

## C0. Introduction

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### C0.1

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#### **(C0.1) Give a general description and introduction to your organization.**

ManpowerGroup is a world leader in global workforce solutions. We develop innovative solutions for hundreds of thousands of organizations 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® and Talent Solutions – address the complex workforce challenges organizations face today, from contingent and permanent staffing to talent management, outsourcing, and talent development, creating value for candidates and clients across more than 75 countries and territories.

In 2020, ManpowerGroup was named one of the World's Most Ethical Companies for the 11th year, confirming our position as the most trusted brand in the industry.

Our 70-year tradition of responsibility to the communities we serve means we recognize the responsibility of all organizations to operate with respect and consideration for the environment. As a provider of professional services, our operations are office-based and our most significant areas of energy consumption are electricity used in our offices and business travel to sell and deliver our solutions.

Our two largest offices – Global HQ in Milwaukee and French HQ near Paris – serve as models for sustainable design and operations.

Our Global HQ was designed on a former brownfield site and was the first new construction in the area to be LEED Gold certified. During the construction of the building, we provided on-the-job training for 50 people, creating jobs and promoting sustainable talent. Continuous enhancements to the building systems have enabled us to achieve year-over-year energy savings. In 2018, we obtained Energy Star certification. The entire first floor of the building was designed as state-of-the-art meeting and event space, which is available at no cost to community organizations. In addition to the 700+ employees based at our Global HQ, any given day will find us hosting tens or hundreds of participants at events focused on increasing employability, diversity and inclusion in the community. We believe the social value created largely outweighs the slightly higher emissions intensity per FTE at our HQ.

Our French HQ, constructed in an area of economic development, has been recognized as an HQE eco-building, designed to maintain environmental performance over the long term, encourage recycling of commercial waste, reduce consumption of natural resources, and achieve harmony between buildings and their urban environment by creating quality outdoor space.

Several other HQ offices – including Austria, Czech Republic, Germany, India, Norway, Sweden and Singapore - are also located in LEED or other green-certified buildings.

Initiatives to reduce impact of energy use in offices include automatically powering down unnecessary devices after business hours; use of programmable heating devices; limiting printing; and replacing electronics and lighting with more energy-efficient models.

As a global organization, some amount of travel is necessary in order to meet with clients and effectively manage our organization. We have taken steps to reduce both the amount and impact of business travel where possible without sacrificing our high standard of customer service. We invested in global technology that enables easier virtual collaboration across the world. We are replacing fleet cars with higher-efficiency vehicles, reducing the amount of greenhouse gases released into the environment. When longer trips are necessary, we promote rail over air travel whenever possible.

In 2011, we began tracking energy consumption across key markets to help us understand our global impact. As most of our 2500+ offices are located in larger buildings where we do not have control or visibility into energy consumption, our ability to accurately track and measure our impact and determine appropriate goals has been an area of considerable challenge. In 2018, to address this challenge, we conducted an independent review of our environmental management and reporting strategy. One of the recommendations was to implement a more robust data collection and reporting methodology to enable more accurate capture and calculation of our footprint. In 2019 we engaged sustainability consultancy EcoAct to develop and pilot this new approach in 14 key markets representing 80% of our business. The methodology is context-based, considering different activities and consumption behaviors of headquarters, branch offices and data centers to make informed estimates where consumption data is unavailable.

We were not able to reverse-apply the new methodology to prior years. As comparison to previously reported footprints would not be meaningful, we have established 2018 as our new baseline year, and are now using the new baseline alongside 2019 data to determine appropriate local- and corporate-level targets and goals.

### C0.2

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**(C0.2) State the start and end date of the year for which you are reporting data.**

	Start date	End date	Indicate if you are providing emissions data for past reporting years	Select the number of past reporting years you will be providing emissions data for
Reporting year	January 1 2019	December 31 2019	No	<Not Applicable>

**C0.3**

**(C0.3) Select the countries/areas for which you will be supplying data.**

- Argentina
- Belgium
- France
- Germany
- India
- Italy
- Japan
- Mexico
- Netherlands
- Norway
- Spain
- Sweden
- United Kingdom of Great Britain and Northern Ireland
- United States of America

**C0.4**

**(C0.4) Select the currency used for all financial information disclosed throughout your response.**

USD

**C0.5**

**(C0.5) Select the option that describes the reporting boundary for which climate-related impacts on your business are being reported. Note that this option should align with your chosen approach for consolidating your GHG inventory.**

Operational control

**C1. Governance**

**C1.1**

**(C1.1) Is there board-level oversight of climate-related issues within your organization?**

Yes

**C1.1a**

**(C1.1a) Identify the position(s) (do not include any names) of the individual(s) on the board with responsibility for climate-related issues.**

Position of individual(s)	Please explain
Chief Executive Officer (CEO)	The CEO, who is Chairman of the Board, is ultimately responsible for strategy and direction with regards to climate-related issues. The CEO is informed by the Global Risk Committee and the Global Sustainability Manager on issues related to climate change, their potential impact on the company and their importance to company stakeholders. All climate-related issues that are identified by Country Managers are incorporated into the Enterprise Risk Management Framework, which is reviewed by the Executive Leadership Team, the CEO, and Board of Directors.

**C1.1b**

**(C1.1b) Provide further details on the board's oversight of climate-related issues.**

Frequency with which climate-related issues are a scheduled agenda item	Governance mechanisms into which climate-related issues are integrated	Scope of board-level oversight	Please explain
Scheduled – some meetings	Reviewing and guiding strategy	<Not Applicable>	The Board reviews our Enterprise Risk Management Framework and strategy annually. Climate-related risks are considered as part of the Enterprise Risk Management Framework and therefore material climate-related issues are integrated into reviewing and guiding strategy.

**C1.2**

**(C1.2) Provide the highest management-level position(s) or committee(s) with responsibility for climate-related issues.**

Name of the position(s) and/or committee(s)	Reporting line	Responsibility	Coverage of responsibility	Frequency of reporting to the board on climate-related issues
Chief Executive Officer (CEO)	<Not Applicable>	Assessing climate-related risks and opportunities	<Not Applicable>	Annually
Chief Financial Officer (CFO)	<Not Applicable>	Assessing climate-related risks and opportunities	<Not Applicable>	Annually
Risk committee	<Not Applicable>	Assessing climate-related risks and opportunities	<Not Applicable>	Annually
Business unit manager	<Not Applicable>	Both assessing and managing climate-related risks and opportunities	<Not Applicable>	Annually

**C1.2a**

**(C1.2a) Describe where in the organizational structure this/these position(s) and/or committees lie, what their associated responsibilities are, and how climate-related issues are monitored (do not include the names of individuals).**

Climate-related issues vary from country to country, depending on geographic location and local stakeholder concerns. ManpowerGroup operates across 80 countries, and each region faces unique climate-related risks and opportunities. The variation in climate-related issues will impact workforces, and therefore our customers, in different ways. Therefore, we ensure that assessment and management of climate related issues begins with the Business unit managers, known as Country Managers at the regional level.

During annual enterprise risk assessment, all climate-related issues identified by Country Managers are incorporated into the Enterprise Risk Management Framework, which is reviewed by the Global Risk Committee, Executive Leadership Team and Board of Directors. The Executive Leadership Team includes the CEO, CFO, Chief Strategy Officer, Chief Human Resources Officer, and Chief Technology Officer. Alongside the Executive Leadership Team, the Risk Committee is responsible for managing our annual enterprise wide risk assessment process, which identifies and evaluates enterprise wide risks - including ESG risks - using input from Country Managers and functional subject matter experts, as well as external risk ratings. By taking this approach, we are able to gain company-wide visibility on material climate-related risks and opportunities within the broader universe of all risks and opportunities, and escalate these to the highest management level when necessary.

**C1.3**

**(C1.3) Do you provide incentives for the management of climate-related issues, including the attainment of targets?**

	Provide incentives for the management of climate-related issues	Comment
Row 1	No, and we do not plan to introduce them in the next two years	Climate-related issues have not yet risen to the level of Top Quadrant risks in our enterprise risk assessment.

**C2. Risks and opportunities**

**C2.1**

**(C2.1) Does your organization have a process for identifying, assessing, and responding to climate-related risks and opportunities?**

Yes

**C2.1a**

**(C2.1a) How does your organization define short-, medium- and long-term time horizons?**

	From (years)	To (years)	Comment
Short-term	0	1	Aligned to Annual Plan
Medium-term	1	3	Aligned to Three-Year Strategic Plan
Long-term	3	5	Aligned with World of Work Trends research

**C2.1b**

**(C2.1b) How does your organization define substantive financial or strategic impact on your business?**

Our Enterprise Risk Management Framework includes a universe of risks, including market & business environment, strategic, operational, financial performance, compliance and financial reporting risks. We produce comprehensive scenario analyses for all risks in our universe. Based on annual risk assessment surveys, regional market overviews, and discussions with operational & functional leaders, we identify the "Top Quadrant" risks facing our business. These are critical risks which threaten the achievement of our objectives. Top Quadrant risks are identified for having the potential to have a financial and/or strategic impact on our business by causing results to differ materially from our objectives. This could adversely affect our business by hindering the company achieving its annual profitability goals or stakeholder value.

