

France's Égalité des chances • Belgium's Forem / Actiris Project • Spain's NEXO • Austria's We Work Together • Norway's Telenor Open Mind Dialogue in the Dark • Education for Employment Foundation (EFE) • Canada's Youth in Motion / Opportunities Unlimited • Légion d'Honneur Elan Finland's LadyCode • India's Manpower Vocational Training Centers • Fortune Magazine's Global 50 • FTSE4Good • Finland's Worthy Path United Nations Global Compact • Norway's Muslim Outreach • Israel's Bereshit-Ultra-Orthodox Placement • United Kingdom's DWP+50 United Nations High Commissioner for Refugees • Qatar's Silatech • Diversity • Training / Lifelong Learning • Environment • Health and Safety Corporate Governance • Global Leadership Team Meeting • Procurement / Supply Chain • Data Privacy Community • LEED Gold Certification

# People and Purpose

Manpower Corporate Social Responsibility Update



Manpower®

# Manpower Corporate Social Responsibility Update



## Letter from Jeffrey A. Joerres, Chairman and CEO

03. Making a difference



## Manpower Inc. and the World of Work

05. Connecting individuals to the dignity  
and independence of work

07. Preparing for a future where  
talent will be scarce



## The People We Help

09. The long-term unemployed

10. Carole Gath: A new job and a  
renewed sense of self esteem

11. Providing a helping hand for  
workers with disabilities

13. Dialogue in the Dark:  
Expanding horizons for the  
visually impaired

15. Giving young people a better  
chance at a head start

17. Helping women bridge the  
gender gap

19. *PINK* Magazine: Manpower  
recognized by *PINK* for second  
year in a row

20. Reaching out to ethnic minorities

22. Helping refugees and immigrants  
in their new homes

23. Renewing opportunities for  
older workers

### ◀ Cover Photo:

*In Thailand's Mae La refugee camp, Manpower representatives work with residents to help them learn English-language skills. Once it is determined where in the U.S. the refugees will settle, a local Manpower team provides the guidance and support they need to find meaningful, sustainable work.*



## CSR Policies

- 26. Diversity
- 27. Training / Lifelong Learning
- 28. Environment
- 31. Procurement / Supply Chain
- 32. Health and Safety
- 33. Data Privacy
- 34. Community
- 34. Corporate Governance



## Elmer Winter

- 35. A tribute to our co-founder



## About Manpower

- 36. About Manpower

# table of CONTENTS



◀ Jeffrey A. Joerres (left), Chairman and CEO of Manpower Inc., stands in front of the Manpower headquarters building with Elmer Winter. Mr. Winter, the co-founder of Manpower, passed away in late 2009.

## Making a difference

A message from Jeffrey A. Joerres

Recent events are a vivid reminder of the importance of work in our lives. During these challenging times, many who once had jobs have lost them, and those who were already in need of work saw their opportunities for employment dwindle further. Meanwhile, millions continue to find themselves “unemployable,” without the skills employers need in today’s market. And additional millions have discovered that other circumstances in their lives —perhaps displacement, a disability, or gender or ethnic bias—have made it very difficult to find a job and earn a living.

The challenges that now confront job seekers and employers are not new. Even in “good” times many people experience difficulty when seeking suitable employment. And employers have long been frustrated in their attempts to find the right talent that their organizations desperately need to meet business objectives.

But the current economic climate highlights the critical role work plays in the lives of individuals. It also demonstrates why the absence of job opportunities weakens society at its most fundamental level. Wage earners, after all, participate more effectively in the community around them. Their wages help support themselves and their families; they drive commerce,

thus contributing to the sustainability of their neighbors and community. Their hard work also strengthens the organizations that employ them, and stronger organizations are better positioned to create even more jobs.

Manpower recognizes this interdependence. At its heart, work is honorable. So once you consider the nature of the work we do, it becomes clear that our core business mission is social responsibility in action: We provide people with possibilities. We connect employers to the talented individuals they need to grow and compete. We help enterprises operate more effectively. And our work is essential to personal, organizational and community sustainability.

## Social responsibility is in our DNA

For more than 60 years, social responsibility has been a part of our DNA, the building block of our corporate culture. And I have the pleasure of working with nearly 30,000 dedicated colleagues around the world who understand the vital importance of connecting people to jobs and career opportunities. I'm proud of the workforce development programs our company has established to create possibilities for individuals who are routinely overlooked or discriminated against in the workplace. In 2008 alone, Manpower initiated or participated in over 343 workforce development programs. These programs resulted in the training of nearly 31,000 individuals and in the placement of over 14,000 worldwide.

Also remember that the success we achieve in our business ensures the sustainability of Manpower as a strong corporate citizen, as evidenced by over six decades as a leader in the changing world of work. Manpower's staffing and professional consulting work in support of many workforce development programs provides us with essential revenue streams that help ensure the strength of our company—in both good economic times and bad.

### Highlights from the past year

The following pages describe how the Manpower group of companies makes a difference among the people and communities we work with everyday. Many of our initiatives are designed specifically to help individuals who have only limited opportunities in the labor market. You'll read about innovative programs we've developed on our own and in partnership with other organizations. You'll also see how Manpower applies our expertise to develop effective, socially inclusive working environments that recognize

the capabilities of each individual and the role that work plays in their lives.

### Goals going forward



In addition to those activities, we are committed to supporting the United Nations Global Compact (UNGC) and its efforts to advance human rights, improve global labor standards, protect the environment and fight corruption in business and government. We are a member of the UNGC-Lead Council where we share best practices with other organizations that seek to align with the UNGC's goals. We also participate with the Boston College Center for Corporate Citizenship so we can better define and establish achievable goals and meaningful standards for socially responsible, sustainable business practices.

In 2008

14,000 found sustainable employment

30,959 trained

343 workforce development programs

The global economy will grow stronger in time. Employers will continue to turn to us for the talent that their organizations need in order to drive growth and remain competitive—especially in an environment where the demand for skilled talent will continue to outstrip its supply. Individuals will keep turning to us as a contemporary,

knowledgeable and effective resource to help them find work and shape their careers. And Manpower will continue to make a difference simply by doing what we do best—providing the training and support that connect people to employment possibilities they may not have otherwise had.



▲ Elmer Winter in 1963.

### Elmer Winter 1912–2009

Finally, it is with deep sadness that I note the passing of our company's co-founder and past president, Elmer Winter. No other person did as much to imprint on this company an enduring commitment to the dignity of people and the meaningful role of work in their lives. Elmer once said, "I don't play golf. I don't play cards. I don't like to sit around. This community has been wonderful to me and enabled me to build this company that's very successful. I owe a little." And he followed through on his sense of personal obligation in remarkable ways. He led by example, continuing to work up to his final days to bring job opportunities to those who needed them. His efforts here in Milwaukee and around the world have improved millions of lives. And the ideals he pursued have shaped our company's commitment to doing well by doing good.

Jeffrey A. Joerres  
Chairman and CEO  
November 2009

# Manpower Inc. and the world of work

A job for one can turn into a benefit for many.



