

## Quality Assurance Policy

Manpower's policy is to provide quality employment and staffing services to customers and employees through a genuine and thorough understanding of needs, the sharing of knowledge, continuous innovation and the effective implementation and continuous improvement of a Quality Management System (QMS).

Manpower's QMS is integrated into our overall business streams and it is a rigorous process suitable for the purposes of the services we provide to ensure we maintain our employer status.

Audits of our processes are managed across our business by the internal Compliance Team. The Compliance Manager is responsible for the review of the QMS and implementation of any preventive action that can be taken to ensure risk is minimised.

This QMS has been designed in order to establish, document and maintain a quality system based on the principle of ISO 9001:2008 and the requirements of the standard are implemented through incorporation into Manpower's working procedures.

Part of the QMS is the Predictable Performance System (PPS). Senior management continuously improves the PPS effectiveness and efficiency and ensures effective control of processes that measure the satisfactory performance of the organisation and as a means of improving organisational performance.

The Quality Policy:

- is appropriate to the values and visions of the organisation
- provides a framework for establishing and reviewing quality objectives
- is communicated and understood by all and is reviewed for effectiveness.

Manpower's vision is to be the best worldwide provider of higher-value staffing services and the centre for quality employment opportunities. Manpower's values are People, Knowledge and Innovation.

The PPS is the basis for Manpower's operations and continuous quality improvement processes. This system gathers parallel information from our customers (employees and clients) so that an accurate match is assured.

Our follow-up methods ensure Manpower that the delivered service meets or exceeds customer expectations.

The components of the PPS are as follows:

- Interview
- Skill Assessments
- Training

- Assignment Order/Work Environment/Performance Call Procedure
- Quality Performance Programme
- Employee Recognition Programme

We deploy our own internal quality programmes, adapted to meet the bespoke needs of individual contracts, which allow us constantly to keep abreast on the quality of service we provide. Even more importantly, these programmes provide us with the opportunity to review and improve procedures continually, further enhancing our commitment to best practice.

Our QMS has been designed in order to establish, document and maintain a comprehensive quality system. The required standards are implemented through incorporation into Manpower's working procedures. It is the responsibility of the Compliance Manager to ensure that necessary resources are made available to monitor, measure and analyse the effectiveness of all processes across our contracts through the consistent application of the quality procedures.

The operation and control of processes is monitored and measured through the application of quality procedure and Internal Audit (IA). The effectiveness of processes are analysed through the application of quality procedure review of the QMS. Planned improvements to the QMS and related processes shall be the result of systematic analysis of the outputs of the quality procedures. In conjunction with the IA a process of self-audit is conducted at the specific Manpower location to identify continuous improvement and best practice.

Our quality assurance systems are built around six key procedures that ensure that all parties receive a comprehensive service of the highest quality:

- 1. Review of Quality Systems** - The Compliance Manager conducts 6 monthly reviews. The following items are reviewed leading to a series of action points:
  - The IA results
  - The effectiveness of any corrections and corrective actions
  - The effectiveness of the Quality systems
  - Opportunities to improve Quality systems & service in line with customer needs.
- 2. Internal Audit** - The areas covered include our service to customers as well as our systems and procedures. Any non-conformity is reported to the Manpower location manager for supervision of corrections and corrective actions.
- 3. Control of Paperwork and Manuals** - This systematic process ensures the maintenance and control of all documentation that affects service quality. All documents, templates and electronic manuals are updated, controlled and disposed of following strict guidelines, with particular care taken to the disposal of confidential documentation in line with Manpower's Data Privacy policy.

4. **Solving Problems and Preventing Recurrence** - Defines the responsibilities and activities for corrective action within Manpower. Managers are responsible for completing corrections and investigating and implementing corrective actions, which are reviewed and signed off by the location and senior management. All such actions are implemented within 30 calendar days of identification of problem.
5. **Subcontractors and suppliers** - Our subcontractors and suppliers are asked to adhere to the same quality assurance. We regularly audit subcontractors and suppliers both face-to-face and by remote auditing to ensure this is the case. They will have set objectives relating to the speed and accuracy of their paperwork.
6. **Complaints Procedure** - Includes the recording, analysis and satisfactory resolution of any complaint received, locally or at the corporate centre. Complaints are reported centrally to our Customer Services Manager and are discussed at operational review meetings.