**C2.2**

**(C2.2) Describe your process(es) for identifying, assessing and responding to climate-related risks and opportunities.**

**Value chain stage(s) covered**

Direct operations  
Upstream  
Downstream

**Risk management process**

Integrated into multi-disciplinary company-wide risk management process

**Frequency of assessment**

Annually

**Time horizon(s) covered**

Short-term  
Medium-term  
Long-term

**Description of process**

We contemplate two different types of climate change risks and opportunities. Firstly, physical risks that fall within the operational risk category "Drastic Unpredictable Change", such as severe weather conditions, global health emergencies, disruptions of infrastructure, natural disasters etc. These risks are most likely to be short or medium term risks, and may occur at any point in the immediate future and increase in frequency and intensity in years to come. The second type of climate-related risks and opportunities are more chronic, transition risks such as the predicted increase in cost and volatility of energy markets, and climate-related legislation. Our Enterprise Risk Management Framework incorporates both physical and transition risks within a company-wide risk universe. We produce comprehensive scenario analyses for all risks in our universe. Based on annual risk assessment surveys, regional market overviews, and discussions with operational & functional leaders, we identify the "Top Quadrant" risks facing our business -- critical risks that threaten the achievement of our objectives and are subject to ongoing monitoring, assessment and control. These top quadrant risks are classified by their potential to have a substantial financial and/or strategic impact on achieving company objective, profitability targets, and stakeholder value. The top quadrant risks are reviewed with our Board of Directors. Through our annual Three Year Strategic Planning process, we outline global and regional mitigation strategies to address these risks. An example transition risk we have identified could be increased carbon taxation causing a rise in our operational costs, particularly relating to business travel and energy consumption. We therefore implement initiatives to reduce our impact on the environment and contribute to the global effort to reduce the severity of climate change, but also protect our operations from such carbon taxation increase and tightening of legislation. Local initiatives to reduce our climate impact, such as consolidating branch offices and data centers, use of lower-impact business travel choices such as rail rather than air travel, renewably-sourced electricity in offices, and promotion of energy-saving behaviors in offices have all been rolled out across our operations which can help to mitigate these kinds of risks. Our strategy for assessing and responding to risks enables us to respond quickly to reduce the impact of potential risks, and maximise the potential gain from opportunities. An example physical risk where we have used this process is through the increase in severity of droughts and heatwaves. Following the severe droughts in Australia in 2018, ManpowerGroup was directly impacted as employment opportunities in the agricultural sector declined. As part of our strategy to diversify our client base, we were able to reduce our dependence on business with clients in impacted industries, and are expanding into sectors with lower physical environmental risks. Since then, ManpowerGroup has been working to understand the potential company-wide impacts of extreme weather events which are predicted to increase in frequency and severity.

**C2.2a**

**(C2.2a) Which risk types are considered in your organization's climate-related risk assessments?**

	Relevance & inclusion	Please explain
Current regulation	Relevant, always included	The potential impact of current regulations on our operations is always included in our enterprise risk assessment. For example, several of our largest operations are subject to the Energy Savings Opportunity Scheme (ESOS) at our European locations and similar energy assessment regulations. Failure to comply with these regulations could result in sanctions including financial penalties.
Emerging regulation	Relevant, always included	When emerging regulations are relevant to our industry and could impact our business operations, they are included in enterprise risk assessment. ManpowerGroup keeps abreast of changing regulations and includes them within our climate-related risk assessments as and when new regulations are introduced. For example, ManpowerGroup have identified the potential for emerging regulation in the form of more rigorous carbon taxation worldwide. Although energy use makes up a small proportion of the ManpowerGroup footprint, the anticipated exponential increase in carbon pricing as the world transitions to a low-carbon economy still puts revenue at risk of greater taxation. Therefore, emerging regulation is always considered within our climate-related risk assessments.
Technology	Relevant, always included	Technology is one of the future forces that we have identified as a major influencer on the way work is being done, and as such it is always included in our enterprise risk assessment. The development of robotics, internet, and AI is shifting the skills that are needed both for emerging jobs in the green economy as well as to make existing jobs in the traditional economy greener and more sustainable. This will have an impact on demand from clients for our services and on the way that we attract and recruit skilled talent. Therefore, technology is always included within our climate-related risk assessments.
Legal	Relevant, always included	Adherence to all laws and regulations is fundamental to our commitment to ethical business conduct. Our enterprise risk assessments always include a review of relevant legislation to determine exposure to legal risk.
Market	Relevant, always included	Our business is affected by global macroeconomic conditions, which at various times have included periods of considerable uncertainty during which many regions or industries experienced volatile growth patterns or declines. In particular, climate-related events like wildfires and droughts caused severe declines in demand for our services from clients in the agriculture sector in 2018. Looking forward to 2020 and beyond, the effects of COVID-19 made the second quarter of 2020 one of the most challenging quarters in the history of our business. National lockdowns as well as complete stoppage of activity in a number of industry sectors resulted in a severe decrease in client demand for our services and solutions, and resulted in significant decline in many of our markets. While we are beginning to see recovery, uncertainty regarding possible resurgence will continue to slow growth rates. As climate-related events have the potential to impact multiple markets simultaneously, similar to the way that COVID has carried global implications, we must continue to consider the influence that increasingly global macroeconomic conditions will have on regional and global markets. Therefore, market conditions and predictions are always considered in our risk assessment.
Reputation	Relevant, always included	Reputation is always considered within our climate risk analysis. When we work to conserve natural resources and protect the planet, it resonates with our people and our ability to attract and retain the right talent. This is particularly relevant in the case of Millennials and Generation Z, who are energised by positive action on climate and sustainability matters. These principles result in more highly engaged recruiters and improved reputation and competitive advantage when attracting new talent. Our reputation as a trusted brand is also important to our clients, who want supplier partners that share their values and ideals, and can help them attract the best talent. Therefore, reputation is always included within our climate-related risk assessment.
Acute physical	Relevant, always included	Operating in nearly 80 countries and territories around the world, ManpowerGroup is susceptible to a number of acute risks from climate change. Weather and climate-related events cost the US economy \$80 billion in 2018, as the country was battered by cyclones, severe storms, drought and wildfires. While ManpowerGroup provides a comprehensive range of workforce solutions and services, it is at risk of losing revenue due to weather events on a global basis, primarily, travel disruption, employees unable to access work, loss of jobs from temporary or permanent closure of businesses. Therefore, acute physical risks are relevant and always included within our climate-related risk assessment.
Chronic physical	Relevant, always included	Global mean temperatures are set to increase over time due to climate change. As the world warms, the intensity, frequency and duration of heatwaves are set to increase. There is a well established correlation between heat and workforce productivity as the human body struggles to function as efficiently at higher temperatures. Therefore, as two of ManpowerGroup's key industries are agriculture and construction, the impact of rising temperatures on revenue from these sectors is a significant risk. A 2014 Rhodium Group study found that loss of labor productivity is likely to be the largest climate-change related driver of economic losses in the U.S as the physical effects of heat on workforce include diminished work capacity, diminished mental task ability and increased accident risk. These risks are exacerbated by exertion level e.g manual labor. Therefore, ManpowerGroup is at risk of revenue losses from employee absenteeism, injury, employee attraction and retention, and chronic physical risks are always included in our climate-related risk assessment.

**C2.3**

**(C2.3) Have you identified any inherent climate-related risks with the potential to have a substantive financial or strategic impact on your business?**

Yes

**C2.3a**

**(C2.3a) Provide details of risks identified with the potential to have a substantive financial or strategic impact on your business.**

**Identifier**

Risk 1

**Where in the value chain does the risk driver occur?**

Downstream

**Risk type & Primary climate-related risk driver**

Chronic physical	Rising mean temperatures
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**Primary potential financial impact**

Decreased revenues due to reduced production capacity

**Climate risk type mapped to traditional financial services industry risk classification**

<Not Applicable>

**Company-specific description**

As the world continues to warm, the intensity, frequency and duration of heatwaves are set to increase. There is a well established correlation between heat and workforce productivity as the human body struggles to function as efficiently at higher temperatures. An article published in the scientific journal 'Nature' suggests that productivity could decrease by 20% globally by 2050. A 2014, Rhodium Group study found that loss of labor productivity is likely to be the largest climate-change related driver of economic losses in the U.S as the physical effects of heat on workforces include diminished work capacity, diminished mental task ability and increased accident risk. These risks are exacerbated by exertion level (e.g manual labor). A significant proportion of our temporary placements in some of our largest countries of operation are in manufacturing, construction and logistics, where manual labor is required. Therefore, we could face revenue losses from employee absenteeism and injury, or from inability to attract and retain talent for these roles.

**Time horizon**

Long-term

**Likelihood**

Very likely

**Magnitude of impact**

Medium-high

**Are you able to provide a potential financial impact figure?**

No, we do not have this figure

**Potential financial impact figure (currency)**

<Not Applicable>

**Potential financial impact figure – minimum (currency)**

<Not Applicable>

**Potential financial impact figure – maximum (currency)**

<Not Applicable>

**Explanation of financial impact figure**

We are unable to provide a financial impact figure at this time. We are continually reviewing our approach to assessing the impact of climate-related risks and opportunities on our business and anticipate being able to provide these figures in the next 2 years.

**Cost of response to risk**

0

**Description of response and explanation of cost calculation**

We continue to broaden our delivery of solutions in non-industrial sectors, including investments in our Experis (IT and professional resourcing) and Talent Solutions (recruitment process outsourcing, managed services, outplacement services, and organizational consulting) brands, as well as in programs and partnerships that help individuals develop skills and experience for new roles that require less physical exertion. One example is our MyPath program, where through a combination of education, skills training, and targeted job placements, Manpower Associates can move along curated career pathways -- for example from entry-level warehouse positions into warehouse management. We have made these investments to diversify our portfolio of services and provide upskilling programs not specifically in reaction to climate-related risks, but we expect that these efforts will also have a mitigating effect on those risks.