*Manpower and Telenor, Norway's leading telecommunications firm, team up to provide task-based training for job seekers.*

## **Consider the impact of a single job.**

The benefit to the individual is obvious: a job is essential to the pursuit of independence and self-sufficiency. But a job represents much more, with benefits that reach beyond the immediate effect on a single person.

## **Every job has a ripple effect, supporting not just the wage earner, but his or her family as well.**

The wages pay for goods and services that, in turn, help support other wage earners and drive engines of commerce throughout the surrounding community. And, of course, the wage earner provides his or her service to the employer, thereby helping an enterprise function more effectively, sustain it and generate additional business that will potentially create even more jobs and thus support the greater community. **From this perspective, it is easy to understand how a job for one can turn into a benefit for many.**

At Manpower, we're proud of our fundamental role in connecting people to the dignity and independence of work. From the day we launched our business in 1948 we have been helping individuals find jobs and new opportunities, while at the same time helping our clients—both corporate and government—find the right people with the right skills at the right time.

But the labor market is changing. Organizations and candidates require knowledgeable guidance when navigating the changing world of work. Manpower offers the comprehensive support that no other group of companies can match. We provide organizations with the practical solutions they need to efficiently manage their operations and remain competitive in the years ahead. We offer individuals the counsel, training and support they require to take advantage of job opportunities and build careers.

The changing world of work also impacts the HR manager's role on a constant basis. Recruitment, assessment, selection, training, re-training, and outplacement, are becoming a normal cycle in managing today's workforce. Manpower works with thousands of companies each year to help optimize their workforces through every phase of the employment lifecycle. Finding the talent that our clients need to support their workforce strategy remains our central mission—and this is why both clients and candidates depend on us.

We also help our clients and the individuals who work for them to navigate the transitions that the contemporary world of work necessitates. Our **Right Management** subsidiary is the world's largest outplacement firm and the services it provides—especially in the context of recent challenges in the marketplace—are essential to helping those who are

At Manpower, we're proud of our fundamental role in connecting people to the dignity and independence of work.

downsized find work. Right provides the personal counseling and support that helps individuals re-establish themselves in the workforce. Right's capabilities also extend to other important aspects of an organization's health and resilience, including helping individuals who remain in an organization effectively manage through times of change.

Organizational health and resilience are also the goals of our **Jefferson Wells** subsidiary. It offers clients professional services in the areas of risk advisory, tax, finance and accounting. These are the building blocks of transparency, good governance and sustainability for business, and this is where Jefferson Wells excels.



Manpower is working with the United Nations High Commissioner for Refugees to provide jobs for refugees planning to settle in the United States.



Students master advanced sewing techniques at the Manpower Vocational Training Center in Tamil Nadu, India.

# Preparing for a future where talent will be scarce

Today's depressed labor market is masking a development that is certain to impact organizations of all sizes in the near future. As each of us confronts the challenges posed by the current economic climate, it is hard to imagine that a talent shortage of unprecedented proportion lies just beyond the horizon. But it does.



▲ Temporary residents of Thailand's Mae La refugee camp learn English-language skills prior to settlement in the United States. Upon arrival Manpower will help them find jobs.



**Baby boomers** will begin to exit the workforce in huge numbers, and it is a trend that will only accelerate in the years to come. In many developed economies birth rates are failing to keep pace with the labor market demands. As baby boomers leave the workforce they will take with them knowledge, business acumen and essential skills, and will leave behind organizations desperate to replace the talent and the institutional knowledge needed to ensure continued growth and success.

In many emerging economies the situation will be different. While their populations are getting younger, too many of their people won't have the right skills required to answer global demand.

There are no easy solutions to this mismatch of where the talent is needed and where the people are located. But there are potential remedies that can help mitigate the shortfall, benefiting both those individuals who need jobs and those organizations that need their talent.

Everywhere there are groups of individuals who have been overlooked in the labor market or otherwise disenfranchised. They are often unable to take advantage of opportunities. They may lack the required skills. Or their skills may have become obsolete. Across the globe Manpower is actively engaged in efforts designed to provide the disadvantaged with the opportunities to get the skills they need to secure a job, make a living and establish themselves as contributors to their community instead of being dependent on it. We routinely work with organizations to identify people who can benefit from our efforts and explore

strategies that will help prepare these people to participate more actively in the labor market.

The steps we have taken can provide organizations and governments with effective models they can adapt to their own needs and objectives. From workforce development programs focused on groups of individuals to training programs that provide the skills required in particular industries or companies, Manpower has spearheaded innovative strategies that routinely and successfully integrate people into the workforce.

Manpower is actively engaged in efforts designed to provide the disadvantaged with the opportunities to get the skills they need to secure a job, make a living and establish themselves as contributors to their community.

Much of our work focuses on groups that are routinely discriminated against or ignored. They represent a resource that organizations can no longer afford to overlook. As the OECD noted in a 2008 policy brief, policies that seek to reverse patterns of discrimination can make an economy more efficient: "By outlawing barriers to employment



Baby boomers are already beginning to exit the workforce in huge numbers, and it is a trend that will only accelerate in the years to come.

for under-represented groups, these policies are likely to raise labor supply and thus help counteract the effect of population aging."

Manpower 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. We not only understand the need to eliminate discrimination and other forms of disenfranchisement in the workplace, our policies actively combat it. We focus on identifying the best person for a position regardless of other circumstances that may stand in their way to gainful employment.

Through programs initiated by local operations throughout the world, Manpower provides people from all walks of life with the skills that help them earn sustainable livelihoods, and we help those with special needs survive and thrive by linking them to work opportunities. Manpower's role as an agent of positive social change, particularly in the area of workforce development, forms the cornerstone of the company's corporate citizenship efforts.

## The people we help

# The long-term unemployed

Most employment programs focus on people whose skills and experience make them strong candidates, and their proven abilities offer some assurance that they will not endure extended periods of unemployment. But there are large segments of the global population who stand little chance of securing meaningful employment. As a group, they are often referred to as the long-term unemployed. They are not a homogenous group. Some of the long-term unemployed struggle because they are without recent experience or skills. Others are held back by their age, gender, ethnic background, poverty, illiteracy or innumeracy, or physical or mental challenges.

While these individuals comprise a diverse group, they have one overwhelming challenge in common—a desperate need for a job and few possibilities to secure one.

Our programs are designed to give them those opportunities.

To develop effective solutions that provide the disadvantaged with a doorway into the labor market, a one-size-fits-all answer simply doesn't work. Instead, we develop solutions that are as diverse as the individuals our programs are intended to help. Only a rigorous, focused approach will enable them to overcome the persistent conditions that make their entry into the workforce an ongoing challenge.

Our overall intent is to reactivate and raise the skills of the long-term unemployed as well as provide assistance in their job search. Some of our efforts are also intended to encourage independent employment and the creation of new enterprises.

We also try to raise employer and community awareness in an effort to emphasize reciprocal cooperation: employers and local governments must recognize that solutions intended to provide skills for the disadvantaged will directly benefit both the community and the organizations which will need talent.

On the following pages we describe a number of programs designed to help people who are broadly identified as "long-term unemployed." The diversity of the people involved demands targeted approaches that can focus on a group's specific needs, and thus directly address the particular challenges they face.

