment, Health and Safety Management System (EMS) is a fixed and flexible framework that applies the principles of Reduce/Reuse/Recycle. We began to track data in 2008 and continue to find ways to share knowledge and replicate what we learn from the most successful programs across our entire network. The EMS is a significant step in that direction. Over the next years and months, as the EMS is more fully implemented, evaluated and improved, we will better meet stakeholder expectations and contribute to more sustainable communities and an improved environment in which to live and work.

Our operations around the world are conducting business in a sustainable way that, given our extensive global reach, has a significant cumulative effect. In 2010, our global network's conservation efforts resulted in saving almost 36,000 reams of paper, as well as recycling more than one million pounds of paper and plastic products, and more than 2,300 printer cartridges.

ManpowerGroup continues to be recognized for its ongoing efforts to minimize its carbon footprint. For the third consecutive year, we were named one of *Newsweek* magazine's Greenest Big Companies in America, ranking No. 26 among 500 U.S. public companies and No. 1 in the professional services category.

Also in 2011, we were named to the *Dow Jones* Sustainability Index for the fourth year running. The DJSI is the gold standard in recognizing corporate sustainability leaders and evaluates corporations based on a variety of criteria including climate change strategies and energy consumption.



EMPLOYEE HEALTH AND SAFETY

ManpowerGroup is committed to the highest standards of health and safety. In adopting these standards, we seek to create a workplace and work systems that enable all employees to feel safe and secure.

ManpowerGroup endeavors to take appropriate measures to provide a safe working environment for all staff personnel, temporary associates, contractors and consultants. We focus on compliance with health and safety legislation within our own business operations and also apply this same standard as a matter of priority when reviewing whether to place associates, contractors and consultants in a client's work environment.

ManpowerGroup's Employee Health and Safety Council (EHS Council) was formed in 2008 to establish and encourage improved safety at the company's global, regional and country levels. The Council's role has been redefined as part of our 2011 Environment, Health and Safety Management System (EMS). Council objectives include sharing and developing best practices and analysis. The Council considers issues such as the following: inventory of safety programs, EHS statistics and recommended improvements to reduce the number and severity of work-related injuries and illness. Results are to be reported to the company's management and board of directors each year as part of the EMS and CSR overview.

The work of the Council is expected to contribute to overall Company objectives, including employee and associate well being, risk mitigation, cost efficiencies and improved Brand experience and reputation.

We have put processes in place and strive to adequately assess and control the health and safety risks arising from the company's work activities. Adequate resources are made available to provide information, instruction, training and, where necessary, supervision, for all colleagues on an ongoing basis.

WORLD HEADQUARTERS UPDATE

Since being recognized by the U.S. Green Building Council with Gold LEED® (Leadership in Energy and Environmental Design) certification for our world headquarters, we have continued to enhance the building's environmental efficiency, and we are measuring other offices' efforts to conserve resources throughout our global network. These efforts are good for the environment, but they are also good for our bottom line. In the last few years, we have instituted systems and practices throughout our headquarters that have helped us be better corporate citizens and environmental stewards.



“In 2010, by analyzing the building’s mechanical schedules and adjusting the lighting control system, we were able to realize 6.4% reduction in energy use as compared to 2009.”

Among the highlights:

In late 2010, facility improvement measures were identified and implemented using an advanced building management system. Many of our headquarters building’s mechanical systems were programmed to reduce their run time and the building was switched to gas heating. This resulted in a reduction of energy use by 15.1% for January 2011 to September 2011 when compared to the same period in 2010.

In 2010, by analyzing the building’s mechanical schedules and adjusting the lighting control system, we were able to realize a 6.4% reduction in energy use as compared to 2009.

To encourage individual recycling of paper, each desk has a personal collection bin for paper. To empty the personal bins, recycle/shred bins are located in all work areas. 298,626 lbs of paper were shredded and recycled in 2010.

To encourage the recycling of plastic, glass and aluminum, each break room and conference room has a blue “recycle only” container. The estimated weight of the plastic, glass and aluminum recycled in 2010 is 12,000 lbs.

All cardboard is separated from regular trash and recycled. The estimated weight of the cardboard recycled in 2010 is 100,000 lbs.

In order to reduce our impact on the environment, a decision was made to stop providing Styrofoam cups and to stock break rooms with ceramic cups. Our estimated reduction in Styrofoam cups contributing to landfills is 241,000 cups annually.