**Comment**

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**Identifier**

Risk 2

**Where in the value chain does the risk driver occur?**

Downstream

**Risk type & Primary climate-related risk driver**

Acute physical	Increased severity and frequency of extreme weather events such as cyclones and floods
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**Primary potential financial impact**

Decreased revenues due to reduced production capacity

**Climate risk type mapped to traditional financial services industry risk classification**

<Not Applicable>

**Company-specific description**

The frequency and intensity of severe weather events are predicted to increase as the climate changes. In 2018, weather and climate-related events cost the US economy alone \$80 billion USD as the country was battered by cyclones, severe storms, drought and wildfires. While we provide a comprehensive range of workforce solutions and services, we are at risk of losing revenue due to extreme weather events that prevent employees from accessing work, and/or cause temporary or permanent closure of businesses resulting in reduced job orders. Already, in 2018 severe droughts in Australia reduced the yield of agricultural harvest requiring a smaller workforce and as a result our revenues were reduced. While we are pursuing a strategy of diversifying our business to reduce our reliance on any one business sector or type of solution, our global footprint continues to expose us to a range of climate-related weather events which could impact business operations.

**Time horizon**

Medium-term

**Likelihood**

Very likely

**Magnitude of impact**

Medium

**Are you able to provide a potential financial impact figure?**

No, we do not have this figure

**Potential financial impact figure (currency)**

<Not Applicable>

**Potential financial impact figure – minimum (currency)**

<Not Applicable>

**Potential financial impact figure – maximum (currency)**

<Not Applicable>

**Explanation of financial impact figure**

We are unable to provide a financial impact figure at this time. We are continually reviewing our approach to assessing the impact of climate-related risks and opportunities on our business and anticipate being able to provide these figures in the next 2 years.

**Cost of response to risk**

0

**Description of response and explanation of cost calculation**

As part of our strategic business plan, we continue to diversify our portfolio to ensure we do not rely too heavily on any one industry or client. This includes investments in

our Experis (IT and professional resourcing) and Talent Solutions (recruitment process outsourcing, managed services, outplacement services, and organizational consulting) brands. While we have taken this step to address overall business strategy, we expect that it will also help to mitigate the impact of individual severe weather events, as these types of services are less susceptible to disruption from extreme weather events. We maintain business continuity and disaster plans to help manage the short term impacts of business disruption, including those potentially caused by severe weather events. Our business continuity teams can mobilize quickly to assess the physical safety of our employees and associates and secure our technology infrastructure in the case of any kind of unusual event, including but not limited to severe weather. For the moment, we have not required any additional investments specific to climate-related business continuity and disaster recovery planning.

**Comment**

**Identifier**

Risk 3

**Where in the value chain does the risk driver occur?**

Upstream

**Risk type & Primary climate-related risk driver**

Emerging regulation	Carbon pricing mechanisms
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**Primary potential financial impact**

Increased indirect (operating) costs

**Climate risk type mapped to traditional financial services industry risk classification**

<Not Applicable>

**Company-specific description**

As pressure to reduce GHG emissions increases, there is predicted to be an increase in carbon taxes. This is already being seen in some markets for energy use. Energy use makes up a small proportion of ManpowerGroup's operational carbon footprint, but the exponential increase in carbon pricing means that MPG is still at risk of revenue loss from greater taxation. This risk is exacerbated by the predicted increase in energy costs, and greater demand for energy use to cool offices and data centers as temperatures increase.

**Time horizon**

Medium-term

**Likelihood**

Very likely

**Magnitude of impact**

Medium-high

**Are you able to provide a potential financial impact figure?**

No, we do not have this figure

**Potential financial impact figure (currency)**

<Not Applicable>

**Potential financial impact figure – minimum (currency)**

<Not Applicable>

**Potential financial impact figure – maximum (currency)**

<Not Applicable>

**Explanation of financial impact figure**

We are unable to provide a financial impact figure at this time. We are continually reviewing our approach to assessing the impact of climate-related risks and opportunities on our business and anticipate being able to provide these figures in the next 2 years.

**Cost of response to risk**

0

**Description of response and explanation of cost calculation**

By reducing energy use and choosing lower-emission sources of energy where possible, we can mitigate the impact of increased carbon taxes. We are consolidating branch offices and data centers; choosing "green" buildings when we relocate; replacing office electronics with higher-efficiency models; and influencing employee behavior through reminders to turn off computers and lights when not in use and to print only when necessary. Where practical and affordable, we are choosing renewably sourced electricity. There is no cost associated with behavior change campaigns. Replacement of office electronics occurs within the normal course of business (as leases expire or equipment requires upgrading), and does not involve any special investment. Similarly, when office relocations are required at the end of lease or for other business reasons, we do not undertake any extraordinary investment to enable the choice of more energy efficient locations. The consolidation of offices and reduction of our branch footprint, while significant in scope (from 5,000+ to 2,500 offices over 8 years) has also been undertaken as part of overall organizational strategy, and does not require any extraordinary investment for the purposes of emissions reduction. We have strategically outsourced a majority of our data center services to take advantage of the expertise and economies of scale offered to us by our partners, and consider that any impact of carbon taxes on the cost of services will be outweighed by the benefits of the partnership, therefore no additional investment will be required.

**Comment**

C2.4

**(C2.4) Have you identified any climate-related opportunities with the potential to have a substantive financial or strategic impact on your business?**

Yes

C2.4a

**(C2.4a) Provide details of opportunities identified with the potential to have a substantive financial or strategic impact on your business.**

**Identifier**

Opp1

**Where in the value chain does the opportunity occur?**

Direct operations

**Opportunity type**

Products and services

**Primary climate-related opportunity driver**

Other, please specify (leveraging our existing core solutions and capabilities to support emerging needs)

**Primary potential financial impact**

Increased revenues resulting from increased demand for products and services

**Company-specific description**

In 2018, weather and climate-related events cost the US economy \$80 billion as the country was battered by cyclones, severe storms, drought and wildfires. As the world's weather continues to change, the severity and frequency of climate-related weather events is predicted to increase, wreaking havoc to the global workforce. Through our global network of 2,500+ offices in nearly 80 countries and territories, we put millions of people to work each year with our global, multinational and local clients across all major industry segments. Our strong and connected brands provide innovative solutions that drive organizations forward, accelerate individual success and help build more sustainable communities. Therefore, we have the capacity to mobilise and adapt our operations, to prepare businesses and communities for the impact of natural disasters, help ensure business continuity for our clients and associates, and make sure their employees can get to work and earn a good living. Following Hurricane Katrina in 2011, we took a leading role in helping people displaced by the hurricane find alternative employment. We have partnered with the Federal Emergency Management Agency (FEMA) to train and place hundreds of our associates on 24/7 standby to support the people impacted by these disasters. In Texas, our team of 600 were galvanized into action twice in the 16 months between October 2017 and January 2019, when residents were hit by natural disasters. Our associates provided affected residents with guidance on how to find safe shelter and they were able to prequalify people for relief funds and supply relevant information for insurance adjusters. With this experience and knowledge in hand, we have identified the inevitable disruption of changing climatic events as an opportunity to further diversify our workforce solutions and keep people and the economy moving.

**Time horizon**

Medium-term

**Likelihood**

Virtually certain

**Magnitude of impact**

Medium

**Are you able to provide a potential financial impact figure?**

No, we do not have this figure

**Potential financial impact figure (currency)**

<Not Applicable>

**Potential financial impact figure – minimum (currency)**

<Not Applicable>

**Potential financial impact figure – maximum (currency)**

<Not Applicable>

**Explanation of financial impact figure**

We are unable to provide a financial impact figure at this time. We are continually reviewing our approach to assessing the impact of climate-related risks and opportunities on our business and anticipate being able to provide these figures in the next 2 years.

**Cost to realize opportunity**

0

**Strategy to realize opportunity and explanation of cost calculation**

Our core business -- flexible staffing solutions -- is designed to enable rapid and agile response to shifting client needs. By leveraging core capabilities and our investments in innovative reskilling and upskilling solutions, we have been able to quickly mobilize associates with the necessary skills to support disaster recovery responses, like staffing up FEMA call centers that provide critical assistance to communities impacted by hurricanes and floods. Recently, during the COVID-19 pandemic, we have leveraged our core staffing solutions to shift workforces into essential roles. For example, in the UK we quickly upskilled teams of school janitors and redeployed them to support increased needs at hospitals. In other countries, we're shifting drivers and production staff from non-essential into essential industries, or helping companies staff up to support increased demand for their services. There is no inherent cost to realizing this strategy -- it is part of the normal operation of our business.

**Comment**

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**Identifier**

Opp2

**Where in the value chain does the opportunity occur?**

Direct operations

**Opportunity type**

Resource efficiency

**Primary climate-related opportunity driver**

Other, please specify (More efficient use of specialized resources to recruit and retain talent)

**Primary potential financial impact**

Reduced direct costs

**Company-specific description**

The success of our business model relies on our ability to attract and retain talent with the skills and experience that our clients want and need. We know that people want to work for companies that demonstrate good corporate citizenship and take action to minimize the negative impact of their operations on the environment. When we are able to demonstrate our commitment and action, it helps position us as an employer of choice, which helps reduce the amount of time and effort required to recruit and retain talent, and also increases the revenues we derive from connecting that talent to jobs with our clients. Where we work to conserve natural resources and protect the

planet, it resonates with our people and our ability to attract and retain the right talent. This is particularly relevant in the case of Millennials and Generation Z, who are energised by positive action on climate and sustainability matters. These demographics make up the largest proportion of the global workforce and so, by demonstrating our commitment to these principles through our actions, we will benefit through improved reputation and competitive advantage when attracting in-demand talent. Increased efficiency of the recruitment process, aided by our world leading reputation for sustainability in the sector should help make us an employer of choice, decreasing the cost of recruitment and retention.

**Time horizon**

Long-term

**Likelihood**

Likely

**Magnitude of impact**

Medium-high

**Are you able to provide a potential financial impact figure?**

No, we do not have this figure

**Potential financial impact figure (currency)**

<Not Applicable>

**Potential financial impact figure – minimum (currency)**

<Not Applicable>

**Potential financial impact figure – maximum (currency)**

<Not Applicable>

**Explanation of financial impact figure**

We are unable to provide a financial impact figure at this time. We are continually reviewing our approach to assessing the impact of climate-related risks and opportunities on our business and anticipate being able to provide these figures in the next 2 years.