## Manpower Spain's NEXO

Manpower Spain's NEXO program in Madrid fosters labor market integration with a comprehensive itinerary of training and support for a diverse group of long-term unemployed including those with disabilities, older workers, victims of gender violence and immigrants. Because many of the candidates who qualify for the NEXO program have little in the way of marketable skills, Manpower Spain—in cooperation with local government and non-government agencies—identifies open employment opportunities in the community and then provides the candidates with training specific to the unfilled positions. At the conclusion of the program, the client selects the candidates from the training pool whom they judge the most suitable for the open position. Those who are not selected continue with the program, receiving additional training and coaching. In 2008, more than 500 people took part in the training and 176 found jobs.

## Manpower Belgium's Forem / Actiris Project

Even candidates with marketable skills sometime need help finding a job. Programs like Manpower Belgium's Forem / Actiris Project, conducted in cooperation with the public employment bureaus in Wallonia and Brussels, provide personal counseling for the unemployed between the ages of 18 and 50. The program guides candidates through each step of the job-finding process, from résumé writing through interview practice sessions to give candidates the confidence they need to successfully market their abilities. In 2008, The Forem / Actiris Project trained over 700 unemployed workers.

## Manpower France's Égalité des chances

Last year we first described Manpower France's Égalité des chances. Launched in 2007, the program is a back-to-work strategy focused on the chronically unemployed and underemployed. In 2008, Manpower France, in partnership with local governments, identified nearly 2,300 unemployed individuals, all of whom had been receiving welfare benefits. In an effort to find each of them sustainable positions, each was interviewed and evaluated, and then placed in training sessions tailored to their abilities. By the year's end, 1,052 had found long-term employment as a direct result of their participation in Égalité des chances.



## A new job and a renewed sense of self esteem

Those with disabilities are often counted among the long-term unemployed. So it was with Carole Gath from the city of Blackburn in the United Kingdom. Severe arthritis brought an end to this 53-year-old's retailing job. It also made it difficult for her to secure an alternative career. A lengthy, fruitless job search had left her profoundly discouraged.

But through a joint effort between Manpower and **Remploy**, the United Kingdom's leading provider of specialist employment services for people who encounter special difficulty in their search for jobs, Carole is back to work in a job that she loves.

But the job wasn't just handed to her. Carole first had to take an intensive two-week course designed to enhance her employability. It included such skills-building training as CV writing and interview techniques. She then attended a five-day workshop held at a local call center for BT, the United Kingdom's largest telecommunications firm. The workshop included observing live calls from customers and participating in role-playing in order to evaluate her abilities when speaking to potential customers on the phone. Her aptitude for processing data quickly and accurately was also assessed—all skills essential to successful performance in a busy call center environment.

Carole proved particularly talented, and was soon offered the chance to work for Manpower at BT's call center.

"I was over the moon when I heard I had got the job," says Carole. "I was beginning to feel that, at 53, I was on the scrap heap. I had lost my purpose in life, but that's all changed now. The job is brilliant! Getting out of bed each morning is a lot easier when you have good reason to do it."



▲ Carole Gath didn't let her disability prevent her from finding a job she loves.

I was over  
the moon  
when I  
heard I  
had got  
the job.

—Carole Gath





*The Telenor Open Mind program conducted by Manpower Norway provides training and support for job seekers with disabilities.*



# Providing a helping hand for workers with disabilities

According to the International Labor Organization (ILO), one of every 10 people in the world has a disability and approximately 470 million are of working age. The barriers that prevent this many potential workers from participating in the workforce are costly. For society, the social exclusion of people with disabilities from the workplace results in an estimated loss in annual GDP of US \$1.37 to 1.94 trillion globally. For the individual, the facts are similarly distressing. The OECD notes that unemployment among people with disabilities is twice as high as those without disabilities.

Additionally, attempts to engage workers with disabilities into the workforce are often easily frustrated. Employers in many countries are not prepared to help those with partial work capacity secure and maintain employment. For instance, the workplace may not be set up to accommodate the needs of individuals in wheelchairs. Or the hearing impaired may not have access to an assistive telephone device for the hearing impaired (TDD). And too often, existing social assistance policies can be counterproductive. Instead of enabling people with disabilities to pursue opportunities to enter the workforce, these policies often encourage continued welfare dependence. Yet, when disabled individuals find jobs that suit their skills

and interests, they can make significant contributions to the workplace. Clearly, more opportunities must be created for those who desire a chance to prove to themselves and their communities that they remain vital, contributing members of society despite their perceived disabilities.

Dozens of Manpower programs are now in place to help people with disabilities achieve the independence that a job can provide.

1 out every 10 people in the world has a disability—roughly 650 million worldwide. Approximately 470 million are of working age.



### Manpower Austria's We Work Together

In Austria, for example, Manpower works closely with local government organizations to simplify the placement of disabled workers. In the program, called We Work Together, participants undergo a detailed evaluation to identify their strengths and qualifications. Based on the outcome, they are then placed in a temporary position with one of Manpower Austria's client organizations. The initial goal is to give disabled workers an opportunity to demonstrate their talent within assigned roles; once satisfied, the employer can add them to their permanent staff.

Another goal of the We Work Together program is to dispel myths and help employers gain a greater understanding of the capabilities of those who are disabled. Those organizations that are hesitant to hire disabled employees get the chance to work with them without making a long-term commitment. Most employers discover that, once matched to the suitable role, people with disabilities can be valuable contributors to their organizations. This is one of the most successful aspects of We Work Together.

### Manpower Norway's Telenor Open Mind

In Norway, Manpower works with the communications giant Telenor and local government agencies to prepare individuals who are disabled for the competitive labor market. The Telenor Open Mind program offers training and support which includes a 21-month temporary position on a Telenor call-center or data-entry team.

Candidates are not simply given jobs; they must earn the opportunity to be considered. First, they must apply to be part of the program. Applicants are evaluated on the basis of their enthusiasm and ability to develop competencies through a rigorous program of education and hands-on training. Next, they must perform on the job successfully for 21 months.

During the 21-month period, Open Mind participants are earning money while also taking part in an intensive training course that will help improve their job-search skills. In this course, Manpower representatives provide individualized help with career counseling, resume development, interview practice and personal network development. The program is intended to be a bridge to employment, and 75 percent of participants have leveraged the opportunity to go on to permanent positions with Telenor and other organizations. In addition to integrating themselves into the labor force, they gain an increased measure of self-respect and self-sufficiency, pay taxes, and no longer rely on the government for unemployment or social benefits.

▼ Norway's Telenor Open Mind Program helps dispel the myths about the capabilities of workers with disabilities.



**75%**  
of those taking part in Manpower Norway's Telenor Open Mind job-training program have leveraged the opportunity to find permanent positions with Telenor and other organizations.



# Expanding horizons for the visually impaired

Imagine what you would do if you lost your sense of sight. What would it be like to navigate routine daily tasks in complete darkness? Suddenly, simple things such as ironing a shirt, making a sandwich, or walking from room to room seem almost impossible to accomplish.

