

C0. Introduction

C0.1

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

ManpowerGroup Inc. is a world leader in innovative workforce solutions and services. Through our global network of over 2,200 offices in 75 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. We power the future of work.

Our family of brands and offerings – 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, we create value for candidates and clients. In 2021, ManpowerGroup was named one of the World’s Most Ethical Companies for the 12th time, confirming our position as the most trusted brand in the industry.

We know action on climate change is important to our clients and shareholders, but most importantly to our people. Through our participation in the World Economic Forum Alliance of CEO Climate Leaders and the CEO Action Group for a European Green Deal, we have been vocal supporters of the Paris Accord and the need to combat the impacts of climate change on the planet and on people. The shift to remote working and radical reduction in business travel during COVID-19 have highlighted opportunities for organizations like ours to embrace new work models and play an even more active role in decarbonizing the world’s economy.

As a provider of professional services, our operations are office-based and our most significant areas of energy consumption are typically electricity used in our offices and business travel to sell and deliver our solutions. As a result of the COVID-19 pandemic, a large number of our employees were working from home and consequently, energy consumption from home working was also considered a significant area in 2020. While some offices closed temporarily due to the pandemic, none were completely shut down.

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. Our French HQ, constructed has been recognized as an HQE eco-building. 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 business travel where possible without sacrificing our high standard of customer service. We are replacing fleet cars with higher-efficiency vehicles, reducing the amount of greenhouse gasses released into the environment. When longer trips are necessary, we promote rail over air travel whenever possible. We invested in global technology that enables easier virtual collaboration across the world, and that allowed us to seamlessly transition our employees to remote working during COVID.

In 2011, we began tracking energy consumption across key markets to help us understand our global impact. As most of our 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 2020 data to determine appropriate local- and corporate-level targets and goals.

C0.2

(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 2020	December 31 2020	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. Examples of our CEO making climate-related decisions include joining the World Economic Forum (WEF) Alliance of CEO Climate Leaders and signing that group's open letter from business to world leaders in advance of COP24; joining the WEF CEO Action Group for a European Green Deal and promoting state and corporate actions; and most recently adding the 'Climate Action' pillar to our Sustainability Plan and including our climate agenda in leadership communication. The CEO is informed by the Chief Communications and Sustainability Officer on issues related to climate change, their potential impact on the company and their importance to company stakeholders . Additionally, any climate-related issues that are identified by Regional and Country Leaders 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>	Regular review by the CEO of the company's Climate Action strategy ensures that strategy is aligned with key business objectives. The Climate Action strategy is presented to the Board by the Chief Communications and Sustainability Officer, within the context of the company's overall ESG strategy. Board feedback is then incorporated into the ESG strategy, including the management of climate-related issues, to ensure the overall strategy is aligned with strategic direction. For example, at the most recent presentation to the Board regarding our three-year ESG plan, we received feedback that we should be moving faster to set targets and align our ESG reporting. As a result, we have tapped additional internal and external resources to enable us to make progress more quickly.

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
Other C-Suite Officer, please specify (Chief Communication & Sustainability Officer (CCSO))	<Not Applicable>	Both assessing and managing climate-related risks and opportunities	<Not Applicable>	Quarterly
Other, please specify (ESG Steering Committee)	<Not Applicable>	Assessing climate-related risks and opportunities	<Not Applicable>	Quarterly
Please select	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Please select	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>

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).

The ESG Steering Committee is comprised of Chief Communications & Sustainability Officer (CCSO), Chief Financial Officer (CFO), Chief People & Culture Officer (CPCO), and General Counsel (GC). The Steering Committee is responsible for oversight of ESG strategy, therefore responsibility for assessing climate-related risks and opportunities also resides with this committee. The CCSO is responsible for developing the strategy and supervising the team that supports communication and execution of the strategy, including analyzing and assessing risks and opportunities. The CFO & CPCO advise on financial, operational and cultural implications of climate action strategy, and the GC provides advice and guidance on potential legal or regulatory climate-related issues. The CFO and CPCO report to the CEO. GC reports to the CFO and CCSO reports to the Chief Talent Scientist, who reports to the CEO.