**Cost to realize opportunity**

0

**Strategy to realize opportunity and explanation of cost calculation**

The success of our business model relies on our ability to attract and retain talent with the skills and experience that our clients want and need. With an increasing trend of candidate as “consumer”, it becomes increasingly important to position ManpowerGroup as an employer of choice. Research shows that individuals want to work for companies that demonstrate good corporate citizenship and take action to minimize the negative impact of their operations on the environment. When we are able to demonstrate our commitment and action, it helps position us as an employer of choice. When we are seen as an employer of choice, it requires less time and effort on the part of our talent agents to source talent. This results in increased productivity, decreased cost of sourcing and increased profitability. It also enables our talent agents to spend more time on higher-value activities -- like coaching and career guidance -- that drive candidate loyalty and retention. Our strategy involves including key messages about environmental responsibility in our communication and reporting. There is no additional cost to this approach.

**Comment**

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**Identifier**

Opp3

**Where in the value chain does the opportunity occur?**

Direct operations

**Opportunity type**

Products and services

**Primary climate-related opportunity driver**

Other, please specify (Reputational benefits)

**Primary potential financial impact**

Increased revenues resulting from increased demand for products and services

**Company-specific description**

Our clients are increasingly expecting suppliers to have a basic level of commitment and management of environmental impact. Some are actively looking to partner with companies aligned with their values. The success of our business model relies on our ability to attract and retain clients. We know that clients are increasingly expecting suppliers to demonstrate environmental consciousness and commitment. When we are able to demonstrate our commitment and action, it helps position us as a supplier of choice, which helps reduce the amount of time and effort required to attract and maintain client relations. We have therefore identified an opportunity to position ourselves as a partner of choice, differentiating ourselves from our competitors in this space to increase client attraction and retention and ultimately, increase demand for our services.

**Time horizon**

Long-term

**Likelihood**

Likely

**Magnitude of impact**

Medium-high

**Are you able to provide a potential financial impact figure?**

No, we do not have this figure

**Potential financial impact figure (currency)**

<Not Applicable>

**Potential financial impact figure – minimum (currency)**

<Not Applicable>

**Potential financial impact figure – maximum (currency)**

<Not Applicable>

#### Explanation of financial impact figure

We are unable to provide a financial impact figure at this time. We are continually reviewing our approach to assessing the impact of climate-related risks and opportunities on our business and anticipate being able to provide these figures in the next 2 years.

#### Cost to realize opportunity

0

#### Strategy to realize opportunity and explanation of cost calculation

We are just beginning to identify the opportunities and develop our strategy, and are not able to attribute a cost to it at this point. Our strategy includes several elements: First, we will continue to obtain external certification and validation for our practices to clearly demonstrate our commitment to sustainability. Half of our key market operations have obtained ISO14001 certification for their environmental management systems, and 60% of key markets headquarters are in buildings with environmental certifications, including LEED, HQE, BREEAM, and NABERS. In 2018, we earned Energy Star certification at our Global Headquarters. We are also partnering with EcoVadis -- a leading provider of business sustainability ratings -- to assess our environmental sustainability performance in key markets around the world. As we further develop our understanding of the scope of this opportunity, we will consider whether to invest in certifications in additional markets. Second, we are developing a multi-year climate strategy and action plan based on results from the environmental strategy review we undertook in 2018, and using the enhanced footprint data we have collected using our improved methodology. We expect to begin setting global goals and targets in 2020, which we will communicate to stakeholders. Lastly, we will continue to enhance disclosures about our approach to environmental management in our public reporting to address the evolving demand from clients and other stakeholders for transparent communications about our strategy, priorities and impact.

#### Comment

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### C3. Business Strategy

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#### C3.1

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##### (C3.1) Have climate-related risks and opportunities influenced your organization's strategy and/or financial planning?

Yes

#### C3.1a

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##### (C3.1a) Does your organization use climate-related scenario analysis to inform its strategy?

No, and we do not anticipate doing so in the next two years

#### C3.1c

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##### (C3.1c) Why does your organization not use climate-related scenario analysis to inform its strategy?

We are highly conscious of the compound effects of climate change on people and places. With our large global "handprint" -- touching hundreds of thousands of people every day -- we create value by making sure people can get to work, even when climate-related events are impacting their communities, and we partner with organizations to upskill and reskill workers for green jobs and greener ways of working. Therefore, being able to plan for future climate disruption and predict new skills requirements is vital to ensure business integrity and continuity. We understand the importance of scenario analysis in preparing for potential future scenarios, and we conduct research and are developing models that help us predict evolving skills needs; however we have not yet applied a specific climate lens to that analysis as we are looking broadly across all industries and jobs and not just those that are most immediately impacted by climate change. We are in the early stages of our environmental journey, and have identified a need to begin incorporating climate-scenario thinking into our business planning.

In 2018, we conducted a thorough environmental strategy review, and are in the process of developing a multi-year climate strategy action plan. A key part of our strategy focuses on developing a better understanding of risks and impacts that our local operations, employees and clients could face from a changing climate -- even when these risks and impacts have not yet emerged as top-quadrant risks through our Enterprise Risk Management Framework.

We have historically managed environmental issues at the local level, allowing each region to take ownership of their goals and actions based on their understanding of region-specific risks. However, we are now beginning to identify some key risks and opportunities that may be more global in nature and are working to address these within our strategy action plan. While we are not expecting to fully incorporate climate-related scenario analysis into our strategy in the next two years, it is something that we will take into consideration as we progress along our environmental journey.

#### C3.1d

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**(C3.1d) Describe where and how climate-related risks and opportunities have influenced your strategy.**

	Have climate-related risks and opportunities influenced your strategy in this area?	Description of influence
Products and services	Yes	The most significant climate-related risks to our business are posed by severe weather events and natural disasters that can interfere with our clients' ability to operate and our people's ability to get to work, thus directly impacting our services in the short, medium and long term. Our business strategy mitigates against the risk of business disruption by continuing to diversify our portfolio of solutions and clients to limit dependency on any one industry or geography. For example, a large proportion of our portfolio comprises temporary staffing in manufacturing, construction, logistics and to some extent agriculture. Extreme weather events such as droughts, storms and flooding are increasingly causing disruptions in these sectors. We are pursuing a strategy of diversifying our portfolio of services and solutions to reduce our dependence on any one industry or type of solution, while at the same time working to upskill and reskill workers to enable more people to shift to roles that are less susceptible to disruptions. Further, we recognise our unique position to provide employment support during and in the wake of disasters. The opportunity to extend our services to include post-disaster support has already been integrated into our business strategy and can be adapted for climate-related disaster recovery situations. For example, following Hurricane Katrina in 2011, we took a leading role in helping people displaced by the hurricane to find alternative employment. We continue to partner with the Federal Emergency Management Agency (FEMA) to train and place hundreds of our associates on 24/7 standby to provide assistance and alternate employment to communities suffering in the wake of disasters. In Texas, our team of 600 trained associates were galvanized into action twice in the 16 months between October 2017 and January 2019, when residents were hit by natural disasters, providing affected residents with guidance on how to find safe shelter, pre-qualifying people for relief funds, and supplying relevant information for insurance adjusters.
Supply chain and/or value chain	Yes	Operating in nearly 80 countries and territories around the world, we engage a broad base of suppliers from across the globe and outsource aspects of business to third party providers. Consequently, our supply chain is susceptible to a number of risks, including climate-related risks, in the short, medium, and long term. As part of our Enterprise Risk Assessment, we consider risks to our supply chain, and have developed business continuity and disaster recovery plans in conjunction with our critical suppliers to ensure we are able to continue operating and providing services to our own clients even if one or more of our suppliers is impacted. For example, because we have outsourced the hosting and management of a majority of our data centers and technology infrastructure, any impacts that our suppliers may experience from climate-related disruptions could also disrupt our ability to access the data we need to manage our operations and deliver services to clients and candidates. Therefore, it is our strategy to develop comprehensive business continuity and disaster recovery plans with our supplier partners.
Investment in R&D	No	As a provider of workforce solutions, ManpowerGroup's business strategy does not include R&D. ManpowerGroup does however take climate related risks and opportunities into consideration throughout its business strategy.
Operations	Evaluation in progress	As a provider of employment services and solutions, we are conscious of the potential compound effects of climate change on people and their ability to work safely and sustainably in the short, medium, and long term. However, as an office-based organization with a global distributed workforce, we do not yet have a complete understanding of the potential impacts of climate change on our direct operations. We are in the process of developing a multi-year climate strategy action plan, which will include the evaluation of climate change impacts on our direct operations. A key part of our strategy aims to develop a better understanding of risks and impacts that our local operations could face from a changing climate. By identifying and understanding the specific climate-related risks in each operating region, we will be able to adjust our global business strategy to create greater resilience. For example, we have operations in areas that are susceptible to wildfires, which could be impacted by losses of power resulting from the fires or strategies to manage them. In 2019 California's largest utility company enforced state-wide blackouts to reduce the risk of exacerbating raging wildfires. Blackouts can disrupt our ability to conduct our business, which relies heavily on access to data and technology networks, resulting in reduced revenues. Emerging regulations and carbon taxes in some areas where we operate, particularly Europe, may increase operational costs related to our offices. By analysing the potential financial impacts of such climate-related events and regulations, we can ensure that our business planning as well as our climate action strategy incorporate appropriate measures to mitigate the effects.

