

2021 Gender Pay Gap Report

We are committed to equality in all aspects of our business, including in the area of gender pay.

GENDER PAY & BONUS GAP



Hourly rate

Mean	-0.7%
Median	0.4%

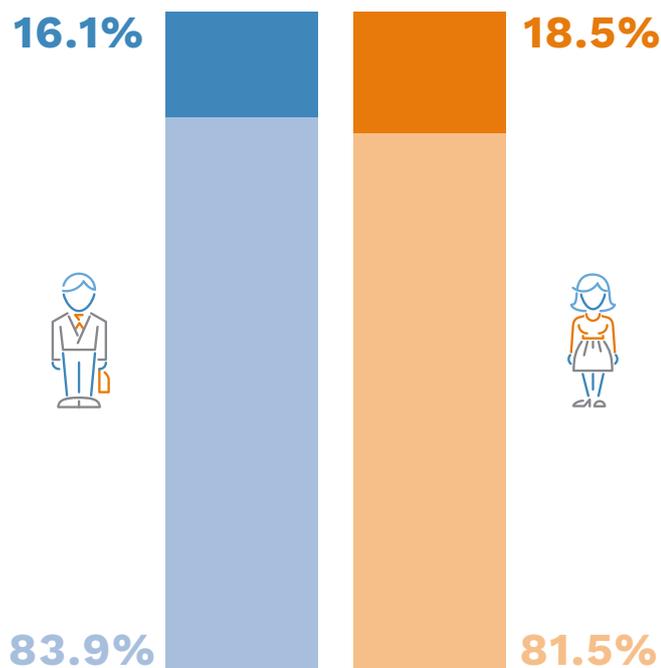


Bonus Paid

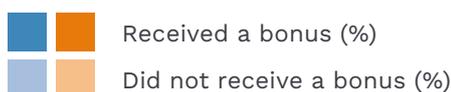
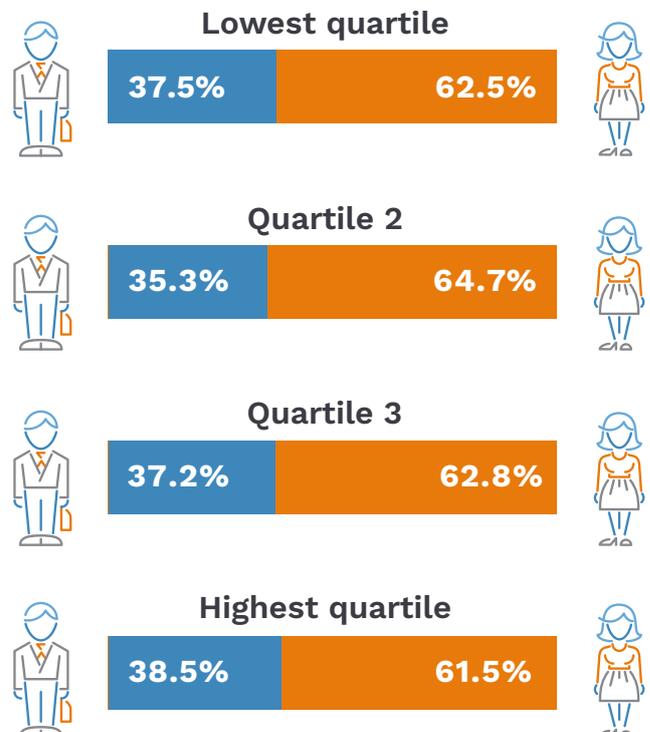
Mean	-34.4%
Median	0.0%

The tables above show our overall mean and median gender pay gap based on hourly rates of pay as at the snapshot date 5 April 2021. It also captures the mean and median difference between bonuses paid to men and women in the year up to 5 April 2021.

PROPORTION OF EMPLOYEES PAID A BONUS



PAY RATE QUARTILES



April 2022

ManpowerGroup, the leading global workforce solutions company, helps organisations transform in a fast-changing world of work by sourcing, assessing, developing and managing the talent that enables them to win. We develop innovative solutions for hundreds of thousands of organisations every year, providing them with skilled talent while finding meaningful, sustainable employment for millions of people across a wide range of industries and skills. Our expert family of brands – Manpower, Experis, Talent Solutions and Brook Street – creates substantially more value for candidates and clients across more than 75 countries and territories and has done so for over 70 years.

