

# CSR in Manpower, global and local approach & main challenges

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Manpower



ManpowerGroup™

# ManpowerGroup

3 500 offices in 80 countries

Own staff 28 000

12 million interviews per year

More than 3 million placements  
per year

Turnover 22 billion USD



Over 65 years  
of experience  
in global labor  
markets, 10 years  
in the Baltics



# Social Responsibility Pillars



## Workforce Development

- Training and development
- Youth, disabled, immigrants, minorities



## Disaster Recovery

- Vocational training centers
- Career paths and retraining



## Human Trafficking / Forced Labor

- Zero tolerance
- Ethical framework for cross-border labor recruitment



## Reaching Out to Refugees

- Employment programs for immigrants and refugees





## Manpower policies

Code of Business Conduct and Ethics

Data Privacy

Diversity

Employee Health and Safety

Environment

**Human Trafficking**

Procurement and Supply Chain

Social Media Policy

Training and Lifelong Learning

[manpowergroup.com/wps/wcm/connect/manpowergroup-en/home/social-responsibility/policies](https://manpowergroup.com/wps/wcm/connect/manpowergroup-en/home/social-responsibility/policies)




## Human trafficking

is a form of modern-day slavery, which forces an estimated 12.3 million people into forced labor or sexual servitude at any given time. Trafficking human beings is now the third largest illegal industry on the planet, following only arms and drug smuggling, and it is present in every country and territory in our network. For this reason, ManpowerGroup has engaged in the **End Human Trafficking Now!** Campaign.

ManpowerGroup was the first company to sign the

### **Athens Ethical Principles,**

which declare a "zero tolerance" policy for working with any entity which benefits in any way from human trafficking. This includes our clients, vendors and business partners.



**Manpower** innovative workforce solutions help ensure the talent sustainability of the world's workforce by creating flexible work strategies and practices (**agility**), increasing an individual's ability to be employable and marketable (**employability**), ensuring the well-being and development of a company's people (**vitality**).

## Workforce **Agility**

Providing speed, innovation, productivity, and flexibility through flexible workforce strategies and organization models. Working to influence employment policies and practices that enable employer and individual choice.



## Workforce **Vitality**

Supporting and implementing ethics and culture initiatives (anti-corruption, fair labor, human rights); diversity and engagement efforts; and promoting health and well-being.

## Workforce **Employability**

Assisting untapped talent sources (disabled, youth, minorities, long-term unemployed); providing training, skills and leadership development programs; and facilitating career transitions



# Manpower and CSR in Estonia



**Responsible Business Forum** in Estonia is a non-profit organisation with an aim of furthering CSR in Estonian society through being the centre of competence building and communication on CSR





## Local examples:

EPREL/ESAA

AmCham CSR committee

Service Chamber, workforce committee

Astangu Kutsererehabilitatsiooni keskus

Karjääripäevad koostöös Töötukassaga ja

Ülikoolide karjäärikeskustega

Koostöö Omavalitsustega

EAS, YFU, Garage48 (GoWorkaBit)



## Local examples 2:

Community work

Environment (talgud, koristamine, puude istutamine jms.)

„Green office“, Fair trade products, videomeetings,

CO2 car policy, ergonomic office equipments

Regular trainings and development (TDC)

Regular physical trainings in the office (Pilates, Yoga)

Flexible working hours, remote work possibility

Supporting voluntary work

Etc.

# Where to get more information?

[csr.ee](http://csr.ee)

[csreurope.org](http://csreurope.org)

[globalreporting.org](http://globalreporting.org)

[erinevusrikastab.ee](http://erinevusrikastab.ee)

[manpower.ee/jatkusuutlikkus](http://manpower.ee/jatkusuutlikkus)

[globalcompactfoundation.org](http://globalcompactfoundation.org)

[Ethisphere.com/worlds-most-ethical/](http://Ethisphere.com/worlds-most-ethical/)

[manpowergroup.com/social responsibility](http://manpowergroup.com/social-responsibility)

[thecro.com/content/cr's-100-best-corporate-citizens-2014](http://thecro.com/content/cr's-100-best-corporate-citizens-2014)



## Part II - Corporate values



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## Manpower Values:

**People** - we care

**Knowledge** - we share

**Innovation** - we dare  
thinking

## Attributes:

inclusive & engaging

thrustworthy & expert

forward looking & fresh

The very simplicity of values makes them banal. This means that they have to be interpreted before they can be of use in making decisions.



## People

We care about people and the role of work in their lives. We respect people as individuals, trusting them, supporting them, enabling them to achieve their aims in work and in life. We help people develop their careers through planning, work, coaching and training. We recognize everyone's contribution to our success - our staff, our clients and our candidates. We encourage and reward achievement.

## Knowledge

We share our knowledge, our expertise and our resources, so that everyone understands what is important now and what's happening next in the world of work - and knows how best to respond. We actively listen and act upon this information to improve our relationships, solutions and services.



## Innovation

Based on our understanding of the world of work, we actively pursue the development and adoption of the best practices worldwide. We lead in the world of work. We dare to innovate, to pioneer and to evolve.

We never accept the status quo. We constantly challenge the norm to find new and better ways of doing things.

We thrive on our entrepreneurial spirit and speed of response; taking risks, knowing that we will not always succeed, but never exposing our clients to risk.





# Corporate values

Corporate values – a list of values can communicate different things:

”This is what we are”

”This is what we are not”

”This is what we want to be”

”This is how we want to look like for the outside world”



# Corporate values

**Values** are an organization's guiding principles or minimum negotiable standards of behavior.

Boulton, Libert & Samek: Cracking the Value Code

**Ethics** describe what is good and what is bad. Values are the manifestation of an ethical code. Values tell you what the organization believes in. The organization has to create moral principles for its ethics, in other words to define norms on what is right and what is wrong. Only when we measure and follow up how well we live up to the values we can expect results from value management.

Tero J. Kauppinen: Arvojohtaminen (Management by Values)

## Corporate values

Values are things we consider important. Values are choices. Values are convictions on what kinds of pursuits are better than the other ones. Values are commitments to work for specific common goals. Values appeal to both intellect and emotions. **Corporate values** are the expressions of commonly desired actions in an organization.

Tapani Aaltonen, Lari Junkkari: Yrityksen arvot ja etiikka

**Management by values** is leading the organization by the following principles:

- Creating a commitment to common values within the organization
- Creating and clearly defining corporate values, vision and strategy
- Repeatedly taking up the core values and creating a dialogue
- Making values happen in all actions of the organization

Our values makes us unique!



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