**C3.1e**

**(C3.1e) Describe where and how climate-related risks and opportunities have influenced your financial planning.**

	Financial planning elements that have been influenced	Description of influence
Row 1	Revenues	The frequency and intensity of severe weather events are predicted to increase as the climate changes, and we are at risk of losing revenues when our associates are unable to work, whether from an inability to travel to clients' workplaces, reduced demand for workers, or temporary or permanent closure of businesses. For example, when droughts in Australia in 2018 reduced the yield of agricultural harvest, we were impacted by a reduced demand for workforce resulting in reduced revenues. Similarly, hurricanes and severe winter storms in the northeastern United States have prevented associates from traveling to their jobs at client worksites, resulting in loss of pay and revenues. As part of our long term financial planning, we are pursuing a strategy of diversifying our business portfolio to both reduce reliance on clients in any single industry, as well as growing our professional resourcing, managed services and workforce consulting solutions that are less susceptible to acute and chronic climate-related disruptions.

**C3.1f**

**(C3.1f) Provide any additional information on how climate-related risks and opportunities have influenced your strategy and financial planning (optional).**

**C4. Targets and performance**

**C4.1**

**(C4.1) Did you have an emissions target that was active in the reporting year?**

Absolute target

**C4.1a**

**(C4.1a) Provide details of your absolute emissions target(s) and progress made against those targets.**

Target reference number

Abs 1

**Year target was set**

2019

**Target coverage**

Country/region

**Scope(s) (or Scope 3 category)**

Scope 3: Business travel

**Base year**

2018

**Covered emissions in base year (metric tons CO2e)**

194

**Covered emissions in base year as % of total base year emissions in selected Scope(s) (or Scope 3 category)**

97

**Target year**

2021

**Targeted reduction from base year (%)**

5

**Covered emissions in target year (metric tons CO2e) [auto-calculated]**

184.3

**Covered emissions in reporting year (metric tons CO2e)**

176

**% of target achieved [auto-calculated]**

185.567010309278

**Target status in reporting year**

Underway

**Is this a science-based target?**

No, but we anticipate setting one in the next 2 years

**Please explain (including target coverage)**

ManpowerGroup Sweden set a goal to reduce emissions from domestic flights by 5%. Through a combination of policy to travel by rail rather than air, and greater use of virtual collaboration technology, the organisation was able to reduce emissions from air

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**Target reference number**

Abs 2

**Year target was set**

2019

**Target coverage**

Country/region

**Scope(s) (or Scope 3 category)**

Scope 1

**Base year**

2018

**Covered emissions in base year (metric tons CO2e)**

670

**Covered emissions in base year as % of total base year emissions in selected Scope(s) (or Scope 3 category)**

100

**Target year**

2022

**Targeted reduction from base year (%)**

12

**Covered emissions in target year (metric tons CO2e) [auto-calculated]**

589.6

**Covered emissions in reporting year (metric tons CO2e)**

696

**% of target achieved [auto-calculated]**

-32.3383084577114

**Target status in reporting year**

Underway

**Is this a science-based target?**

No, but we anticipate setting one in the next 2 years

**Please explain (including target coverage)**

ManpowerGroup Sweden set a target to phase out diesel cars in their company fleet and reduce emissions from company cars and rental cars by 12%. They aim to have 40% of fleet being hybrid by 2020 to help achieve this target. For rental cars, they will make changes to the booking system which ensures that employees only rent greener (electric or hybrid) cars.

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**Target reference number**

Abs 3

**Year target was set**

2017

**Target coverage**

Country/region

**Scope(s) (or Scope 3 category)**

Scope 1+2 (location-based) +3 (upstream &amp; downstream)

**Base year**

2018

**Covered emissions in base year (metric tons CO2e)**

7559

**Covered emissions in base year as % of total base year emissions in selected Scope(s) (or Scope 3 category)**

100

**Target year**

2019

**Targeted reduction from base year (%)**

3

**Covered emissions in target year (metric tons CO2e) [auto-calculated]**

7332.23

**Covered emissions in reporting year (metric tons CO2e)**

7392

**% of target achieved [auto-calculated]**

73.6428980905764

**Target status in reporting year**

Retired

**Is this a science-based target?**

No, but we anticipate setting one in the next 2 years

**Please explain (including target coverage)**

ManpowerGroup France, our largest operation, has had an annual target since 2011 to reduce all emissions by 3% annually. Actions include reducing emissions from air conditioning and energy use in offices, selecting lower-emission cars for fleets, and reducing business travel. In 2018, this target was not met following significant growth of one business unit that required exponential increase in company fleet. The decision was taken to re-evaluate the target going forward.

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**C4.2****(C4.2) Did you have any other climate-related targets that were active in the reporting year?**

No other climate-related targets

**C4.3****(C4.3) Did you have emissions reduction initiatives that were active within the reporting year? Note that this can include those in the planning and/or implementation phases.**

Yes

**C4.3a****(C4.3a) Identify the total number of initiatives at each stage of development, and for those in the implementation stages, the estimated CO2e savings.**

	Number of initiatives	Total estimated annual CO2e savings in metric tonnes CO2e (only for rows marked *)
Under investigation	0	0
To be implemented*	1	21.8
Implementation commenced*	0	0
Implemented*	0	0
Not to be implemented	0	0

**C4.3b**

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(C4.3b) Provide details on the initiatives implemented in the reporting year in the table below.

**Initiative category & Initiative type**

Transportation	Business travel policy
----------------	------------------------

**Estimated annual CO2e savings (metric tonnes CO2e)**

21.8

**Scope(s)**

Scope 3

**Voluntary/Mandatory**

Mandatory

**Annual monetary savings (unit currency – as specified in C0.4)**

9891

**Investment required (unit currency – as specified in C0.4)**

19782

**Payback period**

4-10 years

**Estimated lifetime of the initiative**

6-10 years

**Comment**

Policy to promote rail travel and use conferencing tech. Use video conferencing.

C4.3c

(C4.3c) What methods do you use to drive investment in emissions reduction activities?

Method	Comment
Employee engagement	We proactively encourage staff to reduce energy consumption in our offices and choose more efficient vehicles for our business fleet.
Compliance with regulatory requirements/standards	We comply with all regulatory requirements and standards, such as ESOS in the EU, to help drive investment in emissions reduction activities.

C4.5

(C4.5) Do you classify any of your existing goods and/or services as low-carbon products or do they enable a third party to avoid GHG emissions?

No

C5. Emissions methodology

C5.1

**(C5.1) Provide your base year and base year emissions (Scopes 1 and 2).**

**Scope 1**

**Base year start**

January 1 2018

**Base year end**

December 31 2018

**Base year emissions (metric tons CO2e)**

26280

**Comment**

Each year, we continually aim to update our baseline footprint with the latest available data to improve the quality of our carbon reporting.

**Scope 2 (location-based)**

**Base year start**

January 1 2018

**Base year end**

December 31 2018

**Base year emissions (metric tons CO2e)**

28479

**Comment**

Each year, we continually aim to update our baseline footprint with the latest available data to improve the quality of our carbon reporting.

**Scope 2 (market-based)**

**Base year start**

January 1 2018

**Base year end**

December 31 2018

**Base year emissions (metric tons CO2e)**

25262

**Comment**

Each year, we continually aim to update our baseline footprint with the latest available data to improve the quality of our carbon reporting.

**C5.2**

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**(C5.2) Select the name of the standard, protocol, or methodology you have used to collect activity data and calculate emissions.**

The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)

**C6. Emissions data**

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**C6.1**

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**(C6.1) What were your organization's gross global Scope 1 emissions in metric tons CO2e?**

**Reporting year**

**Gross global Scope 1 emissions (metric tons CO2e)**

21499

**Start date**

<Not Applicable>

**End date**

<Not Applicable>

**Comment**

**C6.2**

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**(C6.2) Describe your organization's approach to reporting Scope 2 emissions.**

**Row 1**

**Scope 2, location-based**

We are reporting a Scope 2, location-based figure

**Scope 2, market-based**

We are reporting a Scope 2, market-based figure

**Comment**

The location-based figure is calculated using data from 14 of our largest markets (representing approximately 80% of revenues and 70% of employees), which was then uplifted to estimate total global impact across 100% of our operations. The market-based figure has not been uplifted to estimate global impact, and therefore represents the 14 countries that account for 80% of our revenues and 68% of our employees: Argentina, Belgium, France, Germany, India, Italy, Japan, Mexico, Netherlands, Norway, Spain, Sweden, UK and USA.

**C6.3**

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**(C6.3) What were your organization's gross global Scope 2 emissions in metric tons CO2e?**

**Reporting year**

**Scope 2, location-based**

23955

**Scope 2, market-based (if applicable)**

22096

**Start date**

<Not Applicable>

**End date**

<Not Applicable>

**Comment**

**C6.4**

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**(C6.4) Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure?**

Yes

**C6.4a**

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**(C6.4a) Provide details of the sources of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure.**

**Source**

Emissions from fuel sources other than natural gas, fuel oil or diesel

**Relevance of Scope 1 emissions from this source**

Emissions are not evaluated

**Relevance of location-based Scope 2 emissions from this source**

Emissions are not relevant

**Relevance of market-based Scope 2 emissions from this source (if applicable)**

Emissions are not relevant

**Explain why this source is excluded**

At this time, we are not aware that any of our offices are located in buildings that use any other fuel sources for heating and cooling. However, with actual data limited to the largest 14 of our 80 countries of operation, it is possible that coal or some other fuel may be a relevant source of emissions in other countries. Given that the current data reflects 80% of our business, and that our operations are entirely located in leased professional office spaces, we do not consider the investment to investigate additional sources of emissions to be a sustainable use of resources.

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**Source**

Refrigerants

**Relevance of Scope 1 emissions from this source**

Emissions are relevant but not yet calculated

**Relevance of location-based Scope 2 emissions from this source**

Emissions are not relevant

**Relevance of market-based Scope 2 emissions from this source (if applicable)**

Emissions are not relevant

**Explain why this source is excluded**

We do not currently collect refrigerants data at any of our sites. Given that the majority of our operations are located in leased offices spaces where we have no control or visibility to this data, we do not consider the investment to try to collect the data to be a sustainable use of our resources.