Business Unit Managers (Country Managers) have responsibility for assessment and management of climate-related issues at the local level. ManpowerGroup operates in more than 70 countries and territories, and each country or region faces unique climate-related issues that impact us, our workforces and our clients in different ways. Country Managers are best positioned to understand local stakeholder concerns, therefore responsibility for assessment and management of climate-related issues resides with them. Country Managers report to Regional Presidents, who in turn report to the CEO.

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	Yes	

C1.3a

(C1.3a) Provide further details on the incentives provided for the management of climate-related issues (do not include the names of individuals).

Entitled to incentive	Type of incentive	Activity incentivized	Comment
All employees	Non-monetary reward	Emissions reduction project Energy reduction project Behavior change related indicator	All employees within our Southern Europe region are invited to participate in 'The Green Challenge'. This is an employee awareness and engagement program to encourage sustainable ideas that can be deployed across the region, in various countries. Employees are invited to submit ideas that will be evaluated in 5 dimensions: Applicability; Ecological Impact; Business Impact; Communication Impact; and Scalability. Winners are selected by a Steering Committee made up of Regional Directors allowing for employees to gain recognition for their environmental ideas. The program is in its final stages this year, where 21 ideas from 8 countries are being finalized to acknowledge a winner and implementation.

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. 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 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 assess and 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. A case study highlighting this is in Sweden, where we have made it mandatory for all employees to choose trains for trips under 50 miles, aiming to reduce emissions by 5% annually. An example of where we use this process with regards to physical risk 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. In response to this and 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 other 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. ManpowerGroup recognises the significance of climate-related legal risk. Failure to comply with climate-related laws and regulation can have significant financial implications. For example, ManpowerGroup have identified the potential for legislation around carbon taxation worldwide. Although energy use makes up a small proportion of the ManpowerGroup footprint, the anticipated exponential increase in carbon pricing and legislation as the world transitions to a low-carbon economy still puts revenue at risk of greater taxation. Our enterprise risk assessments therefore 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. More recently, COVID gave us a taste of how market volatility can impact our business. 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 have seen recovery, ongoing lockdowns due to episodes of resurgence and the new delta variant may continue to impact 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 more than 70 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. Two of the key industry sectors where ManpowerGroup provides temporary staffing services are manufacturing and construction, where the impact of rising temperatures on productivity could affect revenues. 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?

Direct operations

Risk type & Primary climate-related risk driver

Chronic physical	Rising mean temperatures
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Primary potential financial impact

Increased direct costs

Climate risk type mapped to traditional financial services industry risk classification

<Not Applicable>

Company-specific description

Decrease in workforce productivity due to extreme heat: 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. A significant proportion of our internal staff population are dedicated to recruiting the people we place on assignment and the candidates we recruit for our clients. If recruiter productivity were to decrease as a result of diminished work capacity and mental task ability from increased heat, we would need to employ additional staff to make up for that productivity loss in order to maintain the levels of productivity needed to satisfy client requirements.

Time horizon

Long-term

Likelihood

Very likely

Magnitude of impact

Medium

Are you able to provide a potential financial impact figure?

Yes, an estimated range

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

3500000

Potential financial impact figure – maximum (currency)

8000000

Explanation of financial impact figure

To estimate the financial impact of reduced productivity, the cost to employ additional staff can be calculated. If recruiters in the United States were to experience a 10-20% loss in productivity, this would result in the need to employ between 70 and 140 additional recruiters. This would result in increased costs ranging from \$3.5 to \$8 million annually in our United States business alone.

