ManpowerGroup - Climate Change 2019

C0. Introduction

C0.1

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

ManpowerGroup, the leading global workforce solutions company, helps organizations transform in a fast-changing world of work by sourcing, assessing, developing and managing the talent that enables them to win. We develop innovative solutions for hundreds of thousands of organizations across 80 countries and territories every year, providing them with skilled talent while finding meaningful, sustainable employment for millions of people across a wide range of industries and skills. In 2019, ManpowerGroup was named one of the World's Most Ethical Companies for the 10th year and one of Fortune's Most Admired Companies for the 17th year, confirming our position as the most trusted brand in the industry.

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

We recognize the responsibility of all organizations to reduce emissions, and have initiatives in many of our markets designed to manage our impact.

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

Our Global HQ was designed on a former brownfield site and was the first new construction in the area to be LEED Gold certified. During the construction of the building, we provided on-the-job training for 50 people, creating jobs and promoting sustainable talent. Continuous enhancements to the building systems have enabled us to achieve year-over-year energy savings. In 2018, we obtained Energy Star certification. The entire first floor of the building was designed as state-of-the-art meeting and event space, which is available at no cost to community organizations. In addition to the 900 employees based at our Global HQ, any given day will find us hosting tens or hundreds of participants at events focused on increasing employability, diversity and inclusion in the community. We believe the social value created largely outweighs the slightly higher emissions intensity per FTE at our HQ.

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

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

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

In 2011, we began tracking energy consumption across key markets to help us understand our global impact. As most of our 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 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. We have 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 are establishing 2018 as our new baseline year. We will use the new baseline alongside 2019 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
Row 1	January 1 2018	December 31 2018	No	<Not Applicable>

C0.3

(C0.3) Select the countries/regions 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 consolidation approach to your Scope 1 and Scope 2 greenhouse gas inventory.

Operational control

C1. Governance

C1.1

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

Yes

C1.1a

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

Position of individual(s)	Please explain
Chief Executive Officer (CEO)	The CEO, who is Chairman of the Board, is ultimately responsible for strategy and direction with regards to climate-related issues. The CEO is informed by the Executive Vice President of Strategy and Talent, the Global Risk Committee, and the Global Sustainability Manager on issues related to climate change, their potential impact on the company and their importance to company stakeholders.

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	Please explain
Scheduled – some meetings	Reviewing and guiding strategy	Climate-related risk is incorporated into the annual review of our Enterprise Risk Management Framework.

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)	Responsibility	Frequency of reporting to the board on climate-related issues
Other C-Suite Officer, please specify (EVP, Global Strategy & Talent)	Both assessing and managing climate-related risks and opportunities	Annually
Chief Financial Officer (CFO)	Assessing climate-related risks and opportunities	Annually
Risk committee	Assessing climate-related risks and opportunities	Annually
Business unit manager	Both assessing and managing climate-related risks and opportunities	Annually

C1.2a

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

Climate-related issues vary from country to country, depending on geographic location and local stakeholder concerns. Therefore assessment and management of climate related issues is best managed at the country level. Responsibility for management of climate-related issues resides with the Country Manager of each local country operation. Country Managers report to the Executive Leadership Team, which reports to the CEO and Board of Directors. The EVP, Global Strategy & Talent and the CFO are members of the Executive Leadership Team and the Risk Committee, and are responsible for global strategy around ESG. The Risk Committee manages our annual enterprisewide risk assessment process, which identifies and evaluates risks using input from Country Managers and functional subject matter experts, as well as external risk ratings.

C1.3

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

No

C2. Risks and opportunities

C2.1

(C2.1) Describe what your organization considers to be short-, medium- and long-term 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

C2.2

(C2.2) Select the option that best describes how your organization's processes for identifying, assessing, and managing climate-related issues are integrated into your overall risk management.

Integrated into multi-disciplinary company-wide risk identification, assessment, and management processes

C2.2a

(C2.2a) Select the options that best describe your organization's frequency and time horizon for identifying and assessing climate-related risks.

	Frequency of monitoring	How far into the future are risks considered?	Comment
Row 1	Annually	1 to 3 years	Climate-related risks are assessed within the broader context of the enterprise risk category "drastic unpredictable change"

C2.2b

(C2.2b) Provide further details on your organization’s process(es) for identifying and assessing climate-related risks.