OUR FRENCH HEADQUARTERS OPENS THE DOOR FOR BUSINESS

Our recently-opened French country headquarters is located in an area of economic development near Paris, France. The building is intended to be an example of world-class functionality and an environmental showcase, thereby satisfying the French HQE (High Environmental Quality) eco-building requirements.

Efforts to meet and in some cases surpass the requirements include the following:

- Construction involved extraordinary efforts to reduce pollution typically associated with major construction sites.
- The building was designed to maintain environmental performance over the long term, encourage the recycling of commercial waste, and reduce the consumption of natural resources through efficient use of energy-saving, sensor-enhanced lighting, heating and cooling systems.
- The building and the surrounding landscape were designed to achieve harmony between the building and its urban environment, thereby creating quality outdoors spaces and enhancing its surroundings.

RIGHT ENVIRONMENTAL MODEL

With 210 offices in 54 countries and territories, Right Management—the talent and career management expert within ManpowerGroup—understands the impact it can make to conserve resources. The best efforts for environmental improvement are generally those which unleash human potential for innovation—along with a spirit of collaboration, competition and fun. Right Management’s approach has been to encourage local teams to address unique environmental challenges and in addition to some of the anticipated benefits, the cross-functional teams have engaged with colleagues across Right Management’s global network. Encouraging local leadership of the efforts has uncovered a number of colleagues who had leadership skill and potential that may have gone unnoticed in their day-to-day roles.

In 2009, Right Management identified conservation objectives to help the organization become more efficient, cut costs and enhance office environments and the communities which they

serve. They named the initiative Green@ Work, and the team leaders developed 4 key areas of conservation focus:

- Computers and lighting
- Paper, printing and copying
- Heating and cooling
- Vending and hospitality areas

The initiative is designed so each of Right Management’s regions work on one focus area per quarter. Teams are identified at the regional and local level, and it is these team members who establish objectives and practices that will help them achieve each quarter’s conservation goals. Ongoing communication within each region ensures ideas and best practices are shared and implemented. Green @ Work team members developed an electronically-distributed quarterly newsletter for colleagues worldwide that highlights green initiatives, as well as providing an engaging forum for the sharing of conservation practices.



OSLO’S GREEN MACHINES

When colleagues in ManpowerGroup Norway’s Oslo office need to travel to meet with clients or attend company functions, they do so in a small fleet of electric cars.

The zero emission-vehicles are a welcome relief for city dwellers and in Oslo, drivers of electric cars enjoy free parking privileges throughout the city, as well as free battery charging.

They also cost, on average, up to 30 percent less to operate. The vehicles prominently feature our corporate logos, reinforcing ManpowerGroup’s environmentally friendly corporate citizenship to clients, candidates, and everyone else in this bustling city of almost one million people.



GOVERNANCE:

a process that ensures
good corporate citizenship

Our Code of Business Conduct and Ethics promotes honest and ethical conduct throughout the organization, as well as provides a mechanism to report unethical conduct via the ManpowerGroup Ethics Hotline to help preserve the culture of honesty and accountability throughout the Company.

DIVERSITY

ManpowerGroup considers diversity in the workplace to be essential, not only because it is just and engages all segments of the potential workforce, but because it is in our best interests and those of our clients. By placing a premium on diversity, businesses create better discussions, introduce fresh perspectives and make more sustainable profit. Organizations can continue to create and share knowledge and innovation only by remaining open to the ideas of all, and by reflecting the diversity of a truly interconnected world.

ManpowerGroup defines diversity as differences of race, national origin, religion, cultural background, gender, age, disability, sexual orientation and gender identity. We expect and promote mutual respect and understanding between people with different personal situations or backgrounds.



▶ Profiles in Diversity Journal named Mara Swan, ManpowerGroup Executive Vice President, Global Strategy and Talent, as a Woman Worth Watching for 2011. The publication recognizes women executives who are blazing new trails in business and the organizations who demonstrate their commitment to advancing women into leadership.



CODE OF BUSINESS CONDUCT AND ETHICS

We are all expected to do the right things and to do them well. We share these expectations with our partners and suppliers and others that are part of the work we do at ManpowerGroup to benefit all our stakeholders.

The Code of Business Conduct and Ethics, revised and introduced in December 2010, forms the basis for a shared understanding of the importance of sound, ethical practices in all of ManpowerGroup's dealings, a prime example of the ManpowerGroup Experience.

We have a shared responsibility to do the right thing for all stakeholders and to protect our Company's reputation. One of the most important steps is that all employees must complete periodic training related to this Code and Company policies.