Cost of response to risk

0

Description of response and explanation of cost calculation

We are investing significantly in technology and digital capabilities that allow us to interact differently with candidates and clients and enhance productivity, shifting to more automated interaction augmented by human expertise. We have accelerated deployment of PowerSuite™, our integrated HR tech stack of AI-enabled tools and cloud-based platforms, advancing our front and middle office technology at pace. Our expanded Assessment Center of Excellence launched Analytics@Scale and increased the use of skills assessments to facilitate better matches. At the same time, we have expanded our MyPath program to 14 markets in 12 countries, increasing associate loyalty by providing opportunities for career advancement and increased earning potential. We are also investing in upskilling our own people, transforming recruiters into Talent Agents, experts in assessment, data and coaching, enabling them to spend more of their time on higher-value activities that drive candidate loyalty and retention, which ultimately increases productivity. There is no additional cost to this strategy -- we have made these investments within the context of our overall business strategy of diversification, digitization and innovation to accelerate long-term growth.

Comment

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

Work shutdowns due to severe weather events: 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 from contingent staffing services when extreme weather events prevent employees from accessing work and/or cause temporary or permanent closure of clients' businesses resulting in reduced job orders. Over the past 10 years, we have seen blizzards, hurricanes, flooding, wildfires and severe droughts either preventing people from getting to work, causing worksites to be temporarily closed, or impacting yield of agricultural harvest resulting in reduced workforce requirements. When our associates (the people we place on assignment with clients) can't access work, it impacts our revenues. 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 that could impact revenues if work shutdowns occur.

Time horizon

Medium-term

Likelihood

Very likely

Magnitude of impact

Medium-high

Are you able to provide a potential financial impact figure?

Yes, an estimated range

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

12000000

Potential financial impact figure – maximum (currency)

62000000

Explanation of financial impact figure

To estimate the financial impact of work shutdowns resulting from severe weather events, the loss of revenues can be calculated. In 2020, severe weather events caused work shutdowns in the state of Texas in the United States. If another such shutdown were to occur that resulted in a 10-50% reduction in hours worked by associates, this could reduce revenues from contingent staffing services in the range of \$12 to \$62 million in this state alone.

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, client or type of service. 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 professional and managed services are less susceptible to disruption from extreme weather events. To support this strategy, we also continue to invest in programs and partnerships that upskill and train people for roles that would be less impacted by severe weather events. For example, our MyPath and Experis Academy programs are providing skills and career development opportunities in areas like sales, IT, and engineering. We also maintain business continuity and disaster plans to help manage the short term impacts of business disruption, including those potentially caused by severe weather events. We have insurance for property damage, bodily harm and business disruption. 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. The investments that we have made to digitize our business have prepared us well to minimize the impact of business disruptions. For example, during the early days of COVID lockdowns and the Texas severe weather event we were able to quickly shift employees to working remotely in order to close our offices. Additional investments in cybersecurity tools and processes that we had made to enable employees to work safely and securely at home during COVID also helped to support home working during the Texas severe weather event. These investments are either part of our standard day-to-day operational governance and business strategy, and/or were not specific to climate risk mitigation, and therefore are not considered to carry any additional cost.

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

Increased cost of carbon taxes: As pressure to reduce GHG emissions increases, it is increasingly likely that a carbon tax will be implemented to address rising emissions. 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 ManpowerGroup is still at risk of increasing costs from greater taxation, resulting in reduced profitability. This risk may be 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-low

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

3100000

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

To estimate the financial impact of the costs increasing from carbon taxes, the carbon price associated to ManpowerGroup's emissions in 2030 can be calculated. If ManpowerGroup's emissions aligned to a 'best practice' scenario, this would see a reduction in Scope 1 and 2 emissions by at least 50%, as aligned to the latest climate science. This science indicates the requirements to keep global warming below 1.5°C from pre-industrial levels. With ManpowerGroup recently committing to setting a science-based target for emissions reduction, the financial impact in 2030 associated with an increase in carbon tax would be \$3.1 million. To note, this is a single year figure, opposed to annual calculations for the next 10 years and utilises the Intergovernmental Panel on Climate Change's projected average carbon price in a 1.5°C scenario.