This is the reality that people who are blind face everyday; and many have developed exceptional skills to compensate for their lack of sight.

Helping the sighted realize the capabilities of blind and visually impaired people is one of the goals of **Dialogue in the Dark**. This innovative, hands-on exhibit provides individuals with an opportunity to experience the world as the visually impaired do. In 2008, Manpower joined forces with Dialogue Social Enterprise, the German organization that has taken the exhibit to more than six million visitors in 30 countries since 1988, to bring it to the United States and Mexico.

Dialogue in the Dark takes place in a pitch-black environment that replicates familiar settings from everyday life. The total darkness challenges participants to rely on their trained guides to experience the world without relying on their sense of sight. The exhibit features the scents and sounds of a lush park setting, a food market, a city street and even a boat at sea. With the help of their guides, participants “see” without a sense of sight. As their guides describe the sensory cues that will help them interpret the world around them, participants experience how sightlessness can lead to the enhancement of their other senses.

Participants learn to go beyond stereotypes and gain greater appreciation for the skills and abilities of the 110 visually impaired guides who were recruited and trained especially for the exhibit by Manpower. Dialogue in the Dark not only helps participants gain a better understanding of the capabilities of the visually impaired, it also offers insight into the power of communication, trust and teamwork and makes a powerful case that visual impairment shouldn't limit anyone's horizons.

Dialogue in the Dark taps into the power of communication, trust and teamwork and makes a powerful case that visual impairment shouldn't limit anyone's horizons.

**DIALOGUE  
IN THE  
DARK®**  
DIALOGUE SOCIAL ENTERPRISE



▲ Dexter Gilbert is one of 110 visually impaired associates whom Manpower recruited and trained to guide visitors through the Dialogue in the Dark exhibit in Atlanta, Georgia.

## MOVING BEYOND SIGHT

# Giving young people a better chance at a head start



Riots among youth in the Paris suburbs and in Greece's major cities in 2008 are stark reminders that unemployment among young people can all too easily spark social unrest. As the Population Reference Bureau noted recently, beyond the immediate economic costs, "Some youth with few job prospects and little hope of future advancement may see little alternative to criminal activities or joining armed conflicts."

Young people—many without marketable skills or an education—are more exposed to economic cycles. Even those who do have jobs tend to be vulnerable in severe downturns because of their inexperience or lack of training. Manpower, working with organizations around the world, supports a number of programs that provide the training young people need to make themselves more appealing to potential employers.

## Manpower Qatar's Silatech

Early in 2009, Manpower joined efforts with Silatech, a Qatar-based social organization whose mission is to create much-needed jobs and other economic opportunities for young people throughout the Middle East and North Africa. Jobless rates reach 50 percent in many of these areas, and an additional 100 million young people are expected to enter the workforce in the next 15 years. Manpower will leverage its global expertise to help Silatech deliver demand-driven and market-oriented training and job placement for young people across the region.



▲ Manpower dedicates time and resources to programs that help young people gain marketable skills.



The youth population bulge in the Middle East and North Africa presents an immediate employment challenge and the need for long-term, sustainable economic

development in the region. Manpower and Silatech, with the support of the highest levels of government, will accelerate the ability to create effective solutions.

—David Arkless, Manpower Inc. President of Corporate and Government Affairs



### Manpower Middle East and North Africa's Education for Employment Foundation

In the Middle East and North Africa, Manpower has joined forces with the Education for Employment Foundation (EFE) to improve opportunities for first-time job seekers. Many young people in the region cannot find work, yet many positions continue to go unfilled because they require skills that are difficult to find. EFE will recruit, train and place job candidates and connect its graduates with local businesses. Manpower, in turn, will provide tools for selecting and evaluating candidates, and help secure additional opportunities such as internships and hiring commitments with its clients for the program's graduates. For the first collaborative program, Manpower has helped select a group of young Moroccan women from disadvantaged backgrounds to participate in an EFE training program to prepare them for retail sales jobs.

### Manpower Canada's Youth in Motion / Opportunities Unlimited

In Canada, Manpower developed an innovative internship and mentoring program designed to help young "at-risk" women find work or return to school. The Youth in Motion / Opportunities Unlimited program is fully supported by the national government and helps young women overcome barriers to employment by developing jobs skills through classroom work and mentoring. So far, 93 percent of those who participated in the program have found sustainable employment or they have returned to school where their education will provide a strong foundation for their future career development.

# Helping women bridge the gender gap



Like all rural districts in India, Nagapattinam's population has rigid cultural practices and is resistant to any change. This means that women are not allowed to come out of their domestic arena. In this context, the Manpower Vocational Training Center took the challenge of changing our lives and is successful, with more women in the district coming to get trained, to break barriers and make a new path for their daughters to follow. Indeed this is a revolution!

—R. S. Prabathy, Honorary Chairwoman, Karaikal Municipal Corporation



Worldwide, more women than ever before are unemployed (81 million) and women are more likely to be unemployed than men, according to the ILO. The study also states that women still earn 90 percent or less of what their male co-workers earn.

With these facts in mind, Manpower operations around the world are engaged in training programs designed to close the gender gap in labor participation and wage discrepancies.

In addition to addressing the moral imperative, there are other compelling reasons for working towards gender equality. According to the OECD, gender equality is essential for development. The organization notes that India's GDP would rise by eight percent if the ratio of female workers to male workers increased by only 10 percent. In sub-Saharan Africa agricultural productivity could increase up to 20 percent if women's access to resources such as land, seed and fertilizer were equal to that of men. Additionally, the OECD notes that women reinvest 90 percent of their income in their families and communities, compared to men who reinvest only 30–40 percent of their income.

### Elan Finland's LadyCode

Our Elan Finland subsidiary is actively engaged in bringing more females into the Information and Communications Technologies (ICT) industry. They've developed LadyCode, a training and apprenticeship program that begins with instruction in Java and C++ programming, followed by on-the-job experience with a Manpower ICT customer. At the conclusion of the training, participants earn an Information Systems Examinations Board (ISEB) certificate, signifying a comprehensive mastery of the fundamentals of ICT, and providing the required foundation for training in more specialized areas.

### Manpower India's Vocational Training Centers

At the Manpower Vocational Training Centers (MVCT) in the Nagapattinam district of India, we have noted an encouraging development. In a culture that has traditionally placed more emphasis on vocational opportunities for men, women are attending classes at the MVTC in increasing



▲ The Manpower Vocational Training Center in Tamil Nadu, India, provides women with an opportunity to train for higher-paying occupations that were traditionally held exclusively by men.

numbers. They now represent 56 percent of the trainees at the center, compared to just 30 percent when the MVTC first opened in 2005. Once trained, many women are earning as much as their male counterparts in masonry and mobile phone repair—occupations that not too long ago were held exclusively by men.

What's more, the accomplishments of the MVTC female graduates are having a ripple effect among women in the surrounding communities. Once they see the independence the MVTC's graduates are achieving, more women from the community are approaching the school to explore the opportunities the training might open for them.