Our management use the Quality Policy as a means of improving organisational performance. The Quality Policy is appropriate to the values and visions of the organisation, provides a framework for establishing and reviewing quality objectives, is communicated and understood by all and is reviewed for effectiveness.

Additionally, the management structure and escalation chain permits discussion of any matters relating to a client contract at any time.

A review agenda typical includes:

- Results of IA's
- Complaint reports
- Process performance and service conformance
- Status of corrections and corrective actions
- Follow up actions from previous management reviews
- Proposed changes to the QMS
- Recommendations for improvements

The outputs take the form of minutes and action points, they include:

- Improvements and alterations to the QMS
- Improvements to services in line with customer requirements
- Any additional resource requirements to ensure the effective planning, implementation and review of the QMS.

In addition, Manpower has obtained external accreditation for specific operations to reflect the differing policies and procedures that have been implemented:

- ISO 9001:2008 - Automotive Division.



Manpower®

# Quality Management System Manual

**Reviewed May 2023**  
**Next Review Date May 2024**

## Scope

Manpower UK Limited (“Manpower”) Quality Management System (“QMS”) covers the provision of both permanent recruitment services and temporary personnel to Manpower’s clients.

This QMS has been designed in order to establish, document and maintain a quality system based on the principle of ISO 9001:2008. The requirements of the standard are implemented through incorporation into Manpower’s working procedures.

It is the responsibility of the Head of Compliance to ensure that necessary resources are made available to monitor, measure and analyse the effectiveness of the processes through the consistent application of the QMS.

The operation and control of processes is monitored and measured through the application of (“Quality Procedures”) and (“Internal Audit”). The effectiveness of processes are analysed through the application of the Quality Procedure review of the QMS. Planned improvements to the QMS shall be the result of systematic analysis of the outputs of the Quality Procedures.

A Process Approach is used when developing, implementing and improving effectiveness of the QMS, thus enhancing customer satisfaction by meeting customer requirements. To be effective it must determine the inputs and outputs and the interrelated processes within this to ensure the desired result is achieved more efficiently when activity and resources are managed as a process.

**Plan** Establish the objectives and processes necessary to deliver results in accordance with customer requirements and Manpower’s policies

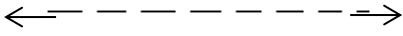
**Do** Implement the processes

**Check** Monitor and measure processes against policies, objectives and requirements and report the results

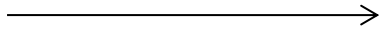
**Act** Take actions to continually improve process performance.