Cost of response to risk

4254

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 in the process of defining science-based targets and formalizing action plans to reduce energy use and resulting GHG emissions, including increasing the percentage of renewably sourced electricity, and continuing to limit business travel. We have already consolidated branch offices and data centers, and we have been 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. The cost of reducing emissions in order to lessen the impact of increasing carbon taxes could be calculated through understanding the costs of the associated management, engagement and procurement strategies to review and reduce our carbon emissions and shift towards renewables. 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 2,200 offices over 10 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 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. One area of strategy that might result in additional costs is shifting to renewably sourced energy in more of our offices. For example, when estimating added cost of renewable procurement at our US HQ -- an approach currently under consideration -- the total would come to \$4,254 annually. This has been calculated utilizing the market prices of electricity and renewable energy credits, alongside our US HQ electricity consumption.

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

Increased revenues from agile solutions : 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 in 75 countries and territories, we put millions of people to work each year 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 mobilize 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 to find alternative employment. We have partnered with the Federal Emergency Management Agency 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. We anticipate that climate change and responding to it will open new opportunities in industries and/or roles that previously didn't exist and by being quick to adapt we would be able to move our workforce to fill these gaps and grow the business. Our ability to rapidly respond was demonstrated recently, when COVID-related shutdowns virtually stopped all business in some industries while increasing demand in others. We were able to quickly recruit, upskill and shift people to essential roles, minimizing loss of work and in fact growing revenues in some industries. 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 continue to provide rapid responses to keep people working 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?

Yes, an estimated range

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

13000000

Potential financial impact figure – maximum (currency)

66000000

Explanation of financial impact figure

To estimate financial impact of increase revenues, we can calculate the amount that revenues would increase if demand for our solutions increased as a result of climate change. For example, if demand for agile solutions were to increase from 1-5%, it could result in an increase in revenues ranging from \$13 million to \$66 million annually in the United States alone.

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 leveraged our core staffing solutions to shift workforces into essential roles. For example, in the UK we quickly upskilled custodial staff from schools that had closed and redeployed them to support increased needs at hospitals. In other countries, we shifted drivers and production staff from non-essential into essential industries, and helped 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

Identifier

Opp2

Where in the value chain does the opportunity occur?

Direct operations

Opportunity type

Products and services

Primary climate-related opportunity driver

Other, please specify (Enhanced reputation increases efficiency of talent attraction, recruitment and retention)

Primary potential financial impact

Increased revenues resulting from increased demand for products and services

Company-specific description

Talent attraction & retention: 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. Research shows that individuals want to work for companies that take action to minimize the negative impact of their operations on the environment. When we 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, such as our recent commitment to set science-based targets, 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?

Yes, an estimated range

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

10000000

Potential financial impact figure – maximum (currency)

26000000

Explanation of financial impact figure

To estimate the financial impact of increased talent attraction and retention, we can calculate the revenue gain from increased percentage of client orders for contingent staff that we are able to fill. When we are able to successfully attract talent with the skills needed by our clients, it increases our ability to fill client orders for contingent staff. Therefore, if we were to increase orders filled by 2-5% through attracting and retaining better talent, it could increase our revenues from contingent staffing in the range of \$10 to \$26 million in the United States alone.

Cost to realize opportunity

68600

Strategy to realize opportunity and explanation of cost calculation

With an increasing trend of candidate as "consumer", it becomes increasingly important to position ManpowerGroup as an employer of choice. When we are perceived 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 has involved including key messages about environmental responsibility in our communication and reporting. In 2020, we added Climate Action as one of 4 pillars of our sustainability strategy and committed to setting science-based targets. We have identified potential levers to reduce Scope 1 & 2 emissions and are currently undergoing a comprehensive review of estimated Scope 3 emissions to determine appropriate actions. As we continue to develop our longer-term climate action strategy and goals, we will incorporate these into our messaging and communication to internal and external stakeholders to further reinforce our reputation as a sustainable company and an employer of choice. There is no additional cost to incorporate messaging about our climate strategy into our communications and reporting. To date, the cost of support from our consulting partner to develop our strategy, goals and science-based targets has amounted to approximately \$68,600. We anticipate there will be additional cost to implement our strategy; however until the action plan has been completed we are unable to estimate those costs.