R.S. Prabathy, honorary chairwoman of the Karaikal Municipal Corporation, the community's local governing body, acknowledges the significant impact the center was having on the area's women. "The Manpower Vocational Training Center took the challenge of changing our lives and is successful, with more women in the district coming to get trained, to break barriers and make a new path for their daughters to follow," she says. "Indeed this is a revolution!"

In Manpower operations around the world, women know they are working for a company that daily demonstrates its commitment to providing the best possible opportunities regardless of gender. Five of the 13 members of our executive management team are women. Women also make up 58 percent of our leadership team worldwide. And for the second year in a row, PINK Magazine named Manpower Inc. one of the "Top Companies for Women."

58%

of the leadership team of Manpower Inc. companies are women.



# Manpower is recognized by *PINK* for the second year in a row

For the second year in a row Manpower has been named one of *PINK* Magazine's 2009 "Top Companies for Women." *PINK*'s exclusive annual ranking recognizes organizations that make women's advancement a part of everyday business, and consistently place women in top positions of leadership and earnings.

"All companies would do well to adopt the best practices demonstrated by firms like Manpower, who are committed to advancing women in the workplace," says *PINK* CEO and founding editor Cynthia Good.

*PINK* received a record number of entries from America's leading firms seeking recognition for 2009, with applicants required to complete a multi-step evaluation process. Each organization was judged on several categories, including:

- Power:** The number of women in corporate executive roles, on the board of directors and with profit and loss responsibility.
- Pipeline:** Evidence of commitment at the highest levels to hiring, training, mentoring, promoting and retaining women.
- Pay:** Evidence of pay equity, including women who are among the top five earners within the organization.

Today, women make up almost 40 percent of Manpower's Executive Management Team. Additionally, over 40 percent of country managers worldwide are women. We value the benefits and business perspectives that diversity brings to our company. In 2009, Françoise Gri, President of Manpower France, was awarded with the *Chevalier de l'Ordre National de la Légion d'Honneur* Medal in recognition of her achievements as a leading businesswoman. And for the sixth consecutive year, Gri has been named to *Fortune* magazine's "Global Power 50" list of the most powerful women in international business.

Barbara Beck, President of Manpower Europe, Middle East, Africa (EMEA), was also previously named to "The Innovators" list as one of *PINK*'s Top 15 Women in Business. Additionally, Ms. Beck was the recipient of the prestigious *Ruban d'Honneur* "Business Leader of the Year" at the European Business Awards 2008—the only woman among the five finalists.



All companies would do well to adopt the best practices demonstrated by firms like Manpower, who are committed to advancing women in the workplace.

—Cynthia Good, *PINK* CEO and founding editor



# Reaching out to ethnic minorities

According to the OECD—and where available statistics measure the extent of wage disparities due to race or ethnic origin—labor market gaps between non-minority and minority groups are as large as those between men and women. Ethnic minorities have a more difficult time finding a good job than other workers in OECD countries and are likely to be paid less. Evidence also shows that in traditional immigration destinations, such as the United States, the United Kingdom and Canada, longer-established racial minorities tend to fare even worse than second-generation immigrants. Perhaps the most discouraging aspect of the OECD's findings is that ethnic minorities need to search 40 percent to 50 percent longer to find a job, placing them at greater risk of long-term unemployment.

Manpower works with local governments and NGOs to identify “at-risk” ethnic groups, and develops programs that give individuals within those groups opportunities that would otherwise elude them. But often the key to developing effective placement programs is understanding cultural differences that can prevent substantive dialogue between minority candidates and potential employers.

## Manpower Norway's Muslim Outreach

Representatives of Manpower Norway recognized this after they experienced a number of failures in attempts to recruit and place well-qualified candidates from the local Muslim community. The local Manpower team acknowledged that their problems stemmed from their limited familiarity of the community's traditions and beliefs. So Manpower reached out to leaders of local Islamic organizations and asked them to help.

“We had to learn more about Islam,” says Margrete Trodalen, CSR Manager for Manpower Norway. “So with the help of experts from the local Muslim community, we set up dialogue meetings to learn about questions we need to ask to do a good job as a recruiter.” The purpose of the program is twofold: “First, we want to make it easier for ethnic minorities and immigrants to find jobs. Second, we want to train our recruitment personnel to recognize the skills that this group of candidates possesses,” says Trodalen. “For us, it makes no difference where an applicant comes from provided he or she can do the work. It is the skills that count.”

Today, Manpower's efforts to more effectively engage one ethnic community have helped in its mission to engage many communities. Manpower currently has associates from over 120 countries working in organizations throughout Norway.

Ethnic minorities need to search between 40 and 50 percent longer to find a job, placing them at greater risk of long-term unemployment.

—OECD, “Ending Job Discrimination,” July 2008

▼ A job-training program developed by Manpower Israel helps members of the Ultra-Orthodox Jewish community transition to the workplace.

1,800

Ultra-Orthodox candidates have been placed into the workforce by Manpower Israel.



## Manpower Israel's Bereshit Program for the Ultra-Orthodox

Sometimes barriers to employment are based on subtle cultural differences. In Israel, for example, Manpower has developed a program to help members of the Ultra-Orthodox Jewish community whose cultural and religious practices present unique challenges to holding a job. For example, members follow a strict regimen of gender separation outside their homes, making it difficult for employers to integrate them into conventional workplaces. Furthermore, most members lacked marketable skills and possessed little knowledge of how to go about finding a job in a secular society. For years, the Israeli government provided members of the community with stipends. However, government budget cuts meant the community would need to find alternative means to support themselves and their families.

In 2005, Ultra-Orthodox leaders approached Manpower Israel with a request to provide the training that would make their community members more attractive to employers, and to follow up with the support that would help them find work in a

manner sensitive to their customs and beliefs. Manpower Israel responded by establishing Manpower Bereshit, a joint-venture subsidiary specializing in the recruitment, evaluation and placement of professionals from the Ultra-Orthodox community.

Manpower Bereshit helps employers manage the workplace needs of the Ultra-Orthodox community. For example, one client now accommodates the group's gender-separation requirement at a contact center operation by dividing its workforce into two shifts: women work the morning shift and men take over for the afternoon shift. Since the program's start, Manpower Israel has placed over 1,800 Ultra-Orthodox candidates into the workforce.

Like so much of what Manpower does by connecting individuals with the world of work, special initiatives like Bereshit provide an added bonus: Employers and employees in the workforce learn the importance of inclusion and diversity as drivers of business performance.

# Helping refugees and immigrants in their new homes

Over three million long-term legal migrants enter OECD countries every year in search of employment and greater economic security. With birth rates falling and populations aging in many developed countries, this number is likely to go on rising.

Immigrants and refugees often find themselves at an immediate disadvantage when attempting to compete with local job seekers. They lack established social networks to help them find jobs. Many face a language barrier, and their qualifications may not be recognized or fairly evaluated by prospective employers. They also tend to be more exposed than citizens of the host country to long-term unemployment and social exclusion. Without deliberate strategies in place to align them with the labor market needs in their new homes, refugees and immigrants are at risk of being marginalized.

