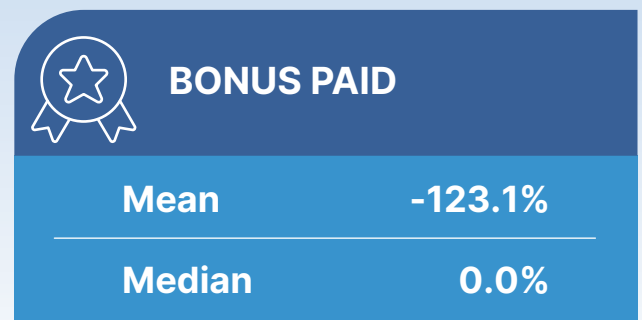
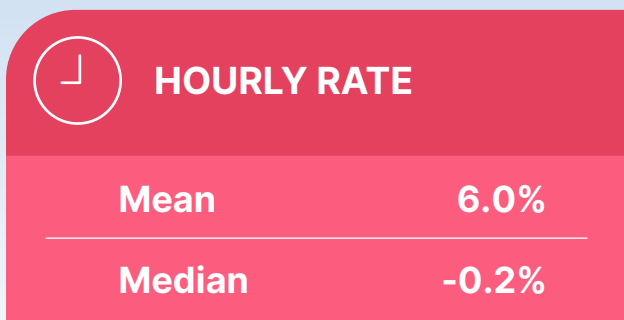


2025 Gender Pay Gap Report



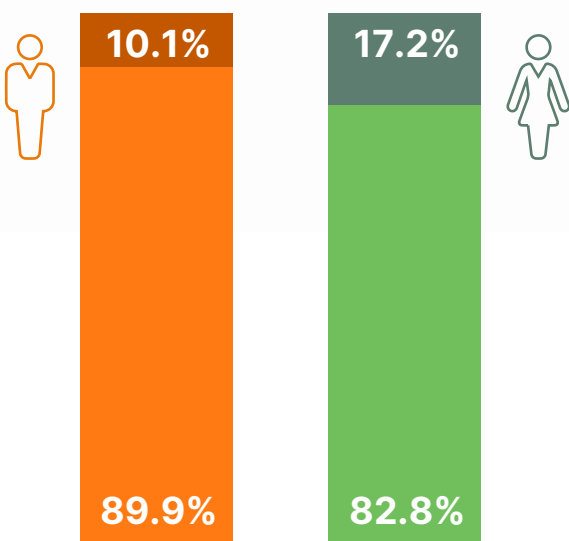
Manpower is committed to equality in all aspects of our business, including in the area of gender pay.

GENDER PAY & BONUS GAP

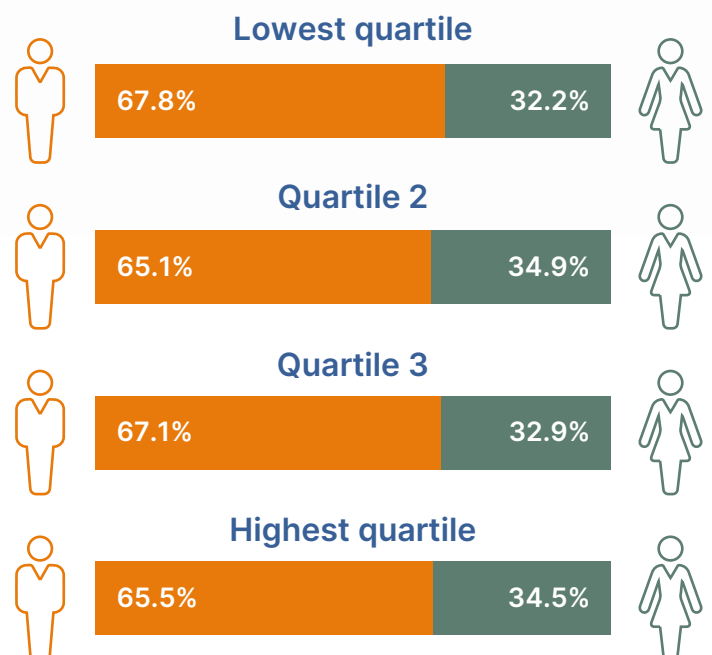


The tables above show Manpower's overall mean and median gender pay gap based on hourly rates of pay as at the snapshot date 5 April 2025. It also captures the mean and median difference between bonuses paid to men and women in the year up to 5 April 2025.