As we emerge from two years of disruption to the workforce, gender parity in the workplace is now more important than ever. The business benefits of a more diverse and equal workplace have been well documented. Organisations which enable individuals of different gender, ethnicity, or other identities bring diverse perspectives which enhances creativity and leads to better decision-making and stronger business performance.

Now, more than ever before, the labour market is facing [talent shortages](#). In a talent scarce market, diversity is a key differentiator to securing the best and brightest talent. From our own proprietary research, we know that employees are rightly demanding more focus on gender parity from their employers; reporting, a diverse workforce was one of the top five reasons for choosing a new employer or staying with an organisation. Further [research](#) has found that small, medium and large employers are focused on increasing the number of women in management positions, with a large percentage having set a timeframe of within the next two years to achieve their goals.

At Brook Street, we are committed to closing the gender gap and creating a culture of conscious inclusion where everyone is included, and all opinions are valued. We are proud to nurture an inclusive environment in our own organisation, and that of the clients we serve. We have made great improvements, and we're proud of how far we've come to date. Our work doesn't stop here though, through our ESG report – [Working to Change the World: People, Planet & Prosperity for All](#) – we initially made the commitment that by 2024 40% of all leadership positions would be held by women. After successful achievement of this commitment in many countries, we have recently revised this goal to achieving 50% of all leadership positions to be held by women by 2025.

When we take an average of hourly rates across our Brook Street business, including our associates, women were paid 0.7% more than men, which is a small change from 2020 when the pay was the same for men and women. We will continue on our journey to ensure we are consistently achieving gender parity year on year.

Looking ahead

We have developed our Diversity, Equity, Inclusivity and Belonging approach over the last two years, with employee led groups focusing on creating awareness and promoting equity. Our philosophy of ensuring a fully inclusive, diverse and gender balanced business has been strengthened in our hiring and succession planning processes at all levels.

Despite working remotely for most of 2020 and 2021, we have seen significant improvements in the engagement levels of our people across the organisation; we've achieved this by actively involving our employees in setting up diverse teams to solve business challenges. This has taken the shape of our Talent Communities, dedicated networks to support and develop our employees in a chosen business critical area.

We've also been improving our culture via an audit, to inform leadership of our strengths and opportunities to develop further. Through this we have learned new ways to understand and leverage the best of our diversity, and role model this from the top all the way through the organisation.

In the wake of a global pandemic, which has disproportionately impacted women in the workplace, we have made significant strides in creating a more gender-inclusive work environment. But there is still work to be done when it comes to including women in more management and leadership roles:

- Continued focus on equal working practices, through ongoing review of our people practices to drive a more inclusive workplace. This includes a commitment to using diverse hiring panels, creating more inclusive compensation and reward mechanisms, and a focus on flexible practices. We will continue to evolve our hybrid working model to meet the needs of all our people.
- Broadening our focus on diversity awareness, highlighting our own people's voice through employee led Affinity Networks. Representing diverse communities within our workplace these networks set clear goals to promote diversity and advocate inclusion, challenge us to improve our efforts to achieve a highly diverse workforce and advise on inclusive practices.
- Upskilling our senior leaders through a comprehensive roll out of inclusive leadership particularly addressing unconscious bias to ensure that our people processes and decision making is inclusive.
- Developing our wellbeing programme to address health, work and social issues that impact our diverse communities, providing guidance and support to help people achieve their personal best.
- Promoting our Leadership Success Model, which outlines the leadership behaviours that make us successful, including: unleashing potential and harnessing the strengths and diversity of everyone across our organisation. By focusing on this model when hiring, developing and promoting our people, we are able to drive a culture of conscious inclusion and hire individuals who value others.
- Ensuring succession plans have equal representation, through the use of objective criteria and moderation. Creating the environment and additional support where required to ensure people are treated equitably and set up to be successful. We will continue to set the expectation that all succession plans have a 50:50 split of men and women.
- Collaborating with our clients, to share best practice and to identify opportunities for innovative and effective approaches to provide an inclusive environment for our associates.

I confirm the data reported is accurate.



Damian Whitham
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