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**(C6.5) Account for your organization's gross global Scope 3 emissions, disclosing and explaining any exclusions.****Purchased goods and services****Evaluation status**

Relevant, calculated

**Metric tonnes CO2e**

378

**Emissions calculation methodology**

Water consumption: supply and treatment DEFRA 2019 emission factors are applied to our water consumption across our organisation.

**Percentage of emissions calculated using data obtained from suppliers or value chain partners**

100

**Please explain**

Water, as a purchased service, is included in this category. We are looking to expand our reporting in this category in future years.

**Capital goods****Evaluation status**

Not relevant, explanation provided

**Metric tonnes CO2e**

<Not Applicable>

**Emissions calculation methodology**

<Not Applicable>

**Percentage of emissions calculated using data obtained from suppliers or value chain partners**

<Not Applicable>

**Please explain**

We are a provider of professional services and do not purchase or use capital goods

**Fuel-and-energy-related activities (not included in Scope 1 or 2)****Evaluation status**

Relevant, calculated

**Metric tonnes CO2e**

14644

**Emissions calculation methodology**

Transmission & distribution (T&D) and well-to-tank (WTT) emission factors applied to: 1. Scope 1 natural gas, oil, petrol and diesel consumption data 2. Scope 2 purchased electricity data 3. Scope 3 air, rail and personal car business travel data

**Percentage of emissions calculated using data obtained from suppliers or value chain partners**

100

**Please explain**

Current actual data reflects 80% of our business, and that our operations are entirely located in leased professional office spaces. We estimate the remainder to Group level by uplifting based on FTE.

**Upstream transportation and distribution****Evaluation status**

Not relevant, explanation provided

**Metric tonnes CO2e**

<Not Applicable>

**Emissions calculation methodology**

<Not Applicable>

**Percentage of emissions calculated using data obtained from suppliers or value chain partners**

<Not Applicable>

**Please explain**

As a provider of professional services, we do not have any material upstream transportation and distribution emissions.

## Waste generated in operations

### Evaluation status

Relevant, calculated

### Metric tonnes CO2e

850

### Emissions calculation methodology

Waste landfilled and waste recycled provided by the 14 of 80 countries that provide data was multiplied by DEFRA 2019 emission factors to calculate tCO2e.

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

100

### Please explain

Waste landfilled and waste recycled provided by the 14 of 80 countries that provide data was multiplied by DEFRA 2019 emission factors to calculate tCO2e.

## Business travel

### Evaluation status

Relevant, calculated

### Metric tonnes CO2e

25981

### Emissions calculation methodology

2019 DEFRA emissions factors applied to business travel mileage data (air, rail and personal car business travel) provided by the 14 countries for which data was collected. This was then uplifted to group level based on FTE.

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

100

### Please explain

2019 DEFRA emissions factors applied to business travel mileage data (air, rail and personal car business travel) provided by the 14 countries for which data was collected. This was then uplifted to group level based on FTE.

## Employee commuting

### Evaluation status

Relevant, not yet calculated

### Metric tonnes CO2e

<Not Applicable>

### Emissions calculation methodology

<Not Applicable>

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

### Please explain

With 28,000 employees across nearly 80 countries and territories, the amount of investment and effort to develop an accurate and effective way to measure emissions from employee commuting greatly outweighs any potential benefit gained from measuring emissions. We consider access to public transportation in locating our offices, and provide incentives to encourage use of lower-emissions transport options, such as preferred parking for hybrid vehicles and carpools, locker rooms with showers for bicycle commuters, subsidies for and pre-tax purchase of public transport passes, etc.

## Upstream leased assets

### Evaluation status

Not relevant, explanation provided

### Metric tonnes CO2e

<Not Applicable>

### Emissions calculation methodology

<Not Applicable>

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

### Please explain

All of the offices where we conduct business are leased, as are most of our fleet cars and many of the electronics we use in our offices. We have accounted for emissions from these leased assets within Scope 1 and Scope 2 accounting

## Downstream transportation and distribution

### Evaluation status

Not relevant, explanation provided

### Metric tonnes CO2e

<Not Applicable>

### Emissions calculation methodology

<Not Applicable>

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

### Please explain

As a provider of professional services, we do not produce or distribute any physical products

## Processing of sold products

### Evaluation status

Not relevant, explanation provided

### Metric tonnes CO2e

<Not Applicable>

### Emissions calculation methodology

<Not Applicable>

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

### Please explain

As a provider of professional services, we do not produce or distribute any physical products

## Use of sold products

### Evaluation status

Not relevant, explanation provided

### Metric tonnes CO2e

<Not Applicable>

### Emissions calculation methodology

<Not Applicable>

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

### Please explain

As a provider of professional services, we do not produce or distribute any physical products

## End of life treatment of sold products

### Evaluation status

Not relevant, explanation provided

### Metric tonnes CO2e

<Not Applicable>

### Emissions calculation methodology

<Not Applicable>

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

### Please explain

As a provider of professional services, we do not produce or distribute any physical products

## Downstream leased assets

### Evaluation status

Not relevant, explanation provided

### Metric tonnes CO2e

<Not Applicable>

### Emissions calculation methodology

<Not Applicable>

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

### Please explain

We do not own any leased assets

## Franchises

### Evaluation status

Not relevant, explanation provided

### Metric tonnes CO2e

<Not Applicable>

### Emissions calculation methodology

<Not Applicable>

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

### Please explain

Emissions from franchise operations are included in Scope 1 and Scope 2 accounting.

**Investments**

**Evaluation status**

Not relevant, explanation provided

**Metric tonnes CO2e**

<Not Applicable>

**Emissions calculation methodology**

<Not Applicable>

**Percentage of emissions calculated using data obtained from suppliers or value chain partners**

<Not Applicable>

**Please explain**

No significant investments were made during the reporting year

**Other (upstream)**

**Evaluation status**

Not relevant, explanation provided

**Metric tonnes CO2e**

<Not Applicable>

**Emissions calculation methodology**

<Not Applicable>

**Percentage of emissions calculated using data obtained from suppliers or value chain partners**

<Not Applicable>

**Please explain**

We do not have any other upstream emissions sources

**Other (downstream)**

**Evaluation status**

Not relevant, explanation provided

**Metric tonnes CO2e**

<Not Applicable>

**Emissions calculation methodology**

<Not Applicable>

**Percentage of emissions calculated using data obtained from suppliers or value chain partners**

<Not Applicable>

**Please explain**

We do not have any other downstream emissions sources

C6.7

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**(C6.7) Are carbon dioxide emissions from biogenic carbon relevant to your organization?**

No

C6.10

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**(C6.10) Describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tons CO2e per unit currency total revenue and provide any additional intensity metrics that are appropriate to your business operations.**

**Intensity figure**

0.000021644

**Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)**

45454

**Metric denominator**

unit total revenue

**Metric denominator: Unit total**

2100000000

**Scope 2 figure used**

Location-based

**% change from previous year**

17

**Direction of change**

Decreased

**Reason for change**

In 2019 ManpowerGroup's total revenue was lower than in 2018, however we still achieved a reduction in emission intensity. Since 2018 we have achieved an overall reduction of -17% in our Scope 1 and 2 emissions. This is predominantly due to a decrease in emissions associated with fleet vehicles. In 2019 there was an average decrease of -17% in emissions associated with Scope 1 fleet vehicles across the key markets. This was achieved due to the ongoing development of our company environmental policy. Each country is working to replace older vehicles with more efficient models. In doing so, many of our operations have already begun to reduce fleet fuel use without significant investment. In addition to fleet vehicles, there has also been a decrease of -13% in purchased electricity related emissions across sites. Therefore, even with a lower revenue we have achieved a significant reduction in emission intensity.

**Intensity figure**

1.582830535

**Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)**

45454

**Metric denominator**

full time equivalent (FTE) employee

**Metric denominator: Unit total**

28717

**Scope 2 figure used**

Location-based

**% change from previous year**

18

**Direction of change**

Decreased

**Reason for change**

In 2019 ManpowerGroup had fewer FTEs compared to 2018, however we still achieved a reduction in emission intensity. Since 2018 we have achieved an overall reduction of -17% in our Scope 1 and 2 emissions. This is predominantly due to a decrease in emissions associated with fleet vehicles. In 2019 there was an average decrease of -17% in emissions associated with Scope 1 fleet vehicles across the key markets. This was achieved due to the ongoing development of our company environmental policy. Each country is working to replace older vehicles with more efficient models. In doing so, many of our operations have already begun to reduce fleet fuel use without significant investment. In addition to fleet vehicles, we have achieved an average decrease of -13% in purchased electricity related emissions across sites. Therefore, even with fewer FTEs we have achieved a significant reduction in emission intensity.