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 bi-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. We also monitor emerging risks to the business – those that are systemic in nature and span beyond the capability or capacity of any single enterprise to contain -- and determine the velocity with which they may impact our business. Through our annual Three Year Strategic Planning process, we outline global and regional mitigation strategies to address these risks.

We contemplate climate change risks and opportunities within the operational risk category "Drastic Unpredictable Change," which includes risks that may arise from climate change, such as severe weather conditions, global health emergencies, disruptions of infrastructure, natural disasters, international conflict, social unrest, population shifts and migrations, etc.

We have also identified a number of trends through our Future Forces research that can be linked to climate change, such as demographic shifts and population migrations, which present both risks and opportunities to our business.

C2.2c

(C2.2c) Which of the following risk types are considered in your organization's climate-related risk assessments?

	Relevance & inclusion	Please explain
Current regulation	Relevant, always included	The impact of regulations on our ability to operate are always included in our enterprise risk assessment.
Emerging regulation	Relevant, sometimes included	If emerging regulations are relevant to our industry and could impact our business operations, they are included in enterprise risk assessment.
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 included in our enterprise risk assessment.
Legal	Not relevant, explanation provided	We are not subject to any legal risks related to climate.
Market	Relevant, always included	We take into consideration the risks faced by our clients and the impact this will have on demand for our solutions.
Reputation	Not relevant, included	Our business is focused on connecting people to jobs. Our reputation is primarily tied to our treatment of people, and climate risks do not have a significant impact on how we are perceived. However, our position as the most trusted brand and an expert on workforce solutions means that we must help people upskill and reskill as climate change impacts jobs. Our ability to stay on the forefront of this trend may impact our reputation.
Acute physical	Not relevant, explanation provided	Our business model and industry are not significantly impacted by acute physical risks arising from climate change
Chronic physical	Not relevant, explanation provided	Our business model and industry are not significantly impacted by chronic physical risks arising from climate change
Upstream	Not relevant, explanation provided	We do not have any significant upstream activities that are impacted by climate change
Downstream	Not relevant, explanation provided	We do not have any significant downstream activities that are impacted by climate change

C2.2d

(C2.2d) Describe your process(es) for managing climate-related risks and opportunities.

As part of our annual enterprise risk assessment, we survey global, regional and country leadership to understand the top risks currently facing our business, as well as any emerging risks. Leaders' responses will be based on direct interactions with clients, governments, investors, and other stakeholders as well as input from their management teams. At the same time, we conduct extensive research into current and emerging trends that are impacting labor markets around the world. We then use the findings to update our Strategic Execution Framework, which outlines our 3-year strategic plan and goals.

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. When the people we place on assignment with clients are not able to work -- either because the client has closed their worksite or because transportation infrastructure is affected, it impacts our revenues and our ability to pay our people.

Our business strategy mitigates against the risk of business disruption by continuing to diversify our portfolio of solutions and clients to limit dependency on any one industry or geography. And by partnering with organizations like FEMA to provide assistance and alternate employment to our people in the wake of natural disasters.

The most significant emerging opportunities related to climate change include increasing our market share and share of client spend as new jobs emerge and new skills are required to operate in a low-carbon economy. We seek to leverage these opportunities by:

- Investing in research to identify and predict the skills that will be needed by the workforce of tomorrow
- Developing partnerships and solutions that enable us to more effectively identify, attract and deploy talent with in-demand skills
- Partnering with public and private sector organizations to prepare the current and future workforce with skills needed in a low-carbon economy, especially those populations that have been most impacted by climate change like refugees and migrants

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?

No

C2.3b

(C2.3b) Why do you not consider your organization to be exposed to climate-related risks with the potential to have a substantive financial or strategic impact on your business?

	Primary reason	Please explain
Row 1	Risks exist, but none with potential to have a substantive financial or strategic impact on business	With operations in 80 countries and territories around the world, we are subject to numerous risks outside of our control, including natural disasters and severe weather conditions that could impair our office facilities and disrupt critical services that we depend upon to conduct business. While disruptions in our business activities could lead to lost clients and candidates, resulting in decreased revenues, we are not so reliant on any single client or geographic location and any such disruption would not have significant substantive impact on our business. Our business model allows us to shift work to unaffected locations fairly seamlessly, and we have developed collaborative work models with technology that allows us to work virtually anywhere, making us less dependent on specific locations to conduct our business. We have also developed robust disaster recovery plans, and we embed risk mitigation into contracts with providers of critical services. Additionally, our portfolio is sufficiently diverse that our financial sustainability is not reliant on any single client, industry sector, geographic location or type of service.