Comment

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 (Enhanced reputation and competitive differentiation increases client attraction and retention)

Primary potential financial impact

Increased revenues resulting from increased demand for products and services

Company-specific description

Client attraction & retention The success of our business model relies on our ability to attract and retain clients. Our 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?

Yes, an estimated range

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

36800000

Potential financial impact figure – maximum (currency)

158000000

Explanation of financial impact figure

To estimate the financial impact of increased client attraction and retention, we can calculate potential revenue gains from increasing the number of our clients. A 1-5% increase in the number of Manpower (contingent staffing) clients in the United States could result in an increase in revenues between \$36.8 and \$158 million annually.

Cost to realize opportunity

117650

Strategy to realize opportunity and explanation of cost calculation

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 50% of key market headquarters are in buildings with environmental certifications, including LEED, HQE, and BREEAM. 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 and have obtained EcoVadis scorecards in more than 20 countries. These actions have been undertaken in the normal course of governance, and do not carry additional cost beyond day-to-day management of the business. Second, we have partnered with EcoAct to review our environmental management and reporting strategy, and enhance our footprint tracking and measurement. We are now working to develop and implement a forward-looking climate action plan, including setting science-based targets and defining path toward net-zero. To date, support from EcoAct for strategy development, footprint measurement and target development has cost approximately \$117,650 over 3 years. We anticipate there will be additional cost to implement our strategy; however until the action plan has been completed we are unable to estimate those costs. Lastly, to address the demand from clients and other stakeholders for transparent communications we will continue to enhance communication and reporting to all stakeholders about our ambitious goals and targets, as well as our ongoing strategy, priorities and impact. There is no additional cost to incorporate messaging about our climate strategy into our communications and reporting.

Comment

C3. Business Strategy

C3.1

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

Yes

C3.1b

(C3.1b) Does your organization intend to publish a low-carbon transition plan in the next two years?

	Intention to publish a low-carbon transition plan	Intention to include the transition plan as a scheduled resolution item at Annual General Meetings (AGMs)	Comment
Row 1	Yes, in the next two years	No, we do not intend to include it as a scheduled AGM resolution item	

C3.2

(C3.2) Does your organization use climate-related scenario analysis to inform its strategy?

No, but we anticipate using qualitative and/or quantitative analysis in the next two years

C3.2b

(C3.2b) 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.

C3.3

(C3.3) 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 location. 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 and flooding are increasingly causing disruptions in these sectors. We are pursuing a strategy of diversifying our portfolio of services to reduce our dependence on any one industry, 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 is 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 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 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. COVID-19 further highlighted our ability to flexibly respond to extreme events and leverage our capability in identifying adjacent skills to help people displaced from industries adversely affected, such as hospitality and aviation, and shift to in-demand sectors like healthcare and tech. For example, in Italy our dedicated team of recruiters virtually sourced, onboarded and supported over 1,200 essential-healthcare workers each day.
Supply chain and/or value chain	Yes	Operating in more than 70 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	Yes	We recognize that as a global leader in innovative workforce solutions, we can have the greatest impact by helping people retrain and reskill for jobs in a low carbon economy. Climate change has impacted our strategy with regards to R&D as it is causing a change in which industries will require workers and also creating new industries that there is the opportunity to expand into. We anticipate this opportunity affecting our R&D strategy in the short, medium and long term. While current projections for green job creation remain low in the next two years, we are looking now at the skills people will need to transition to these and other new tech roles as they evolve, ensuring proactive adaptation to this surge in climate-related roles and opportunities. We are also helping people retrain and reskill from sectors that will lose jobs, as part of our commitment to ensuring a sustainable work environment that can reduce inequity. We will continue to invest in research and development to accelerate progress toward a new future of work that is more sustainable, more resilient and more equitable. Currently we have identified that there will be more green jobs but also what we have defined as "turquoise" jobs. These are roles that directly apply social and business sciences and technologies to enable and position green jobs and roles. We are investing in research and development to identify the range of skills that will be needed to meet the demand of turquoise roles to align, govern, engage, connect and measure green work and processes including the support of expanded sustainability and ESG horizons.
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 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. The shift to remote working and radical reduction in business travel during COVID-19 highlighted opportunities for ManpowerGroup to further reduce our environmental impact. We saw remote work soar from 20% to 85% of staff during the pandemic, while business travel hit rock-bottom lows. We are now reviewing our use of office space for collaboration and innovation, and plan to reduce business travel by half in 2021 as part of our climate strategy action plan. Alongside other members of the World Economic Forum Alliance of CEO Climate Action Leaders, we are setting ambitious goals including reducing business travel for the long-term by at least 25% versus pre-COVID norms.