## Manpower Thailand's Mae La Refugee Camp

This is the challenge that Manpower is currently attempting to meet in Thailand's Mae La refugee camp. Along with the United Nations High Commissioner for Refugees (UNHCR), Manpower is working with 50 refugees who have been accepted for settlement in the United States. In the camp, Manpower representatives are working

with program participants to help them learn English-language skills. Once it is determined where in the U.S. the refugees will settle, they will be assigned to a local Manpower team who will provide the guidance and support they need to find meaningful, sustainable work.

## Manpower Mexico's Institute for Migration

Language-training is essential to every successful refugee- and immigrant-induction program. To help smooth the transition for non-native candidates and to give them a much better chance to find a job, language programs are under way in nearly every country and territory where Manpower operates. In Mexico, for instance, Manpower works with the Mexican Institute for Migration

to provide Spanish-language lessons to candidates alongside other training. Candidates from Congo, Haiti, Sri Lanka and other locations rely on these lessons to help prepare them for work with Manpower Mexico clients.



▲ In Thailand's Mae La refugee camp, Manpower representatives work with residents to help them learn English-language skills. Once it is determined where in the U.S. the refugees will settle, a local Manpower team provides the guidance and support they need to find meaningful, sustainable work.

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# Renewing opportunities for older workers

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In many developed and developing economies, the number of workers retiring every year will exceed the number of new labor market entrants. Promoting employment of older workers may be one of the most sensible solutions. It can help offset the negative effect of aging populations on public budgets and economic growth by providing more choices for older workers.



▼ *In advance of an anticipated skills shortage, organizations will need to identify strategies that help them attract and retain older workers in order to remain competitive.*



Around the world, Manpower works with organizations—including governments and appropriate NGOs—to assist older workers in their efforts to re-enter the workforce. Most of the programs are conducted in tandem with our broader workforce development initiatives, and some specifically address the needs of the older worker.

### Manpower **United Kingdom's DWP+50**

In the United Kingdom, Manpower teams with the Department of Wages & Pension (DWP) in the DWP+50 program to provide workers over 50 with the counsel they need to understand and take advantage of the work options available to them. This may mean helping them find new jobs or needed training, or answering their questions regarding pensions and retirement.

### Manpower **Finland's Worthy Path**

In Finland, the Worthy Path program focuses on older workers who have recently lost their jobs. By intervening early, Manpower can often help the older worker re-enter the workforce quickly and minimize that worker's need to engage in a lengthy or fruitless job search.

However, older workers face a number of challenges in their efforts to secure employment. Many employers have negative perceptions about the ability of older workers to adapt to technological and organizational change. The skills that the older worker once relied on in the workplace may now be obsolete, and they may not get the help they need to update their skills. Health issues and difficult working conditions may also be obstacles in the older worker's attempt to get and keep a job.

To remain competitive, organizations will need to identify strategies that help them attract and retain older workers in advance of the anticipated skills shortage. That may mean adopting changes in financial incentives, employment practices regarding mandatory retirement, wage subsidies and employment protection rules. It may also mean incorporating a more flexible work structure, to provide older workers with the work/life balance that could make a return to the workplace more appealing to them. For their part, older workers will need to keep skills current and turn to good employment services providers to keep up-to-date with potential opportunities.

# Manpower CSR Policies

- Diversity
- Training / Lifelong Learning
- Environment
- Procurement / Supply Chain
- Health and Safety
- Data Privacy
- Community
- Corporate Governance



# Diversity

As a global organization, Manpower employees, associates, clients, candidates and suppliers are naturally diverse. Diversity brings a broader range of perspectives and capabilities to our organization. This is an asset we treasure, and the advantage it provides for our shareholders, clients, communities and other stakeholders is impossible to measure.

We recognize that we have a unique opportunity to contribute to and celebrate inclusiveness across a network that extends to 82 countries and territories, and hundreds of cultures. This is why Manpower’s leadership made a commitment to better understand and implement the principles associated with “diversity” and “inclusiveness” within the global framework of our company. The rationale behind the decision was the acknowledgement that we can continue to create and share **knowledge** and **innovation** only by embracing a strategy that is open to the ideas of all, reflecting the breadth of our operations, as well as the diversity of our employees, associates, candidates and clients.

Our core mission is to provide the best match of talent to our clients’ workforce needs. Increasingly, that means tapping into sources and populations that have traditionally been underrepresented. In short, diversity is essential to

maintaining our dominant role as an expert in the changing world of work and to our ability to meet the needs of our clients.

We are determined to be even more effective in our efforts to engage all segments of the potential workforce. We understand that this is a complex undertaking in a global setting and we continue to refine and improve our ability to respond to the challenges encountered in each country and culture.

Our corporate values reflect our belief that all people should have fair opportunities for meaningful employment. Manpower has always focused on what people can do, rather than what they cannot do, and we make every effort to provide possibilities for each individual in search of the rewards and dignity associated with work.

▶ Born with a severe hearing impairment, Birte Schieldrop Dyrhaug (right) applied the training she received in the Telenor Open Mind Program to find a permanent position at the national headquarters of Manpower Norway.



# Training / Lifelong Learning

As Manpower grows, we realize it is important for all of our employees, associates and candidates to grow with us. That's why we make sure everyone in our organization has ready access to continuing educational opportunities that help them develop professionally and personally.

We provide training and career development opportunities through a variety of resources, but the foundation of our educational program is our Training & Development Center. It's the source for free online training for each of our staff members, associates and candidates around the world. The award-winning program has successfully enhanced the skills of over nine million people worldwide. Currently, there are over 4,000 courses available online—many in multiple

languages—ranging from IT courses to ethical practices and general business skills training.

Our employees, associates and candidates find the Training & Development Center a convenient way to upgrade skills and develop careers. They can access courses via the Internet, around the clock and 365 days of the year. As their skills and credentials increase, so do their possibilities to qualify for more advanced positions and earn higher wages. Clients around the world also use the Training & Development Center for their own staff, especially after they see how it benefits the people we place in their organizations.

With four million people placed into jobs in 2008 alone, it is easy to see why Manpower's lifelong learning philosophy and educational tools are vital to the development of work-ready employees for our clients worldwide.

**9,000,000**  
people trained by Manpower worldwide in 2008.

**4,000,000**  
people placed into jobs by Manpower in 2008.

# Environment

Manpower conducts its business with respect and consideration for the environment. As a service organization, our operations are entirely office-based. Thus, our environmental impact is small compared to that of manufacturing companies. Yet, even office-based businesses have the opportunity to impact the environment in a positive way—especially a business with offices in 82 countries and territories.



In 2008 operations in 45 countries reported that they recycled  
**1,056,260**  
 pounds (480,118 kilograms) of paper and plastic products.

Most of Manpower’s environmental initiatives are driven at the local level, and many operations develop programs in response to local and national needs. Most of the initiatives are based on the principle of “Reduce, Re-use & Recycle,” and in the past year we have begun to track and evaluate these programs with the hope of replicating the successful programs across our entire network. We believe this will contribute to more sustainable communities and an improved environment in which to live and work.