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?
Customer

Opportunity type
Products and services

Primary climate-related opportunity driver
Other

Type of financial impact
Other, please specify (Increased demand for services)

Company-specific description
Climate-related pressures are resulting in the development and adoption of new technologies that enable more sustainable production and use of resources. The World Employment Council estimates that the transition to a green economy will shift jobs from some sectors as carbon- and resource-intensive industries are scaled down, while creating an increase in job opportunities in other sectors resulting from the adoption of sustainable practices (such as projected growth in use of electronic vehicles) and development of new technologies to increase energy efficiencies. As a result of the predicted net increase of approximately 18 million jobs across the world, we are likely to see an increase in demand for our services -- recruiting, assessing, and employing people with the new skills needed to develop and use these technologies, as our clients start to adopt new technology and new production approaches.

Time horizon
Medium-term

Likelihood
Very likely

Magnitude of impact
Medium

Are you able to provide a potential financial impact figure?
Yes, a single figure estimate

Potential financial impact figure (currency)
200000000

Potential financial impact figure – minimum (currency)
<Not Applicable>

Potential financial impact figure – maximum (currency)
<Not Applicable>

Explanation of financial impact figure
If we were to see an increase in demand for our services by even a conservative 1%, that could result in the potential to increase our revenues by $200 million annually

Strategy to realize opportunity
Research to identify in-demand skills Development of an Assessment Center of Excellence to enhance our ability to assess skills and capabilities needed for emerging roles Investment in partnerships and solutions that leverage technology to enhance our ability to attract and deploy in-demand talent around the world

Cost to realize opportunity
0

Comment
We leverage investments made to realize our overall business strategy. It is not possible to determine the percentage of those investments that are specific to climate-related issues.

C2.5

(C2.5) Describe where and how the identified risks and opportunities have impacted your business.

	Impact	Description
Products and services	Impacted	The impacts of climate-related issues are similar to the impacts of the digital revolution, the evolution of new technologies and the resulting impact on the skills needed by our clients to conduct their business. We must constantly evolve and adapt our ability to recruit and assess candidates with the necessary skills for in-demand roles, whatever those new skills and demands may be. While climate-related risks and opportunities may inform and influence this requirement, it is not solely determined by climate-related issues.
Supply chain and/or value chain	Not evaluated	
Adaptation and mitigation activities	Not evaluated	
Investment in R&D	Not impacted	
Operations	Not impacted	
Other, please specify	Please select	

C2.6

(C2.6) Describe where and how the identified risks and opportunities have been factored into your financial planning process.

	Relevance	Description
Revenues	Not impacted	While climate-related issues may result in an increased demand for our services, at this time we are not able to determine how much of the increase could be related specifically to climate issues, as opposed to other trends like digital revolution that are impacting the demand for new skills.
Operating costs	Not impacted	
Capital expenditures / capital allocation	Not impacted	
Acquisitions and divestments	Not impacted	
Access to capital	Not impacted	
Assets	Not impacted	
Liabilities	Not impacted	
Other	Please select	

C3. Business Strategy

C3.1

(C3.1) Are climate-related issues integrated into your business strategy?

Yes

C3.1a

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

Yes, qualitative

C3.1c

(C3.1c) Explain how climate-related issues are integrated into your business objectives and strategy.

As part of our annual enterprise risk assessment, we survey global, regional and country leadership to understand the top risks currently facing our business, as well as any emerging risks. Leaders' responses will be based on direct interactions with clients, governments, investors, and other stakeholders as well as input from their management teams. At the same time, we conduct extensive research into current and emerging trends that are impacting labor markets around the world. We then use the findings to update our Strategic Execution Framework, which outlines our 3-year strategic plan and goals.

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. When the people we place on assignment with clients are not able to work -- either because the client has closed their worksite or because transportation infrastructure is affected, it impacts our revenues and our ability to pay our people.

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The most significant emerging opportunities related to climate change include increasing our market share and share of client spend as new jobs emerge and new skills are required to operate in a low-carbon economy. We seek to leverage these opportunities by:

· Research to identifies and predicts the skills that will be needed by the workforce of tomorrow

· Investing in partnerships and solutions to more effectively identify, attract and deploy talent with in-demand skills

· Partnering with public and private sector organizations to prepare the current and future workforce with skills needed in a low-carbon economy, especially those populations that have been most impacted by climate change like refugees and migrants

C3.1d

(C3.1d) Provide details of your organization’s use of climate-related scenario analysis.