C3.4

(C3.4) 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 storms and flooding in the 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.

C3.4a

(C3.4a) 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

Target ambition

<Not Applicable>

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

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

Target ambition

<Not Applicable>

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.

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*	0	0
Implementation commenced*	1	21.8
Implemented*	0	0
Not to be implemented	0	0

C4.3b

(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 virtual collaboration technology instead of air travel

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

(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

C6.1

(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)

13314

Start date

<Not Applicable>

End date

<Not Applicable>

Comment

C6.2

(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

Both the location-based and market-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.

C6.3

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

Reporting year

Scope 2, location-based

14244

Scope 2, market-based (if applicable)

13038

Start date

<Not Applicable>

End date

<Not Applicable>

Comment

C6.4

(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

(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 14 of our largest 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.

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.

(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

51

Emissions calculation methodology

Water consumption: supply and treatment DEFRA 2020 emission factors are applied to water consumption in the 14 key markets that provide data, and then uplifted using FTEs to represent remainder of ManpowerGroup globally.

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**

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

We are currently in the process of assessing and calculating our scope 3 categories. This includes understanding as to what extent capital goods are relevant.

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

Relevant, calculated

Metric tonnes CO2e

8631

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

176

Emissions calculation methodology

Waste landfilled and waste recycled provided by the 14 countries that provide data was multiplied by DEFRA 2020 emission factors to calculate tCO2e. This amount was then uplifted to represent all of ManpowerGroup operations based on FTE.

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

100

Please explain

2020 DEFRA emissions factors applied to waste data provided by the 14 countries for which data was collected. This was then uplifted to Group level based on FTE.

Business travel

Evaluation status

Relevant, calculated

Metric tonnes CO2e

11400

Emissions calculation methodology

2020 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 represent the remainder of ManpowerGroup operations based on FTE.

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

100

Please explain

2020 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, calculated

Metric tonnes CO2e

16544

Emissions calculation methodology

Working-from-home emissions calculated using estimations based on percentage and number of employees working from home in the 14 key markets and average energy use. This was then uplifted to account for the for the whole of ManpowerGroup, based on FTE.

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

100

Please explain

Working from home has been included this year as a new area of calculation due to Covid-19 causing it to become a material category. In future years we will look to also include commuting emissions.

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 are not aware of any other material 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 are not aware of any other material downstream emissions sources

C6.7

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

No

C6.10

(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

0.0000015309

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

27558

Metric denominator

unit total revenue

Metric denominator: Unit total

18000000000

Scope 2 figure used

Location-based

% change from previous year

29

Direction of change

Decreased

Reason for change

In 2020 ManpowerGroup's total revenue was lower than in 2019, however we still achieved a reduction in emission intensity. Since 2019 we have achieved an overall reduction of -29% in our Scope 1 and 2 emissions. This is predominantly due to a decrease in emissions associated with fleet vehicles and office operations due to the impact of the pandemic. In 2020 there was an average decrease of -36% 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, alongside the impact of the pandemic. 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. Argentina, France, Netherlands and UK have shown the most substantial decrease in fleet fuel use (fleet emissions from these countries reduced by more than 50%), while emissions have increased for Spain as they have corrected their data collection methodology for this source. In addition to fleet vehicles, there has also been a decrease of -30% in purchased electricity related emissions across sites. Therefore, even with a lower revenue we have achieved a significant reduction in emission intensity.