**Key**

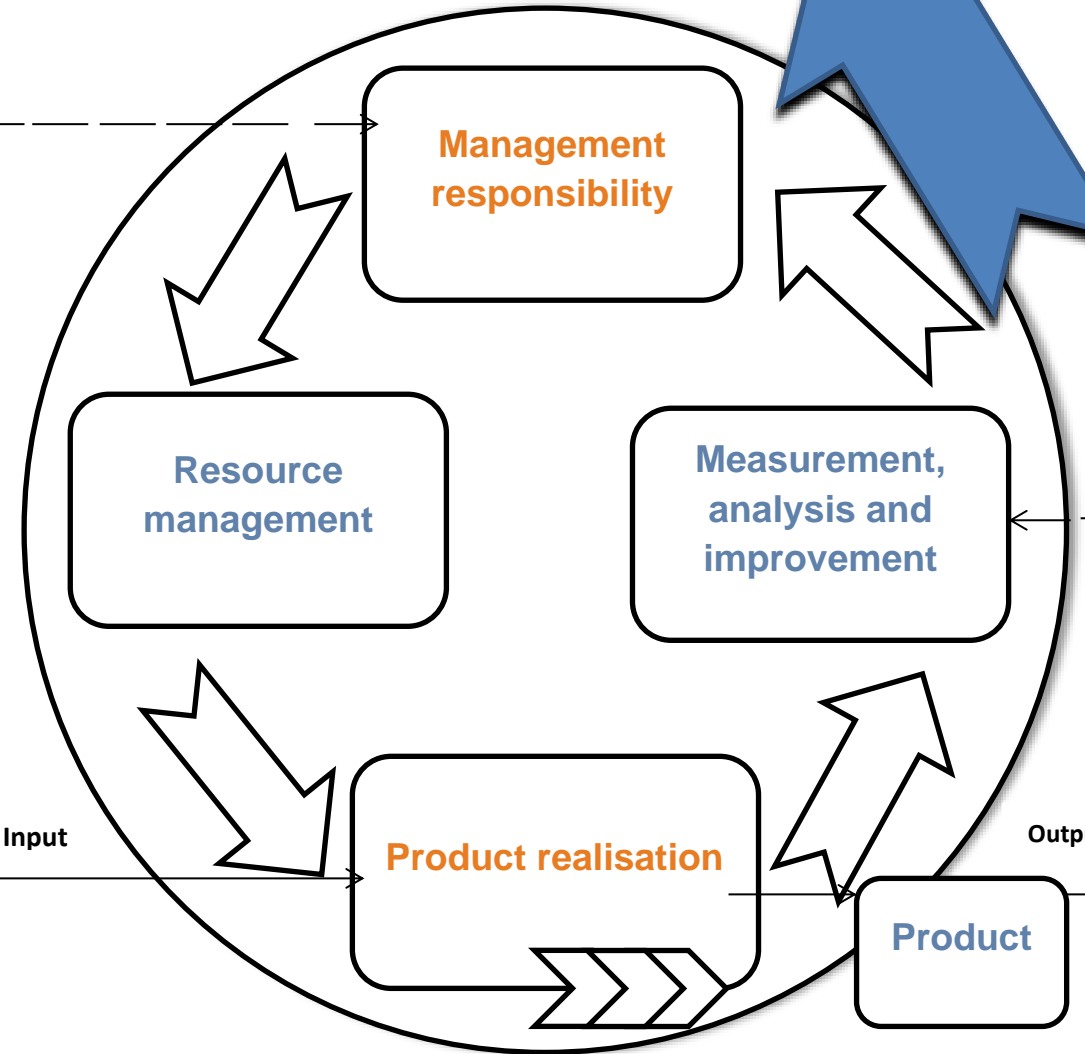
Information flow



Value-adding activities



**Continual improvement of the quality management system**



## Justifiable Exclusions from Scope

### Design and Development

Manpower does not design or develop products. Manpower's "product" is the temporary employee placed on assignment with Manpower's clients.

### Preservation of Product

Manpower provides a service. This is preserved either by ensuring a pool of qualified temporary employees that have been qualified via the intake process or through permanent recruitment activities.

### Control of Monitoring & Measuring Devices

Manpower does not utilise any tools that require calibration. All skill assessment tools are validated prior to use.

## Quality Policy/Quality Objectives

Manpower's quality policy is to provide employment and staffing services of the highest possible quality to customers - both employees and clients - through a genuine and thorough understanding of:

- Customer needs
- The sharing of knowledge
- Continuous improvement
- Innovation
- The effective implementation of the recruitment and selection process and adherence to legislative and regulatory requirements.

Linked to the elements of the QMS and the recruitment and selection process, Manpower's quality objectives are as follows:

Top Management (senior executive decision makers within Manpower) uses the quality policy as a means of establishing business objectives to drive and improve organisational performance. The quality policy is appropriate to the values and visions of the organisation, provides a framework for establishing and reviewing quality objectives, is communicated and understood by all and is reviewed for effectiveness.