Climate-related scenarios	Details
Other, please specify (Disaster recovery scenarios)	We incorporate analysis of potential natural disaster situations in our risk assessment and business planning, based on prior experience with these situations.

C4. Targets and performance

C4.1

(C4.1) Did you have an emissions target that was active in the reporting year?
Both absolute and intensity targets

C4.1a

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

Target reference number
Abs 1

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

% emissions in Scope
18

Targeted % reduction from base year
3

Base year
2016

Start year
2017

Base year emissions covered by target (metric tons CO2e)
5435

Target year
2018

Is this a science-based target?
No, and we do not anticipate setting one in the next 2 years

% of target achieved
0

Target status
Retired

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

Target reference number
Abs 3

Scope
Scope 3: Business travel

% emissions in Scope
3

Targeted % reduction from base year
25

Base year

2012

Start year
2012

Base year emissions covered by target (metric tons CO2e)
222

Target year
2018

Is this a science-based target?
No, and we do not anticipate setting one in the next 2 years

% of target achieved

Target status
Underway

Please explain
ManpowerGroup Sweden has set a target to reduce air travel and resulting emissions. While actual travel was reduced, due to the change in emissions calculation methodology we are unable to compare 2018 emissions from air travel to previous years.

Target reference number
Abs 2

Scope
Scope 3: Business travel

% emissions in Scope

Targeted % reduction from base year
5

Base year
2017

Start year
2017

Base year emissions covered by target (metric tons CO2e)
215.56

Target year
2018

Is this a science-based target?
No, and we do not anticipate setting one in the next 2 years

% of target achieved
100

Target status
Achieved

Please explain
ManpowerGroup Germany 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 organization was able to reduce emissions from air travel by 43%. We do not have consistent business travel data from all of our operations, therefore we are not able to report on what percent of our total Scope 3 emissions from business travel were included in this target.

C4.1b

(C4.1b) Provide details of your emissions intensity target(s) and progress made against those target(s).

Target reference number
Int 1

Scope
Scope 1+2 (location-based)

% emissions in Scope
100

Targeted % reduction from base year
0

Metric
Metric tons CO2e per unit revenue

Base year
2016

Start year
2016

Normalized base year emissions covered by target (metric tons CO2e)
36880

Target year
2020

Is this a science-based target?
No, and we do not anticipate setting one in the next 2 years

% of target achieved

Target status
Underway

Please explain
In 2017, we set a global goal to grow our business without increasing our environmental footprint. As we grow in size and revenues, the target is to maintain (or decrease) metric tons CO2 per unit of revenue and per employee. Based on the data we used for reporting in 2018, it appeared that we were on track to achieve our goal. However, given our adoption of a more robust data collection and footprint calculation methodology, and the fact that we are not able to reverse-apply the new methodology to old data, we have decided that we need to reset our baseline using our calculated 2018 footprint. We plan to report on progress toward this goal after we have collected 2019 data.

% change anticipated in absolute Scope 1+2 emissions
0

% change anticipated in absolute Scope 3 emissions
0

C4.2

(C4.2) Provide details of other key climate-related targets not already reported in question C4.1/a/b.

Target
Zero/low-carbon vehicle

KPI – Metric numerator
metric tons CO2 per km driven

KPI – Metric denominator (intensity targets only)

Base year
2016

Start year
2017

Target year
2020

KPI in baseline year

KPI in target year

% achieved in reporting year

Target Status
Underway

Please explain
ManpowerGroup Italy have set a target to reduce emissions from company cars. As cars reach the end of their lease period, they are replaced with lower-emission models. The baseline and achieved measures were not available at the time of reporting.