PROPORTION OF EMPLOYEES PAID A BONUS



PAY RATE QUANTILES



Received a bonus (%)
 Did not receive a bonus (%)

ManpowerGroup is a global workforce solutions company that helps organisations transform in a fast-changing world of work by sourcing, assessing, developing and managing the talent that enables them to win. The company provides 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. ManpowerGroup's expert family of brands, including 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 75 years.

Gender parity in the workplace continues to be a priority focus. The business benefits of a more diverse and equal workplace have been well documented. Organisations that enable individuals of different gender, ethnicity or other identities bring diverse perspectives that enhance creativity and lead to better decision-making and stronger business performance.

In the current talent-scarce UK jobs market, diversity is a key differentiator to securing the best and brightest talent. From ManpowerGroup's own proprietary research, it is known that employees are rightly demanding more focus on gender parity from their employers and that a diverse workforce is 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.

Manpower is a global leader in contingent staffing and permanent recruitment, providing rapid access to a highly qualified and productive pool of candidates. In this constantly shifting world, Manpower's flexible workforce solutions provide companies with the business agility needed to succeed. For calendar year 2025, Manpower's gender pay gap stood at 6.0%, representing a 0.5% year-on-year increase. The company's median gender pay gap now measures -0.2%, the smallest delta between men and women since 2017 and evidence that our commitment to decreasing pay disparity is yielding positive results. Manpower maintains its good representation of women in senior positions, with women representing the third and top pay quartiles of 32.9% and 34.5% respectively, the highest since 2019.

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, forty percent (40%) of all leadership positions would be held by women – in the UK we have 45% representation of women in senior leadership roles in 2026. Our primary focus, shared across every market, is to achieve gender parity at all levels of our organisation.

As a large employer, it is our responsibility to challenge the pay gap and improve the gender equity of hiring in traditional sectors. We're working internally and with our clients to promote hybrid and flexible working which has beneficial impact to women; improve transparency on compensation and pay and align these with skill level; and increase awareness of the benefits for diverse hiring. We will continue along this journey to ensuring these figures remain low and we are consistently striving to improve gender parity across our business.

Looking ahead

We have continued to develop our Diversity, Equity, Inclusivity and Belonging approach over the last five 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. At the start of 2023 we welcomed three additional senior women within the Group onto our UK Senior Leadership Team and this move has helped to steer our internal agenda, leading to more positive changes through the year.

We continue to support the integration of hybrid working into our organisation, while maintaining and improving engagement levels. We achieve this by balancing office working with remote working within teams so that individuals experience the benefits of collaborating with others in-person and experiential learning from peers whilst retaining the flexibility to meet home commitments.

In 2025, nine percent (9%) of our female talent enjoyed our expanded family-friendly benefits, including generous maternity and adoption benefits. In 2024, we signed up to the Menopause Workplace Pledge. Since then, we have established a thriving menopause forum and continue our support to women in this phase of life with a dedicated resource centre including guidance for employees and managers, peer-to-peer support groups and internal webinars and trainings.

We've also been investing in our leadership culture, to drive a more inclusive approach through dedicated training. In 2024 we launched multigenerational mentoring to support and ensure equal opportunity as part of our ongoing succession planning. In addition, we have introduced a female-specific internal learning and development pathway, and many of these opportunities are also open to our associates through our Academy offerings and MyPath.

We continue to make significant investments 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, such as hiring, compensation and reward, through ongoing review of our people practices to drive a more inclusive workplace.
- Broadening our focus on diversity awareness, highlighting our own people's voices 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. In 2024, we introduced a new Affinity Network, promoting generational diversity and inclusion.
- Upskilling our next level of leaders through incorporating inclusive leadership development, particularly addressing unconscious bias to ensure that our people, processes and decision-making are 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. By expanding and reaccrediting our team of mental health first aiders, we are able to extend this guidance to many of our contingent workers.
- Continued commitment to our Standards, which outline the behaviours that make us successful, including Clarity, Care and Grow, aimed at promoting opportunity and transparency across the organisation. By focusing on this model when hiring, developing, promoting and recognising 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.

These metrics provide a comprehensive view of our gender pay gap landscape at Manpower. I confirm the data reported here is accurate.



Damian Whitham
Commercial Director, ManpowerGroup UK