Manpower's policy is to provide quality employment and staffing services to customers and employees through a genuine and thorough understanding of needs, the sharing of knowledge, continuous innovation and the effective implementation and continuous improvement of a Quality Management System (QMS).

## General

Manpower's top management has established a customer-orientated organisation by implementing the recruitment and selection process. Management continuously improves the recruitment and selection effectiveness and efficiency and ensures effective control of processes that measure the satisfactory performance of the organisation.

The recruitment and selection process, in terms of the availability of supporting tools is implemented and maintained by the ("Compliance Team") of Manpower.

The recruitment and selection process is the basis for Manpower's operations and continuous quality improvement processes. This system gathers parallel information from our customers (employees and clients) so that an accurate match is assured. Our follow-up methods ensure that the service delivered, as a minimum, meets client requirements.

The components of the recruitment and selection process are as follows:

- Interview
- Skills Assessments
- Training
- Assignment Order/Performance Calls
- Quality Performance Program Reviews
- Employee Recognition Program.

## Quality Management System Manual

The QMS Manual includes the following documentation:

- The quality policy
- The scope of the recruitment and selection process, including justification for any exclusion
- The quality objectives, which are reviewed in the periodic Management Review.

### Document Control

Manpower's corporate centre develops and controls all recruitment and selection related documents. The appropriate corporate centre implements guidelines for document development, revision and approval.

This includes but is not limited to:

- **The QMS Manual:** Head of Compliance
- **A central list of operational documents called the Company Templates:** Head of Compliance
- **Process documentation/manuals:** Originator with Department Head approval and Head of Compliance
- **Central Communication:** Reviewed and implemented as deemed appropriate.

The issue and distribution of all paperwork and manuals is controlled to ensure core documentation is available, as needed, at all appropriate locations.

The QMS, including working procedures, instructions and templates, is distributed electronically on the corporate intranet. Re-issues are authorised by the Head of Compliance. Obsolete soft copies of policies, procedures, documents and instructions are destroyed as they are updated. Staff are notified internally on the Bulletin/Intranet to destroy any existing hard copies.

Paperwork and manuals are not altered or modified in any way unless approved by the Compliance Team. The Head of Compliance must review, approve and then control the issue and distribution of the relevant documentation. Any such changes or modifications must be approved by the appropriate authority.

Documents not available on the Manpower Intranet are stored on the General Stock Catalogue, which identifies the items available to order from Manpower's preferred suppliers' website. The corporate centre control the printing of such items and ensures only the most recent version is available.



Change requests can be suggested by any Manpower employee and must be submitted via the Compliance Team with the applicable document. The changes are submitted to the Head of Compliance who then determines if the change is appropriate. If approved the changes and the document will be distributed to all relevant personnel in a communication that includes a description of the change, the date and release level of the document and clear instructions on the disposition of old documents.

### **Document Control – Locations**

Based upon customer requirements, service needs or legislative and/or regulatory requirements; offices may develop manuals or client documents, which must be submitted via the Compliance Team for approval by the Head of Compliance. These forms and procedures follow prescribed Manpower guidelines. Changes to existing locally produced documents will be made by the local office and approved in writing by the Head of Compliance. A revision date will be printed on the document, the procedures will be updated and the document will be distributed to all relevant personnel in a communication with clear instructions on what to do with the outdated document – use old stock or destroy old stock and use revised.

### **Document Control - Intranet Site**

The Head of Compliance is responsible for the bi-annual review of the Intranet site to ensure the content is clear, concise, meets statutory and regulatory requirements and is current. Intranet subject business owners are notified of inconsistencies and asked to make revisions in a timely manner.

### **Record Control**

Records relating to clients and employees are maintained in Locations and in the Corporate Centre.

The records demonstrate the effectiveness of the recruitment and selection process as well as the satisfaction of the employees and customers with our service. The records must be:

- Legible
- Easily retrievable
- In good condition
- Stored either electronically or as hard copy
- Secure.  
NB: Authorised personnel shall maintain the security of all computer records through the use of passwords
- Retained for specified periods of time
- Manpower Locations utilise the Records Retention Schedule as prescribed in the Data Privacy Manual.