Intensity figure

1.1023134502

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

27558

Metric denominator

full time equivalent (FTE) employee

Metric denominator: Unit total

25000

Scope 2 figure used

Location-based

% change from previous year

30

Direction of change

Decreased

Reason for change

In 2020 ManpowerGroup's total FTE count was lower than in 2019, however we still achieved a reduction in emission intensity. Since 2019 we have achieved an overall reduction of -29% in our Scope 1 and 2 emissions. This is predominantly due to a decrease in emissions associated with fleet vehicles and office operations due to the impact of the pandemic. In 2020 there was an average decrease of -36% 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, alongside the impact of the pandemic. 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. Argentina, France, Netherlands and UK have shown the most substantial decrease in fleet fuel use (fleet emissions from these countries reduced by more than 50%), while emissions have increased for Spain as they have corrected their data collection methodology for this source. In addition to fleet vehicles, there has also been a decrease of -30% in purchased electricity related emissions across sites. Therefore, even with a lower FTE count 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	2805
Asia, Australasia, Middle East and Africa	1758
Europe	8751

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	628
Driving fleet cars to sell and deliver services	10572
Activities of branch offices	2114

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	3001	3001	9718	0
Asia, Australasia, Middle East and Africa	1881	1881	6090	0
Europe	9362	8156	30319	8076

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	3504	3230
Driving fleet cars to sell and deliver services	41	41
Activities of branch offices	10636	9704
Data centers	63	63

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	326	Decreased	0.72	Renewable energy usage in ManpowerGroup's 14 key markets increased from 11% in 2019 of the total energy mix to 16% in 2020, an increase of 1,774,598 kWh. As this is likely to be displacing natural gas usage, the estimated savings due to change in energy consumption is calculated as 1,774,598 x [Natural gas emissions factor] = 326 tCO2e.
Other emissions reduction activities	4756	Decreased	35.89	ManpowerGroup's fleet vehicles emissions reduced by 36% since 2019 due to efforts in some of our key markets to avoid driving, or using greener methods. This caused emissions to reduce by 4,756 tCO2e compared to last year. The % change is calculated by: -4,756/13,252 x 100 = -35.89%
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	8705	Decreased	33.46	In the previous period and excluding Fleet Emissions as already included under 'Other Emission Reduction Activities', scope 1 and 2 totalled 26,017 tCO2e (location based) emissions and in the reporting year totals 16,986 tCO2e. This presents a saving of 9,032 tCO2e from the previous reporting period which is a 34.71% deduction. As 326 tCO2e saving has been attributed to 'Change in renewable energy consumption', the total unidentified portion is 8,705 tCO2e (33.46%).
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	77829.69	77829.69
Consumption of purchased or acquired electricity	<Not Applicable>	8075.76	46126.67	54202.44
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>	8075.76	123956.36	132032.12

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

14730

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

0.184

Unit

kg CO2e per kWh

Emissions factor source

DEFRA 2020, 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

130

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

0.257

Unit

kg CO2e per KWh

Emissions factor source

Defra 2020, Fuels, Liquid Fuels, Gas Oil, Kwh (Gross CV)

Comment

Fuels (excluding feedstocks)

Petrol

Heating value

HHV (higher heating value)

Total fuel MWh consumed by the organization

11420

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

0.181

Unit

kg CO2e per KWh

Emissions factor source

Defra 2020, 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

35752

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

0.173

Unit

kg CO2e per KWh

Emissions factor source

Defra 2020, 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

15798

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

0.146

Unit

kg CO2e per KWh

Emissions factor source

Defra 2020, 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

Other, please specify (Renewable energy source)

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

Belgium

MWh consumed accounted for at a zero emission factor

718

Comment

Sourcing method

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

Low-carbon technology type

Other, please specify (Renewable energy source)

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

France

MWh consumed accounted for at a zero emission factor

4249

Comment

Sourcing method

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

Low-carbon technology type

Other, please specify (Renewable energy source)

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

Germany

MWh consumed accounted for at a zero emission factor

1010

Comment

Sourcing method

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

Low-carbon technology type

Other, please specify (Renewable energy source)

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

Netherlands

MWh consumed accounted for at a zero emission factor

982

Comment

Sourcing method

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

Low-carbon technology type

Other, please specify (Renewable energy source)