**C7. Emissions breakdowns**

**C7.1**

**(C7.1) Does your organization break down its Scope 1 emissions by greenhouse gas type?**

No

**C7.2**

**(C7.2) Break down your total gross global Scope 1 emissions by country/region.**

Country/Region	Scope 1 emissions (metric tons CO2e)
Americas	4512
Asia, Australasia, Middle East and Africa	2707
Europe	14280

### C7.3

**(C7.3) Indicate which gross global Scope 1 emissions breakdowns you are able to provide.**

By activity

### C7.3c

**(C7.3c) Break down your total gross global Scope 1 emissions by business activity.**

Activity	Scope 1 emissions (metric tons CO2e)
Activities of corporate headquarters offices	835
Driving fleet cars to sell and deliver services	19437
Activities of branch offices	1227

### C7.5

**(C7.5) Break down your total gross global Scope 2 emissions by country/region.**

Country/Region	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)	Purchased and consumed electricity, heat, steam or cooling (MWh)	Purchased and consumed low-carbon electricity, heat, steam or cooling accounted for in Scope 2 market-based approach (MWh)
Americas	5027	5027	15153	0
Asia, Australasia, Middle East and Africa	3017	3017	9092	0
Europe	15911	14052	47956	6301

### C7.6

**(C7.6) Indicate which gross global Scope 2 emissions breakdowns you are able to provide.**

By activity

### C7.6c

**(C7.6c) Break down your total gross global Scope 2 emissions by business activity.**

Activity	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
Activities of corporate headquarters offices	7148	6091
Driving fleet cars to sell and deliver services	23	23
Activities of branch offices	16760	15959
Data centers	24	24

### C7.9

**(C7.9) How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to those of the previous reporting year?**

Decreased

### C7.9a

**(C7.9a) Identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined), and for each of them specify how your emissions compare to the previous year.**

	Change in emissions (metric tons CO2e)	Direction of change	Emissions value (percentage)	Please explain calculation
Change in renewable energy consumption		<Not Applicable >		
Other emissions reduction activities	3867	Decreased	7.1	7.1% of ManpowerGroup's emissions reduction since 2018 arises from reduced fleet emissions associated with efforts in some of our key markets to avoid driving, or using greener methods. This caused emissions to reduce by 3,867 tCO2e compared to last year. The % change attributed to other emissions reduction activities is calculated by: $-3,867/54,760 \times 100 = -7.1\%$
Divestment		<Not Applicable >		
Acquisitions		<Not Applicable >		
Mergers		<Not Applicable >		
Change in output		<Not Applicable >		
Change in methodology		<Not Applicable >		
Change in boundary		<Not Applicable >		
Change in physical operating conditions		<Not Applicable >		
Unidentified	13172	Decreased	24.1	24.1% of ManpowerGroup's emissions reduction since 2018 arises from unidentified sources, representing a 13,172 tCO2e reduction. The % change attributed to unidentified reasons is calculated by: $-13,172/54,760 \times 100 = -24.1\%$ .
Other		<Not Applicable >		

## C7.9b

**(C7.9b) Are your emissions performance calculations in C7.9 and C7.9a based on a location-based Scope 2 emissions figure or a market-based Scope 2 emissions figure?**

Location-based

## C8. Energy

### C8.1

**(C8.1) What percentage of your total operational spend in the reporting year was on energy?**

More than 0% but less than or equal to 5%

### C8.2

**(C8.2) Select which energy-related activities your organization has undertaken.**

	Indicate whether your organization undertook this energy-related activity in the reporting year
Consumption of fuel (excluding feedstocks)	Yes
Consumption of purchased or acquired electricity	Yes
Consumption of purchased or acquired heat	No
Consumption of purchased or acquired steam	No
Consumption of purchased or acquired cooling	No
Generation of electricity, heat, steam, or cooling	No

### C8.2a

**(C8.2a) Report your organization's energy consumption totals (excluding feedstocks) in MWh.**

	Heating value	MWh from renewable sources	MWh from non-renewable sources	Total (renewable and non-renewable) MWh
Consumption of fuel (excluding feedstock)	HHV (higher heating value)	0	91755	91755
Consumption of purchased or acquired electricity	<Not Applicable>	6301	65900	72201
Consumption of purchased or acquired heat	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Consumption of purchased or acquired steam	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Consumption of purchased or acquired cooling	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Consumption of self-generated non-fuel renewable energy	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Total energy consumption	<Not Applicable>	6301	157655	163956

**C8.2b**

**(C8.2b) Select the applications of your organization's consumption of fuel.**

	Indicate whether your organization undertakes this fuel application
Consumption of fuel for the generation of electricity	No
Consumption of fuel for the generation of heat	Yes
Consumption of fuel for the generation of steam	No
Consumption of fuel for the generation of cooling	No
Consumption of fuel for co-generation or tri-generation	No

**C8.2c**

**(C8.2c) State how much fuel in MWh your organization has consumed (excluding feedstocks) by fuel type.**

**Fuels (excluding feedstocks)**

Natural Gas

**Heating value**

HHV (higher heating value)

**Total fuel MWh consumed by the organization**

10896

**MWh fuel consumed for self-generation of electricity**

<Not Applicable>

**MWh fuel consumed for self-generation of heat**

<Not Applicable>

**MWh fuel consumed for self-generation of steam**

<Not Applicable>

**MWh fuel consumed for self-generation of cooling**

<Not Applicable>

**MWh fuel consumed for self-cogeneration or self-trigeneration**

<Not Applicable>

**Emission factor**

0.18385

**Unit**

kg CO2e per kWh

**Emissions factor source**

DEFRA 2019, Fuels, Gaseous Fuels, Natural Gas, kWh (Gross CV)

**Comment**

**Fuels (excluding feedstocks)**

Gas Oil

**Heating value**

HHV (higher heating value)

**Total fuel MWh consumed by the organization**

229

**MWh fuel consumed for self-generation of electricity**

<Not Applicable>

**MWh fuel consumed for self-generation of heat**

<Not Applicable>

**MWh fuel consumed for self-generation of steam**

<Not Applicable>

**MWh fuel consumed for self-generation of cooling**

<Not Applicable>

**MWh fuel consumed for self-cogeneration or self-trigeneration**

<Not Applicable>

**Emission factor**

0.25676

**Unit**

kg CO2e per kWh

**Emissions factor source**

DEFRA 2019, Fuels, Liquid Fuels, Gas Oil, kWh (Gross CV)

**Comment**

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**Fuels (excluding feedstocks)**

Petrol

**Heating value**

HHV (higher heating value)

**Total fuel MWh consumed by the organization**

14677

**MWh fuel consumed for self-generation of electricity**

<Not Applicable>

**MWh fuel consumed for self-generation of heat**

<Not Applicable>

**MWh fuel consumed for self-generation of steam**

<Not Applicable>

**MWh fuel consumed for self-generation of cooling**

<Not Applicable>

**MWh fuel consumed for self-cogeneration or self-trigeneration**

<Not Applicable>

**Emission factor**

0.18084

**Unit**

kg CO2e per kWh

**Emissions factor source**

DEFRA 2019, Business Travel - Land, Cars (by size), Average Car, Petrol

**Comment**

---

**Fuels (excluding feedstocks)**

Diesel

**Heating value**

HHV (higher heating value)

**Total fuel MWh consumed by the organization**

42593

**MWh fuel consumed for self-generation of electricity**

<Not Applicable>

**MWh fuel consumed for self-generation of heat**

<Not Applicable>

**MWh fuel consumed for self-generation of steam**

<Not Applicable>

**MWh fuel consumed for self-generation of cooling**

<Not Applicable>

**MWh fuel consumed for self-cogeneration or self-trigeneration**

<Not Applicable>

**Emission factor**

0.17336

**Unit**

kg CO2e per kWh

**Emissions factor source**

Defra 2019, Business Travel - Land, Cars (by size), Average Car, Diesel

**Comment**

---

**Fuels (excluding feedstocks)**

Other, please specify (Unknown fuel - average of petrol, diesel and hybrid)

---

**Heating value**

HHV (higher heating value)

**Total fuel MWh consumed by the organization**

23360

**MWh fuel consumed for self-generation of electricity**

&lt;Not Applicable&gt;

**MWh fuel consumed for self-generation of heat**

&lt;Not Applicable&gt;

**MWh fuel consumed for self-generation of steam**

&lt;Not Applicable&gt;

**MWh fuel consumed for self-generation of cooling**

&lt;Not Applicable&gt;

**MWh fuel consumed for self-cogeneration or self-trigeneration**

&lt;Not Applicable&gt;

**Emission factor**

0.1771

**Unit**

kg CO2e per kWh

**Emissions factor source**

DEFRA 2019, Business Travel - Land, Cars (by size), Average Car, Unknown

**Comment**

## C8.2e

**(C8.2e) Provide details on the electricity, heat, steam, and/or cooling amounts that were accounted for at a zero emission factor in the market-based Scope 2 figure reported in C6.3.****Sourcing method**

Green electricity products (e.g. green tariffs) from an energy supplier, not supported by energy attribute certificates

**Low-carbon technology type**

Wind

**Country/region of consumption of low-carbon electricity, heat, steam or cooling**

Europe

**MWh consumed accounted for at a zero emission factor**

6301

**Comment**

## C9. Additional metrics

## C9.1

**(C9.1) Provide any additional climate-related metrics relevant to your business.****Description**

Please select

**Metric value****Metric numerator****Metric denominator (intensity metric only)**

% change from previous year

**Direction of change**

&lt;Not Applicable&gt;

**Please explain**

## C10. Verification

## C10.1

---

**(C10.1) Indicate the verification/assurance status that applies to your reported emissions.**

	Verification/assurance status
Scope 1	No third-party verification or assurance
Scope 2 (location-based or market-based)	No third-party verification or assurance
Scope 3	No third-party verification or assurance

## C10.2

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**(C10.2) Do you verify any climate-related information reported in your CDP disclosure other than the emissions figures reported in C6.1, C6.3, and C6.5?**

No, but we are actively considering verifying within the next two years

## C11. Carbon pricing

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### C11.1

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**(C11.1) Are any of your operations or activities regulated by a carbon pricing system (i.e. ETS, Cap & Trade or Carbon Tax)?**

No, and we do not anticipate being regulated in the next three years

### C11.2

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**(C11.2) Has your organization originated or purchased any project-based carbon credits within the reporting period?**

No

### C11.3

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**(C11.3) Does your organization use an internal price on carbon?**

No, and we do not currently anticipate doing so in the next two years

## C12. Engagement

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### C12.1

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**(C12.1) Do you engage with your value chain on climate-related issues?**

Yes, our suppliers

Yes, our customers

### C12.1a

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**(C12.1a) Provide details of your climate-related supplier engagement strategy.**

**Type of engagement**

Compliance & onboarding

**Details of engagement**

Included climate change in supplier selection / management mechanism  
Code of conduct featuring climate change KPIs

**% of suppliers by number**

43

**% total procurement spend (direct and indirect)**

55

**% of supplier-related Scope 3 emissions as reported in C6.5**

**Rationale for the coverage of your engagement**

Our policy is enforced only with our significant suppliers as these suppliers have the most material impact. We believe our values should be reflected and embraced by all of our partners throughout the supply chain. Operating in nearly 80 countries and territories around the world, we engage a broad base of suppliers from across the globe to provide the goods and services needed to operate our business. We expect our suppliers to operate in a responsible and ethical manner while managing their impact on the environment.