Part of emissions target

Is this target part of an overarching initiative?
No, it's not part of an overarching initiative

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	1	
To be implemented*	0	0
Implementation commenced*	0	0
Implemented*	4	415
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 type
Energy efficiency: Building services

Description of initiative
HVAC

Estimated annual CO2e savings (metric tonnes CO2e)
125

Scope
Scope 1

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
0

Investment required (unit currency – as specified in C0.4)
0

Payback period
1-3 years

Estimated lifetime of the initiative
3-5 years

Comment
Investment and cost savings data not available at the time of reporting

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Initiative type
Other, please specify (Lower emissions fleet vehicles)

Description of initiative
<Not Applicable>

Estimated annual CO2e savings (metric tonnes CO2e)
50

Scope
Scope 1

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
0

Investment required (unit currency – as specified in C0.4)
0

Payback period
1-3 years

Estimated lifetime of the initiative
6-10 years

Comment
As company cars reach the end of their lease period, they are being replaced by lower-emission models. No additional investment required. Cost savings not tracked.

Initiative type
Other, please specify (Reduce business travel)

Description of initiative
<Not Applicable>

Estimated annual CO2e savings (metric tonnes CO2e)
240

Scope
Scope 3

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
0

Investment required (unit currency – as specified in C0.4)
0

Payback period
1-3 years

Estimated lifetime of the initiative
3-5 years

Comment
Two separate ongoing initiatives to reduce business travel. No investment required. Cost savings not available at the time of reporting.

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 cars for business use.
Compliance with regulatory requirements/standards	

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)
28521

Comment
After a comprehensive review of our environmental reporting strategy, we concluded that our prior methodology was not robust enough to capture and calculate an accurate footprint. In order to address this, we engaged an environmental sustainability consultancy – EcoAct -- to develop and implement a more enhanced methodology. The new methodology follows a systematic approach, whereby we have conducted a review of our boundary and mapped our global portfolio to include some elements of our footprint for the first time, such as energy consumption at data centres. We collected data from 14 of our largest markets representing 70% of our total employee population and 80% of our revenues, which was subsequently uplifted using intensity metrics to Group level. The methodology is context-based, considering the different activities and consumption behaviours of branches, headquarters and data centres when uplifting to Group level. Unfortunately, we are not able to reverse-apply the new methodology to prior years' data. We are therefore establishing 2018 as our new baseline year. Comparisons to previously reported data will not be meaningful.

Scope 2 (location-based)

Base year start
January 1 2018

Base year end
December 31 2018

Base year emissions (metric tons CO2e)
28702

Comment
After a comprehensive review of our environmental reporting strategy, we concluded that our prior methodology was not robust enough to capture and calculate an accurate footprint. In order to address this, we engaged an environmental sustainability consultancy – EcoAct -- to develop and implement a more enhanced methodology. The new methodology follows a systematic approach, whereby we have conducted a review of our boundary and mapped our global portfolio to include some elements of our footprint for the first time, such as energy consumption at data centres. We collected data from 14 of our largest markets representing 70% of our total employee population and 80% of our revenues, which was subsequently uplifted using intensity metrics to Group level. The methodology is context-based, considering the different activities and consumption behaviours of branches, headquarters and data centres when uplifting to Group level. Unfortunately, we are not able to reverse-apply the new methodology to prior years' data. We are therefore establishing 2018 as our new baseline year. Comparisons to previously reported data will not be meaningful.

Scope 2 (market-based)

Base year start
January 1 2018

Base year end
December 31 2018

Base year emissions (metric tons CO2e)
16118

Comment
Market-based emissions were calculated using data from 14 of our largest markets representing 70% of total worldwide employee population and 80% of revenues. Market-based emissions were not uplifted to the Group level.

C5.2

(C5.2) Select the name of the standard, protocol, or methodology you have used to collect activity data and calculate Scope 1 and Scope 2 emissions.

Defra Voluntary 2017 Reporting Guidelines

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)

28521

Start date

January 1 2018

End date

December 31 2018

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

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

C6.3

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

Reporting year

Scope 2, location-based
28702

Scope 2, market-based (if applicable)
16118

Start date
January 1 2018

End date
December 31 2018

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, petrol or diesel

Relevance of Scope 1 emissions from this source
Emissions are not evaluated

Relevance of location-based Scope 2 emissions from this source
Emissions are not relevant

Relevance of market-based Scope 2 emissions from this source (if applicable)
Emissions are not relevant

Explain why this source is excluded
At this time, we are not aware that any of our offices are located in buildings that use any other fuel sources for heating and cooling . However, with actual data limited to the largest 13 of our 80 countries of operation, it is possible that coal or some other fuel may be a relevant source of emissions in other countries. Given that the current data reflects 80% of our business, and that our operations are entirely located in leased professional office spaces, we do not consider the investment to investigate additional sources of emissions to be a sustainable use of resources.