A records control procedure is documented and specifies the following:

- Forms identification
- Storage and protection
- Records retrieval
- Retention periods
- Disposition
- Head Office IT Management conducts weekly and monthly back-ups for records retained in Manpower's automated system
- Head Office IT Management is responsible for the documentation, implementation and maintenance of Manpower's disaster recovery procedures.

### Retention Periods

Check that all files and documents meet Manpower's 'Document Retention' policy detailed in the Data Privacy Policy.

Where an employee has been involved in an accident in the last 3 years, the employee file shall be retained, along with a copy of the work specification the member of staff was assigned to.

Records must be disposed of by means of official waste facilities. Ensure that any confidential waste is shredded or removed by authorised personnel. Confidential information must not be left lying on desks in the branch/contract location.

## Management Responsibility

### Commitment

All levels of management are committed to:

Communicating the importance of meeting customer requirements via the following:

- **Manpower Road Shows:** annual road show for all operations staff provides an opportunity for top management to convey the current state of the company and the vision and strategy for the year ahead
- **Weekly Business Update:** For Manpower operations staff via marketing executive. Weekly ManpowerGroup newsletter outlining any business changes/update, any regulatory changes and employee opportunities. The relevant Head Office departments support these communications

- **Manpower Annual People Survey:** Once a year, all of Manpower's operations staff are invited to participate in Manpower's ("People Survey"). This is an opportunity to globally influence the company's approach to providing the ultimate working environment for its staff. The survey measures factors that contribute to the quality of the experience that Manpower provides to its employees - and is vital in determining how we can move forward in our efforts to become an even better company
- **Electronic Mail:** Full or localised e-mails to communicate business or contract critical information sent from the relevant departments to make the locations instantly aware. This information must be retained and reviewed with all location staff
- **Business Process** gathers complaint, audit and customer satisfaction statistics. Trend reports and recommendations for improvement are communicated in Regional meetings
- **Intranet Access** to various Head Office department sites containing service processes and procedures that are critical to servicing our customers. This includes communicating statutory and regulatory requirements:
  - Business Process, and
  - Business Process Design
  - Contracts Department
  - Employee Relations
  - Human Resources
  - Legal Compliance
  - Risk Management.
- **Conducting Management Reviews** of office/department operations by reviewing process performance metrics, audit results, and customer satisfaction and complaint resolution metrics.
- **Providing necessary resources:** Electronic and on-site training, necessary equipment and software. The organisation is committed to the development and implementation of the PPS and continually improving its effectiveness.

## Customer Focus

All levels of management ensure that customer requirements are clearly determined and meet with the aim of enhancing customer satisfaction. This is accomplished at Head Office and in our locations.

## Locations

Customer requirements are defined and documented on a Work Specification. Locations are also required to conduct an evaluation prior to assigning an employee.

- To offer challenging and interesting work opportunities suited to an employee's capabilities and experience
- To fairly assess the skills and experience of all employees for the purpose of putting them to work
- To thoroughly understand client requirements for the purpose of assigning the most qualified employee
- To address the automation of work processes and equip our pool of employees with the capability to function effectively in continually changing environments
- To exceed the expectations of internal and external customers through a continuing quality initiative
- To offer maximum workforce flexibility to clients with substantial savings in cost and time
- These objectives are measured to ensure they are consistent with the quality policy.

## Management Responsibility, Authority and Representation

- All Manpower Head Office and Location staff support the quality policy and the implementation and maintenance of the recruitment and selection process. Each staff member has the authority and organisational freedom to initiate action to prevent service delivery problems in any and all areas of the business. Responsibility for ensuring the QMS Manual is in compliance based on the principle of ISO 9001:2008 standards resides with the Head of Compliance.

## Top Management includes

- Board of Directors
- Connected Leaders
- Head of Compliance.