**Impact of engagement, including measures of success**

We seek assurance that our suppliers understand and commit to the principles outlined in our Supplier Code of Conduct ("Supplier Code"), which is based on the United Nations Global Compact and includes the principle of environmental responsibility. In 2011, we began reaching out to significant suppliers in major markets to request that they sign the code and agree to provide positive assurance of compliance on demand. In 2017, we began requiring all new suppliers to sign the supplier code as part of the contracting process. We estimate that 80% of spend with significant suppliers (annual spend of \$250,000 or more) and 55% of spend with all suppliers is currently covered by the code.

**Comment**

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**Type of engagement**

Engagement & incentivization (changing supplier behavior)

**Details of engagement**

Offer financial incentives for suppliers who reduce your operational emissions (Scopes 1 &2)

**% of suppliers by number**

0

**% total procurement spend (direct and indirect)**

0

**% of supplier-related Scope 3 emissions as reported in C6.5**

**Rationale for the coverage of your engagement**

We lease our car fleets from suppliers. We have outlined our goals of reducing emissions from our fleets, and we incentivize our fleet providers to help us achieve these goals. These suppliers represent less than 0.001 percent of all suppliers and all procurement spend. Emissions from fleet car usage is reported as part of scope 1.

**Impact of engagement, including measures of success**

Average metrics tons CO2e per person from fleet usage in the operations with active goals has decreased. We use the KPI of fleet tCO2e per FTE as our measure of success. In 2018 this intensity was 0.863 tCO2e per FTE. In 2019, this decreased to 0.539 tCO2e.

**Comment**

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**C12.1b**

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**(C12.1b) Give details of your climate-related engagement strategy with your customers.**

**Type of engagement**

Other, please specify (Support client supplier engagement goals)

**Details of engagement**

Other, please specify (Share information about your products and relevant certification schemes (i.e. Energy STAR))

**% of customers by number**

0.01

**% of customer - related Scope 3 emissions as reported in C6.5**

0

**Portfolio coverage (total or outstanding)**

<Not Applicable>

**Please explain the rationale for selecting this group of customers and scope of engagement**

We share our information to clients on a case-by-case basis. So far, 19 of our clients have asked us to actively track and report on our emissions in support of their supplier engagement and/or supply chain emissions reduction goals. This therefore explains the rationale for selecting this group of customers. These clients represent fewer than 0.01% of the 400,000+ organizations we provide solutions and services to.

**Impact of engagement, including measures of success**

Clients have reported that our engagement has helped them to meet or exceed their supplier engagement goals.

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**Type of engagement**

Other, please specify (Environmental strategy review and stakeholder engagement)

**Details of engagement**

Other, please specify (Collaboration & Innovation)

**% of customers by number**

0

**% of customer - related Scope 3 emissions as reported in C6.5**

0

**Portfolio coverage (total or outstanding)**

<Not Applicable>

**Please explain the rationale for selecting this group of customers and scope of engagement**

As part of the environmental strategy review that we undertook in 2018, we interviewed several major clients to get their views on the importance of environmental management and reporting for companies in our industry

**Impact of engagement, including measures of success**

By including clients in our strategy review, we were able to get a variety of perspectives, both from internal and external stakeholders, to inform our approach. As a result of the strategy review, we have completely overhauled our footprint calculation methodology.

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**C12.3**

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**(C12.3) Do you engage in activities that could either directly or indirectly influence public policy on climate-related issues through any of the following?**

Other

**C12.3e**

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**(C12.3e) Provide details of the other engagement activities that you undertake.**

ManpowerGroup's CEO is an active member in the Alliance of CEO Climate Leaders, facilitated by the World Economic Forum and established in 2015. The Alliance represent business leaders from diverse industries, and advocates for action by both public and private sectors to engage in global efforts to reduce GHG emissions and help lead the transition to a climate-resilient economy. (<https://www.weforum.org/projects/alliance-of-ceo-climate-leaders>). It is the only climate action initiative led by CEOs, and currently includes 70 members.

**C12.3f**

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**(C12.3f) What processes do you have in place to ensure that all of your direct and indirect activities that influence policy are consistent with your overall climate change strategy?**

The CEO is ultimately responsible for strategy and direction with regards to climate-related issues and our climate change strategy. Therefore, because the CEO is the representative for all our external engagement, including the Alliance of CEO Climate Leaders, this ensures our direct and indirect activities that influence policy are consistent with our overall climate change strategy.

**C12.4**

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**(C12.4) Have you published information about your organization's response to climate change and GHG emissions performance for this reporting year in places other than in your CDP response? If so, please attach the publication(s).**

**Publication**

In voluntary sustainability report

**Status**

Complete

**Attach the document**

MPG\_Environment\_2020.pdf

**Page/Section reference**

Report is publicly available on our corporate website: [https://manpowergroup.com/wcm/connect/7eb837d9-9b4e-4a18-ab34-2fa10b61c67f/MPG\\_Environment\\_2020.pdf?MOD=AJPERES&CVID=nehRL8l](https://manpowergroup.com/wcm/connect/7eb837d9-9b4e-4a18-ab34-2fa10b61c67f/MPG_Environment_2020.pdf?MOD=AJPERES&CVID=nehRL8l)

**Content elements**

Governance

Strategy

Emissions figures

Other metrics

Other, please specify (Environmental certifications)

**Comment**

**C15. Signoff**

**C-FI**

**(C-FI) Use this field to provide any additional information or context that you feel is relevant to your organization's response. Please note that this field is optional and is not scored.**

**C15.1**

**(C15.1) Provide details for the person that has signed off (approved) your CDP climate change response.**

	Job title	Corresponding job category
Row 1	Chief Financial Officer	Chief Financial Officer (CFO)

**SC. Supply chain module**

**SC0.0**

**(SC0.0) If you would like to do so, please provide a separate introduction to this module.**

ManpowerGroup is a world leader in innovative workforce solutions. We develop innovative solutions for hundreds of thousands of organizations 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® and Talent Solutions – address the complex workforce challenges organizations face today, from contingent and permanent staffing to talent management, outsourcing, and talent development, creating value for candidates and clients across more than 75 countries and territories.

**SC0.1**

**(SC0.1) What is your company's annual revenue for the stated reporting period?**

	Annual Revenue
Row 1	20864000

**SC0.2**

**(SC0.2) Do you have an ISIN for your company that you would be willing to share with CDP?**

No

SC1.1

---

**(SC1.1) Allocate your emissions to your customers listed below according to the goods or services you have sold them in this reporting period.**

SC1.1allocation\_UPLOAD.xlsx

SC1.2

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**(SC1.2) Where published information has been used in completing SC1.1, please provide a reference(s).**

Gross global emissions data and calculation methodology are reported publicly in our Environment 2020 disclosure, available on the Sustainability page of our corporate website (<http://www.manpowergroup.com/sustainability/>).

Revenue data is published in our 2019 Annual Report, available on the Investor Relations page at<http://www.manpowergroup.com>.

SC1.3

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**(SC1.3) What are the challenges in allocating emissions to different customers, and what would help you to overcome these challenges?**

Allocation challenges	Please explain what would help you overcome these challenges
Customer base is too large and diverse to accurately track emissions to the customer level	Examples of methods that other companies in our industry or with similar business models are using to allocate emissions to clients, especially when operating a shared services model

SC1.4

---

**(SC1.4) Do you plan to develop your capabilities to allocate emissions to your customers in the future?**

Yes

SC1.4a

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**(SC1.4a) Describe how you plan to develop your capabilities.**

We have entered into dialogue with a number of the clients that have asked us to allocate emissions, and if they continue to request this of us, we will work with them to develop more accurate ways to allocate emissions from our activities to the services that we provide to them. One of the most significant sources of emissions is business travel for client meetings. One possible way to more accurately allocate emissions to specific clients would be to attempt to map travel data to specific clients, and then allocate emissions from that travel to those clients. We would consider undertaking this allocation if clients request it of us.

SC2.1

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**(SC2.1) Please propose any mutually beneficial climate-related projects you could collaborate on with specific CDP Supply Chain members.**

SC2.2

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**(SC2.2) Have requests or initiatives by CDP Supply Chain members prompted your organization to take organizational-level emissions reduction initiatives?**

No

SC3.1

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**(SC3.1) Do you want to enroll in the 2020-2021 CDP Action Exchange initiative?**

No

SC3.2

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**(SC3.2) Is your company a participating supplier in CDP's 2019-2020 Action Exchange initiative?**

No

SC4.1

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**(SC4.1) Are you providing product level data for your organization's goods or services?**

No, I am not providing data

Submit your response

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**In which language are you submitting your response?**

English

**Please confirm how your response should be handled by CDP**

	I am submitting to	Public or Non-Public Submission	Are you ready to submit the additional Supply Chain Questions?
I am submitting my response	Investors Customers	Public	Yes, submit Supply Chain Questions now

**Please confirm below**

I have read and accept the applicable Terms