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
Lack of data

C6.5

(C6.5) Account for your organization's Scope 3 emissions, disclosing and explaining any exclusions.

Purchased goods and services

Evaluation status
Not evaluated

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>

Explanation

Capital goods

Evaluation status
Not relevant, explanation provided

Metric tonnes CO2e
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

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

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

Evaluation status
Relevant, calculated

Metric tonnes CO2e
17909

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
0

Explanation

Upstream transportation and distribution

Evaluation status
Not evaluated

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>

Explanation

Waste generated in operations

Evaluation status
Relevant, calculated

Metric tonnes CO2e
1156

Emissions calculation methodology
Emissions factors applied to amounts of office waste recycled and not recycled.

Percentage of emissions calculated using data obtained from suppliers or value chain partners
0

Explanation

Business travel

Evaluation status
Relevant, calculated

Metric tonnes CO2e
27897

Emissions calculation methodology
Defra emissions factors applied to business travel mileage data (air, rail and personal car business travel)

Percentage of emissions calculated using data obtained from suppliers or value chain partners
0

Explanation

Employee commuting

Evaluation status
Relevant, not yet calculated

Metric tonnes CO2e
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Explanation
With more than 30,000 employees in 80 countries and territories, the amount of investment and effort to develop an accurate and effective way to measure emissions from employee commuting greatly outweighs any potential benefit gained from measuring emissions. We consider access to public transportation in locating our offices, and provide incentives to encourage use of lower-emissions transport options, such as preferred parking for hybrid vehicles and carpools, locker rooms with showers for bicycle commuters, subsidies for and pre-tax purchase of public transport passes, etc.

Upstream leased assets

Evaluation status
Not relevant, explanation provided

Metric tonnes CO2e
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Explanation
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>

Explanation
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>

Explanation
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>

Explanation
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>

Explanation
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>

Explanation
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>

Explanation
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>

Explanation
No significant investments made during the reporting year.

Other (upstream)

Evaluation status
Not relevant, calculated

Metric tonnes CO2e
341

Emissions calculation methodology
Defra emissions factors for water supply and water treatment applied to water consumption data

Percentage of emissions calculated using data obtained from suppliers or value chain partners
0

Explanation

Other (downstream)

Evaluation status
Not evaluated

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>

Explanation

C6.7

(C6.7) Are carbon dioxide emissions from biologically sequestered 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
0.0000026

Metric numerator (Gross global combined Scope 1 and 2 emissions)
57223

Metric denominator
unit total revenue

Metric denominator: Unit total
21991200000

Scope 2 figure used
Location-based

% change from previous year
86

Direction of change
Increased

Reason for change
After a comprehensive review of our environmental reporting strategy, we concluded that our prior methodology was not robust enough to capture and calculate an accurate footprint. In order to address this, we engaged an environmental sustainability consultancy – EcoAct -- to develop and implement a more enhanced methodology. The new methodology follows a systematic approach, whereby we have conducted a review of our boundary and mapped our global portfolio to include some elements of our footprint for the first time, such as energy consumption at data centres. We collected data for 13 of our key markets representing 70% of our total employee population and 80% of our revenues, which was subsequently uplifted using intensity metrics to Group level. The methodology is context-based, considering the different activities and consumption behaviours of branches, headquarters and data centres when uplifting to Group level. Unfortunately, we were not able to reverse-apply the new methodology to prior years' data. Therefore, comparisons to previously reported data will not be meaningful.

Intensity figure
1.94

Metric numerator (Gross global combined Scope 1 and 2 emissions)
57223

Metric denominator
full time equivalent (FTE) employee

Metric denominator: Unit total
29536

Scope 2 figure used
Location-based

% change from previous year
94

Direction of change
Increased

Reason for change
After a comprehensive review of our environmental reporting strategy, we concluded that our prior methodology was not robust enough to capture and calculate an accurate footprint. In order to address this, we engaged an environmental sustainability consultancy – EcoAct -- to develop and implement a more enhanced methodology. The new methodology follows a systematic approach, whereby we have conducted a review of our boundary and mapped our global portfolio to include some elements of our footprint for the first time, such as energy consumption at data centres. We collected data for 13 of our key markets representing 70% of our total employee population and 80% of our revenues, which was subsequently uplifted using intensity metrics to Group level. The methodology is context-based, considering the different activities and consumption behaviours of branches, headquarters and data centres when uplifting to Group level. Unfortunately, we were not able to reverse-apply the new methodology to prior years' data. Therefore, comparisons to previously reported data will not be meaningful.