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

Norway

MWh consumed accounted for at a zero emission factor

684

Comment

Sourcing method

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

Low-carbon technology type

Other, please specify (Renewable energy source)

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

Sweden

MWh consumed accounted for at a zero emission factor

433

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
<Not Applicable>

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

(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

C11.1

(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

(C11.2) Has your organization originated or purchased any project-based carbon credits within the reporting period?
No

C11.3

(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

C12.1

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

Yes, our suppliers
Yes, our customers

C12.1a

(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

50

% total procurement spend (direct and indirect)

30

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

Rationale for the coverage of your engagement

Operating in over 70 countries and territories, 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. We believe our values should be reflected and embraced by all of our partners throughout the supply chain. Rationale for the coverage of our Supplier Code of Conduct policy, featuring climate change KPIs, is due to it being enforced only with our significant suppliers in these areas. Significant suppliers are defined as those that have the most material impact, with an annual spend of \$250,000 or more.

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 and in doing so, we measure success on the number and spend of suppliers that have signed up. We estimate that that the majority of spend with significant suppliers (annual spend of \$250,000 or more) and over 50% of spend with all suppliers is currently covered by the code in 13 of our key markets. This promotes climate-related considerations of product and service development and related processes within these companies.

Comment

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 tCO2e 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, looking at annual reductions. In 2019 this intensity was 0.54 tCO2e per FTE. In 2020, this decreased to 0.34 tCO2e, highlighting a successful progression in emission reductions.

Comment

C12.1b

(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 provide services and solutions to hundreds of thousands of global, multinational and local clients in every industry sector worldwide. We share information about our climate strategy with clients on a case-by-case basis. So far, 36 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 explains the rationale for selecting this group of customers, as they form the basis in our company strategy moving towards a greener economy. These clients represent fewer than 0.01% of the organizations we provide solutions and services to, but make up 5% of worldwide revenues. We expect this percentage to increase annually.

Impact of engagement, including measures of success

Clients have reported that our engagement has helped them to meet or exceed their supplier engagement goals. We measure success on emission reductions and the positive impacts this has on the both reducing climate impact and supporting customer supplier engagement goals. This is measured and reported on an annual basis, whereby success is determined by a reduction in emissions. This has led to improvements in customer's supplier engagement and supply chain emission reduction goals.

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

Collaboration & Innovation 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.

C12.3

(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

(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 represents 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

(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

(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_ESG_Report_2020.pdf

Page/Section reference

See pages 26-29

Content elements

Governance

Strategy

Emissions figures

Other metrics

Other, please specify (Environmental certifications)

Comment

Available online: https://www.manpowergroup.com/wcm/connect/d03b1d9f-86d4-438f-9274-f2cb540e05ca/MPG_2020+ESG+Report.pdf?MOD=AJPERES&CVID=niXHGB5

Publication

In voluntary sustainability report

Status

Complete

Attach the document

working-to-change-the-world-2021_lowres.pdf

Page/Section reference

Section 5 "Planet" and Section 7 "2020 Performance Data"

Content elements

Governance

Strategy

Emissions figures

Other metrics

Other, please specify (Environmental certifications)

Comment

Available online: <https://resources.manpowergroup.com/story/working-to-change-the-world-2021/page/1>

Publication

In other regulatory filings

Status

Complete

Attach the document

ManpowerGroup 2021 Proxy Statement_bookmarked (1).pdf

Page/Section reference

Proxy Summary page iii "Making an Impact for a Sustainable World of Work"

Content elements

Strategy

Comment

Available online: <https://investor.manpowergroup.com/static-files/8d83413a-970c-4451-a5ff-cbe7a5e232f7>

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	18000000000

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.

SC1.2

(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 2020 Annual Report, available on the Investor Relations page at <http://www.manpowergroup.com>.

SC1.3

(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

(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

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

SC2.2

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

No

SC4.1

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

No, I am not providing data

Submit your response

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, I will submit the Supply Chain questions now

Please confirm below

I have read and accept the applicable Terms