Based on a recent survey of our operations around the globe, these efforts are working. In 2008, Manpower operations reported that conservation efforts resulted in saving over 63,000 reams of paper. That’s equal to nearly 32 million sheets of paper and the equivalent of 3,812 trees. What’s more, Manpower operations report recycling more than one million pounds of paper and plastic products in 2008, and more than 12,000 printer cartridges.



*Newsweek* magazine recognized these efforts when it named Manpower to its 2009 list of **“The Greenest Companies in America,”** based on “actual performance, policies and reputation.” From building one of the world’s greenest headquarters to championing

carbon-free virtual work platforms, Manpower’s commitment to strong environmental performance is key to our leadership in contemporary working. It is also consistent with our efforts to create practical solutions that help our clients attract, engage and retain winning talent.

And for the second year in a row, Manpower was named to the **Dow Jones Sustainability Index (DJSI)**. DJSI recognition is based on its evaluation of a company’s performance



in areas such as corporate governance, environmental performance, human rights policies and other social criteria. The index provides an objective benchmark for financial products that are linked to economic, environmental and social criteria. The DJSI assessment is based on both industry-specific and general criteria, including comparisons against our peers and other companies in the DJSI.

We continue to look for ways to improve our efforts to reduce waste and energy consumption. We are developing measurement methodologies that will help us track progress toward specific targets that will encourage more of our field operations to formalize programs associated with energy reduction, paper reduction/recycling, and printer cartridge recycling. We understand that there is still much we can do to further reduce our environmental impact.

# » Manpower's headquarters earns Gold LEED certification



Early in 2009, Manpower Inc.'s world headquarters was recognized by the U.S. Green Building Council (USGBC) with Gold LEED certification. Completed in 2007, our headquarters was the first new construction in Milwaukee, Wisconsin, to earn the distinction. The LEED (Leadership in Energy and Environmental Design) Green Building Rating System serves as the benchmark in green building design, construction, operation and maintenance. LEED has grown to encompass more than 14,000 projects in the 50 States and 30 countries.

Our contemporary, energy-efficient headquarters is a testament to the company's 60-year tradition of responsibility toward our community, and the project was conceived from the very beginning with the goal of optimizing energy efficiency and conserving resources.



## What is a LEED-certified building?

The LEED® (Leadership in Energy and Environmental Design) Green Building Rating System™ promotes a whole building approach to a structure's sustainability. Buildings are evaluated according to a rating system that helps measure five areas of human and environmental health:

- 1 Sustainable site development
- 2 Water savings
- 3 Energy efficiency
- 4 Materials selection
- 5 Indoor environmental quality

"LEED" and related logo is a trademark owned by the U.S. Green Building Council and is used by permission.



## » A big meeting with a small carbon footprint

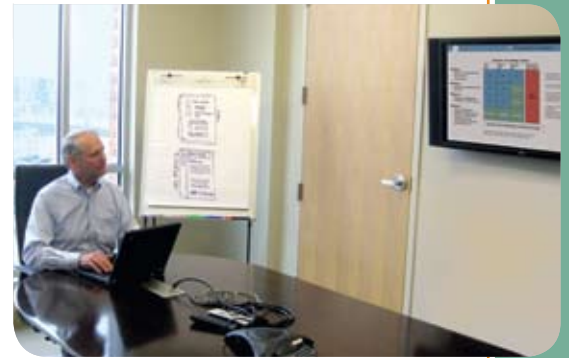
Nearly 150 key executives from every corner of the globe attend Manpower’s annual Global Leadership Team meeting. The purpose of the two-day session is to align our leadership with Manpower’s strategic goals. The meeting represents the single most important opportunity for our executives to meet, share ideas and collaborate on strategies intended to benefit our company for years to come.

Prior to 2009, we always brought attendees together in a major city that afforded them reasonably convenient air transport. However, given that the 2009 conference would occur in the midst of a severe recession, meeting organizers were keenly aware of the need to consider costs associated with transporting and lodging all participants. So organizers decided to try something different: instead of bringing each of the participants to the meeting, they decided to take the meeting to each of the participants.

How? Through the innovative use of advanced communications technology that provided attendees with a fully collaborative environment—right on their laptops. Directly from their home or office, each participant was able to interact with colleagues and do so without compromising the idea-sharing that makes this annual conference so vital to our strategic planning.

Manpower has long been a workplace innovator and proponent of advanced technology to make work more efficient and contemporary. Our operations are designed to give colleagues the technology and flexibility to work effectively virtually anywhere. The annual meeting presented us with the ideal circumstances to put this technology to a critical test. Even without a face-to-face meeting, our leaders engaged in robust dialogue. At the conference’s conclusion, participants acknowledged that it was one of our most effective meetings.

And the benefit to the environment was a nice bonus. By holding the meeting “virtually” and eliminating almost one million miles of air travel, we also avoided dispersing almost 400,000 pounds of CO<sub>2</sub> emissions into the atmosphere.



▲ Instead of traveling to our world headquarters for the annual leadership meeting, Manpower Inc. executives met “virtually” and thus avoided nearly one million miles of air travel. Based on calculations developed by Travel Analytics, this prevented approximately 200 tons of carbon dioxide emissions from entering the atmosphere.

**400,000** pounds  
(181,437 kilograms) of CO<sub>2</sub>  
were saved by avoiding one  
million miles of air travel.



◀ In 2008, Manpower Inc. launched a global supply chain initiative program to help our vast network of suppliers to do business in a manner consistent with our established culture and values.

# Procurement / Supply Chain

With multiple operations in 82 countries and territories around the world, Manpower engages with a broad base of suppliers from across the globe. Our company seeks assurances from the businesses and individuals we work with—throughout our entire supply chain—to share our publicly acknowledged standards and do business in a manner consistent with our culture and values.

Not long ago, we began to realize that our policies in support of human rights and opposed to worker abuse, while well stated, were not necessarily well understood by our suppliers. Furthermore, we had no process in place to secure supplier commitments, nor did we have clearly understood practices for dealing with exceptions to established policies.

With these challenges in mind, in 2008 Manpower launched a plan to secure commitment from our global supplier network. The plan communicates our values, policies, practices and our expectations of suppliers. These expectations include their commitment to honor our policies or resolve any identified exceptions. Nearly 200 suppliers have signed on to honor our standards and perform in a manner entirely consistent with our stated goals.

Violation of any of our stated standards will result in the termination of a business relationship once it becomes apparent that a supplier is non-compliant and unwilling to change its practices. However, we want our efforts to be a positive influence throughout our supply chain. So our first goal will be to help non-compliant organizations in our supply chain understand the issues we raise and then work with them to secure their compliance.





### Predictable Performance System™

The effectiveness of our health and safety standards are evaluated according to our Predictable Performance System,™ and this helps ensure that established procedures meet universally recognized quality standards.

# Health and Safety

Manpower is committed to the highest standards of health and safety. We have incorporated rigorous guidelines that create workplaces and work systems that enable all employees to feel safe and secure.

We take every opportunity to provide a safe working environment for all staff personnel, temporary associates and contractors. In so doing, we operate in strict compliance with health and safety legislation. And as a matter of priority, we apply similarly strict standards when determining whether to place associates or contractors in a client’s work environment.