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)
Argentina	235
Belgium	2578
France	3552
Germany	3482
Italy	1260
Japan	209
Mexico	450
Netherlands	5206
Norway	13
Sweden	670
Spain	146
United Kingdom of Great Britain and Northern Ireland	188
United States of America	626
India	608

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	1302
Driving fleet cars to sell and deliver services	25482
Activities of branch offices	1737
Data centers	0.3

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 in market-based approach (MWh)
Argentina	145.7	145.7	378	0
Belgium	207.9	0	914	914
France	455.5	455.5	9774	0
Germany	2088.2	0.1	4616	4616
Italy	2027.8	2027.8	5895	0
Japan	4036.7	4036.7	7445	0
Mexico	590.2	590.2	1280	0
Netherlands	917.8	0	1869	1869
Norway	8.7	0	996	996
Sweden	5.8	1.3	533	414
Spain	503.8	503.8	1711	0
United Kingdom of Great Britain and Northern Ireland	2019.2	2019.2	5753	0
United States of America	5172.5	5172.5	11306	0
India	1164.2	1164.2	1501	0

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 emissions (metric tons CO2e)	Scope 2, market-based emissions (metric tons CO2e)
Activities of corporate headquarters offices	7948	4374
Activities of branch offices	20727	11726
Data centers	24	16

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?

Increased

C7.9a

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

	Change in emissions (metric tons CO2e)	Direction of change	Emissions value (percentage)	Please explain calculation
Change in renewable energy consumption		<Not Applicable>		
Other emissions reduction activities		<Not Applicable>		
Divestment		<Not Applicable>		
Acquisitions		<Not Applicable>		
Mergers		<Not Applicable>		
Change in output		<Not Applicable>		
Change in methodology	28349	Increased	98	After a comprehensive review of our environmental reporting strategy, we concluded that our prior methodology was not robust enough to capture and calculate an accurate footprint. In order to address this, we engaged an environmental sustainability consultancy – EcoAct -- to develop and implement a more enhanced methodology. The new methodology follows a systematic approach, whereby we have conducted a review of our boundary and mapped our global portfolio to include some elements of our footprint for the first time, such as energy consumption at data centres. We collected data for 13 of our key markets representing 70% of our total employee population and 80% of our revenues, which was subsequently uplifted using intensity metrics to Group level. The methodology is context-based, considering the different activities and consumption behaviours of branches, headquarters and data centres when uplifting to Group level. Unfortunately, we were not able to reverse-apply the new methodology to prior years' data. Therefore, comparisons to previously reported data are not meaningful.
Change in boundary		<Not Applicable>		
Change in physical operating conditions		<Not Applicable>		
Unidentified		<Not Applicable>		
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 undertakes this energy-related activity
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 MWh
Consumption of fuel (excluding feedstock)	Unable to confirm heating value			119770
Consumption of purchased or acquired electricity	<Not Applicable>	8810	71270	80080
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>			199849

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
Unable to confirm heating value

Total fuel MWh consumed by the organization
11359

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>

Comment
Data was originally provided in kWh

Fuels (excluding feedstocks)
Fuel Oil Number 1

Heating value
Unable to confirm heating value

Total fuel MWh consumed by the organization
3432

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>

Comment
Data originally provided in kWh

Fuels (excluding feedstocks)
Petrol

Heating value
Unable to confirm heating value

Total fuel MWh consumed by the organization
19035

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>

Comment
Includes hybrid. Emissions for hybrid and petrol were originally calculated using distance data and petrol emission factor kgCO2e/km. The emissions were then back-calculated to obtain kWh data using the petrol emission factor kgCO2e/kWh to estimate total kWh. Petrol and hybrid are combined because hybrid is usually using petrol fuel.

Fuels (excluding feedstocks)
Diesel

Heating value
Unable to confirm heating value

Total fuel MWh consumed by the organization
17509

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>

Comment
Emissions for diesel were calculated using distance data and diesel emission factor kgCO2e/km. The emissions were then back-calculated to obtain kWh data using the diesel emission factor kgCO2e/kWh to estimate total kWh.