### **The QMR includes the following information**

- Results of Internal Audits conducted by Compliance Team
- Complaint metrics by category
- Trend analysis: prior to current year comparison
- Performance objectives
- Recommendations for improvement
- Upon completion of top management's review of the QMR, top management issues an overall statement to the Head of Compliance concerning the suitability of the organisation's operational structure based upon the metrics. Recommendations for improvement as well as goal setting may be included.

### **Internal Audits**

The organisation conducts Internal Audits at planned intervals to determine whether the recruitment and selection process conforms to requirements and to ensure that it is being implemented effectively.

### **Internal Audits are conducted in the following manner**

- A pre-audit overview is conducted to set expectations
- The actual Internal Audit that includes interviewing staff, inspecting documentation and document review
- A de-briefing meeting is conducted with staff and management to discuss the findings
- The local manager immediately addresses non-conformances through corrections and corrective actions within 5/15/30 days of the audit date
- The corrective actions are sent to the Senior Manager for authorisation and forwarded to the Compliance Team for review
- The Head of Compliance analyses the Internal Audit results for quality weakness and provides recommendations for improvement.

### **Local Operational Systems Appraisals**

- Conducted by Business/Contract Managers on an ongoing basis
- Training requirement.

## Control of Nonconforming Product

A nonconforming product is any employee who does not satisfy the requirements of the customer as defined by the customer. The organisation monitors the effectiveness of the assignment process through the implementation of the recruitment and selection process as discussed in this document.

Based upon objective evidence gathered, local field staff have the authority to determine if an employee has the ability to continue on the assignment. If not, options include, but are not limited to:

- Coaching and counselling the employee
- Offer the employee training
- Remove the employee from the assignment and leave the employee eligible for an assignment at another customer. It is then at the customer's discretion whether to replace the employee
- Remove the employee from the assignment and terminate the employee's relationship with Manpower. Information regarding the nonconformity is documented on the order and, when appropriate, in the employee's file.

## Correction and Corrective Action

Top Management empowers their internal and external clients with the responsibility to report any and all non-conformances. Any comment regarding unsatisfactory service is considered a complaint. Customer and temporary employee complaints are received at the local Location and at Head Office either verbally or in writing. All Manpower operations staff have the responsibility to begin correction and corrective action by utilising detailed complaint resolution guidelines.

## Corrective Action

All documented corrective actions will be reviewed and the cause investigated by the relevant manager, these will include, but are not restricted to, internal and external audit corrective action reports, non-conformance to the service level agreement, customer satisfaction feedback (internal and external) and complaints at all functional levels. From the investigation documented action will be taken appropriate to the non-conformance. The level of any corrective action will depend on the impact on the location business. Analysis of the non-conformance and the corrective actions will form a part of the management review meeting.

## Preventive Action

All preventive action will be recorded and maintained for analysis and data recorded as evidence of the continual improvement process. All documented preventive actions will be reviewed in the management review meetings. The level of any preventive action will depend on the impact on the location business.

## Location Complaint Procedures

Location complaints vary in severity. Those that are considered severe enough to be documented include but are not limited to a situation:

- That could result in a serious loss of business
- That could result in legal action against Manpower
- Involving suspected discrimination or harassment of any kind
- Involving overt or covert threats to Location staff, customers or employees.

The relevant Line Manager must review all complaints in line with Manpower's complaints procedure.

## Analysis of Data/Continual Improvement

The organisation continually improves the effectiveness of the recruitment and selection process through the use of the quality objectives and analysis of Internal Audits and customer satisfaction results as well as the analysis of complaint statistics and other metrics.

- Directors of other/all departments are required to review and analyse process performance metrics (at a set frequency) and that corrective actions shall be initiated as required.

When areas for improvement are identified the following occurs:

- The cause of the problem is documented
- Implementation action is documented
- Records of results taken are maintained
- Directors review action taken and, when appropriate, report the above to line management.

All quality metrics are reported annually to all Top Management via the annual Quality Management Communication.