The Global Ethics Compliance Officer has designated training programs for our benefit. Because we want to help ensure compliance with this Code, all employees worldwide (other than associates), and all members of the Board of Directors are required to complete and return a compliance report and certification on an annual basis.

Additionally, our Code of Business Conduct and Ethics is available on our website in 17 languages so that all stakeholders can easily understand our standards and expectations of one another. Ethisphere magazine had this to say about our updated Code: "The Code is very truly awesome. Learning aids are absolutely top-notch."



DATA PRIVACY

As the world leader in innovative workforce solutions, ManpowerGroup helps companies and individuals to navigate the changing world of work. People are central to our business and we take our responsibility for ensuring the privacy and protection of personal and sensitive information very seriously. To ManpowerGroup, privacy is more than complying with privacy and data protection laws; it is about doing the right thing for the four million people that find jobs through ManpowerGroup every year and the 400,000 clients we serve.

The following are our Global Data Privacy Principles that guide our protection of personal and sensitive information. We respect the privacy of individuals through the following means:

▶ We tell the individuals who engage with us what personal information we collect, and why we collect it.

▶ Where appropriate, we respect personal choices about our collection, use and sharing of information.

▶ We collect, use and retain only personal information that is relevant and useful to our business interactions.

▶ We use reasonable efforts to keep personal information accurate and up-to-date.

▶ We use information security safeguards to protect personal information.

▶ We limit access to, and disclosure of, personal information.

▶ We retain only the personal information that is needed to fill our business and legal obligations.

▶ Where appropriate, we offer individuals the ability to view and update the information we have about them.

▶ We provide an opportunity for people to ask questions and register complaints.

TRAINING / LIFELONG LEARNING

ManpowerGroup believes continued learning is important for all of our employees and associates, and we strive to ensure that everyone in our organization has ready access to development opportunities at all times.

We provide training and career development opportunities through a variety of resources, but the foundation of our educational program is our Global Training and Development Center, which provides free online training to anyone that registers with us around the world.

The award-winning program has successfully enhanced the skills of over 10 million people worldwide, and there are currently over 3,600 courses available to our employees, ranging from IT courses to general business skills.

The Global Training and Development Center is also utilized by many of our clients around the world for their own staff, as they see the benefits it provides to the people we place on assignment in their organizations. Our employees and associates find it to be a convenient way to upgrade their skills and continue to develop their careers, through the convenience of access to the TDC from anywhere, any time. As their skills and credentials increase, so do their options to qualify for more advanced positions and earn higher salaries.

With more than four million people placed into jobs each year, ManpowerGroup's lifelong learning philosophy and educational tools are a vital source of work-ready employees for our clients around the world.

SOCIAL MEDIA FRAMEWORK

ManpowerGroup thrives on a culture of innovation, and we constantly track shifting trends and dynamics. One of the trends we have monitored for several years is technological revolutions and how they were allowing work to be done in new ways. We saw something very significant happening, and as the use of social networks increased, it became clear that "social networks" was something of a misnomer; they were more like "commercial networks" for companies because of the business potential these platforms offer.

ManpowerGroup has provided a social media framework that unleashes our people, not a limiting "protocol" that hampers them. A framework allows for fixed and flexible components, balancing the appropriate degree of governance with the flexibility to exercise creativity. From the outset, we clearly conveyed what we were trying to achieve by harnessing the power of social networks, and equipped our employees to use these platforms effectively and responsibly. ManpowerGroup uses social media to further our ability to collaborate and innovate, and to reach previously invisible potential talent. And our CEO Jeff Joerres is one of only six Fortune 500 CEOs who leverages a Twitter account to get his message out.



UNLEASHING POTENTIAL IN THE HUMAN AGE

At ManpowerGroup, our ability to do good while doing well is a key competitive differentiator. *Fortune* magazine this year named ManpowerGroup to the list of the World's Most Admired Companies: ranked number 1 within the temporary help space. We help organizations and individuals capitalize on new and unseen talent-driven opportunities, so they can achieve more than they ever imagined.

We are ManpowerGroup. We are a company built for solutions and speed. We are a company of compassion. We are a company that can help organizations and individuals alike understand that in the Human Age it is not about technology, systems or money. From this point forward it is the talent, ambition and imagination of diverse range of people that will be the key building blocks of growth. It will be human potential itself that will be the catalyst of change and the global driving force—economically, politically and socially.

More details about ManpowerGroup's corporate social responsibility initiatives can be found on our company Web site at: <http://www.manpowergroup.com/social/social.cfm>