Manpower’s Employee Health and Safety Council (EHS Council) was formed in 2008 to establish and encourage improved employee health and safety at the company’s global, regional and country levels. The work of the Council is expected to contribute to overall company objectives, including risk mitigation, cost efficiencies and improved

brand experience and reputation. The Council intends to share best practices and analysis, and evaluate issues that directly impact our business, as well as the welfare of our candidates and associates. The Council helps maintain our inventory of safety programs. It helps identify and collect EHS statistics and recommends improvements intended to reduce the number and severity of work-related injuries and illnesses. The Council also shares recommendations and results with executive management and the Board of Directors.

Manpower has established processes that enable it to 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, ongoing safety supervision of all colleagues.

Our commitment to health and safety is also validated by our registration to ISO 9001:2000 standards. The effectiveness of our health and safety standards are evaluated according to our Predictable Performance System,™ and this helps ensure that established procedures meet universally recognized quality standards. Manpower has earned this registration in nearly all of our offices throughout North America, Europe, the Middle East and Asia Pacific.

In addition, Manpower considers employee health to be one of the keys to sustaining the communities in which our colleagues live and work. For that reason, we encourage employees to take responsibility for their health and that of their families. Manpower employees and associates are also offered a comprehensive set of benefits, including an opportunity for health care insurance coverage.



# Data Privacy

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 Manpower, safeguarding that privacy means more than complying with privacy and data protection laws; it means doing the right thing for the four million people who find jobs through Manpower every year.

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

- 1 **We tell the individuals who engage with us what personal information we collect, and why we collect it.**
- 2 **Where appropriate, we respect personal choices about our collection, use and sharing of information.**
- 3 **We collect, use and retain only personal information that is relevant and useful to our business interactions.**
- 4 **We use reasonable efforts to keep personal information accurate and up-to-date.**
- 5 **We use information security safeguards to protect personal information.**
- 6 **We limit access to, and disclosure of, personal information.**
- 7 **We retain only the personal information that is needed to fill our business and legal obligations.**
- 8 **Where appropriate, we offer individuals the ability to view and update the information we have about them.**
- 9 **We provide an opportunity for people to ask questions and register complaints.**

# Community

Last year much of the world was beginning to feel the full effects of the global recession. But despite the downturn in the economy, Manpower remained true to our values and our commitment to deserving causes in the communities we serve. In 2008, that support included the combined donations of \$2,729,117 to charities and other organizations in need of assistance.



▲ *Volunteerism is an integral part of the Manpower culture. In 2008, Manpower employees performed nearly 38,000 hours of community service through local involvement with organizations of their choosing and through corporate activities.*

# Corporate Governance

As a publicly traded company, Manpower is committed to providing shareholders with an optimal return on their investment. We believe the long-term, superior returns we deliver are the result of the management decisions we make. However, we also believe they result from our long tradition of operating at the highest levels of integrity. This is demonstrated in everything we do—from the transparency of our shareholder communications to the benefits we offer our temporary employees and contractors.

Manpower has an uncompromising and comprehensive corporate governance program that is designed to ensure transparency in our operations and comply with all rules set forth by the U.S. Securities and Exchange Commission. Our Code of Business Conduct and Ethics, as well as mandatory ethics training for all of our people, helps ensure that everyone knows the rules and routinely practices business in an honest and ethical manner.

Find out more about Manpower’s corporate governance policies at:  
[www.manpower.com/about/corporategovernance.cfm](http://www.manpower.com/about/corporategovernance.cfm).



Manpower Inc. continues to be ranked on the FTSE4Good Global Index Series, a stock index intended to recognize publicly traded companies that distinguish themselves by consistently demonstrating globally recognized standards of corporate responsibility.



# Elmer Winter

## 1912 – 2009

It is with great sadness that we note the passing of Elmer Winter, co-founder and past president of Manpower Inc., who died in October at the age of 97.

Since his retirement in 1976, Elmer kept regular office hours at the Manpower Inc. world headquarters and took tremendous pride in watching the small business he co-founded in 1948 grow to a \$22 billion Fortune 120 employment services firm with offices in 82 countries and territories.

Elmer was one of the most beloved keepers of Manpower's history, culture and values. Those of you who had the opportunity to work with Elmer, or meet him, will remember him as a warm friend, charming historian and gregarious storyteller. We also honor his remarkable impact as a trailblazing entrepreneur, generous philanthropist and talented artist.

At the age of 10, Elmer was delivering fruits and vegetables by horse-drawn cart to brewery workers near his Milwaukee home. And he continued to work up to his final days at our headquarters. He delighted in personal contact with members of the Manpower family and welcomed all visitors to his office, taking particular pleasure in meeting international visitors and new employees.

Elmer was deeply committed to philanthropy, making a difference in Milwaukee and around the world. The varied causes he supported ranged from Milwaukee's Clarke Street School, which he "adopted," to the economic development and stability of Israel. He was recognized for forming the Committee for Economic Growth of Israel (CEGI) and serving as its leading voice, advocating trade and investment in Israel for over 30 years.

**Elmer will be missed by all of us in the Manpower family.**

## Manpower Stands For:

The dignity of work, employment opportunities for all, ethical and effective business practices, a sustainable environment and successful local communities.

We provide opportunities for work and we help clients succeed. When appropriate, we leverage our core competencies in partnerships with governments, businesses and/or NGOs to focus on special initiatives that help to provide jobs and job training for the following groups:

- Long-term unemployed/under-employed
- People with disabilities
- Disenfranchised (minorities, immigrants)
- Victims of disaster (tsunami, hurricanes, earthquakes)
- Victims of exploitation (human trafficking)
- Refugees
- Youth

## Manpower Stands Against:

Practices that exploit people, and limit opportunities for individuals to fully enjoy the dignity of work, especially the most vulnerable in society.

We attempt to reduce abuse, focusing on creating awareness of, and opposition to, the following practices, until such time as we can help provide a bridge to employment for affected individuals:

- Human trafficking
- Forced child labor
- Illegally low wages
- Exploitation of immigrants
- Unsafe working conditions

## Visit Our Website for More Information

For current updates on Manpower's social responsibility efforts, please visit [www.manpower.com/socialresponsibility](http://www.manpower.com/socialresponsibility).

## About Manpower Inc.

Manpower Inc. (NYSE: MAN) is a world leader in the employment services industry; creating and delivering services that enable its clients to win in the changing world of work. With over 60 years of experience, the \$22 billion company offers employers a range of services for the entire employment and business cycle including permanent, temporary and contract recruitment; employee assessment and selection; training; outplacement; outsourcing and consulting. Manpower's worldwide network of 4,100 offices in 82 countries and territories enables the company to meet the needs of its 400,000 clients per year, including small and medium size enterprises in all industry sectors, as well as the world's largest multinational corporations. The focus of Manpower's work is on raising productivity through improved quality, efficiency and cost-reduction across their total workforce, enabling clients to concentrate on their core business activities. Manpower Inc. operates under five brands: Manpower, Manpower Professional, Elan, Jefferson Wells and Right Management. More information on Manpower Inc. is available at <http://www.manpower.com>.



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