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

Heating value
Unable to confirm heating value

Total fuel MWh consumed by the organization
38669

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>

Comment
This accounts for fuel consumption by fleet cars where the fuel type was unknown. Emissions were calculated using distance data and an average emission factor. The emissions data was then used to reverse calculate the estimated kWh using an average

kgCO2e/kWh.

C8.2d

(C8.2d) List the average emission factors of the fuels reported in C8.2c.

Diesel

Emission factor
0.24768

Unit
kg CO2e per kWh

Emission factor source
DEFRA 2018

Comment

Fuel Oil Number 1

Emission factor
0.27652

Unit
kg CO2e per kWh

Emission factor source
DEFRA 2018

Comment

Natural Gas

Emission factor
0.18404

Unit
kg CO2e per kWh

Emission factor source
DEFRA 2018

Comment

Petrol

Emission factor
0.23377

Unit
kg CO2e per kWh

Emission factor source
DEFRA 2018

Comment

Other

Emission factor
0.24072

Unit
kg CO2e per kWh

Emission factor source
Average of petrol and diesel DEFRA 2018 emission factors

Comment

C8.2f

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

Basis for applying a low-carbon emission factor
Contract with suppliers or utilities (e.g. green tariff), not supported by energy attribute certificates

Low-carbon technology type
Wind
Hydropower

Region of consumption of low-carbon electricity, heat, steam or cooling
Europe

MWh consumed associated with low-carbon electricity, heat, steam or cooling
8810

Emission factor (in units of metric tons CO2e per MWh)
0

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
43

% total procurement spend (direct and indirect)
55

% Scope 3 emissions as reported in C6.5
0

Rationale for the coverage of your engagement
We believe our values should be reflected and embraced by all of our partners throughout the supply chain. Operating in nearly 80 countries and territories around the world, we engage a broad base of suppliers from across the globe to provide the goods and services needed to operate our business. We expect our suppliers to operate in a responsible and ethical manner while managing their impact on the environment.

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

Comment

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

% Scope 3 emissions as reported in C6.5
0

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. Engagement includes 36 % of Scope 1 emissions.

Impact of engagement, including measures of success
Average metrics tons CO2e per person from fleet usage in the operations with active goals has decreased.

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
<Not Applicable>

% of customers by number
0

% Scope 3 emissions as reported in C6.5
0

Please explain the rationale for selecting this group of customers and scope of engagement
15 of our clients have asked us to actively track and report on our emissions in support of their supplier engagement and/or supply chain emissions reduction goals. These clients represent fewer than 0.01% of the 400,000+ organizations we provide solutions and services to.

Impact of engagement, including measures of success
Clients have reported that our engagement has helped them to meet or exceed their supplier engagement goals.

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

Details of engagement
<Not Applicable>

% of customers by number
0

% Scope 3 emissions as reported in C6.5
0

Please explain the rationale for selecting this group of customers and scope of engagement
As part of the environmental strategy review that we undertook in 2018, we interviewed several major clients to get their views on the importance of environmental management and reporting for companies in our industry.

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

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?
No

C12.3g

(C12.3g) Why do you not engage with policy makers on climate-related issues?

Not our area of expertise or where we can have significant impact.

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
Underway – previous year attached

Attach the document
2017_18_Sustainability+Update (1).pdf

Page/Section reference
9

Content elements
Emissions figures
Other metrics

Comment

Publication
In voluntary sustainability report

Status
Underway – previous year attached

Attach the document
RSE_2018_Manpower_France.pdf

Page/Section reference
32-35 CSR report from our largest business unit - Manpower France - representing more than 25% of our operations worldwide.

Content elements
Governance
Strategy
Risks & opportunities
Emissions figures
Emission targets
Other metrics

Comment

Publication
In voluntary sustainability report

Status
Underway – previous year attached

Attach the document
18-11-Reporte_de_Sustentabilidad_ManpowerGroup_Argentina_2017.pdf

Page/Section reference
61-62 CSR report of our largest operation in South America

Content elements
Strategy
Emissions figures
Other metrics

Comment

Publication
In voluntary sustainability report

Status
Complete

Attach the document
ManpowerGroup_Hållbarhetsrapport_2018.pdf

Page/Section reference

23 Sustainability Report from ManpowerGroup Sweden

Content elements
Strategy
Emissions figures
Emission targets
Other metrics

Comment

C14. 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.

See attached environmental footprint report issued by EcoAct.
ManpowerGroup 2018 Environmental Footprint 28_06 - ISSUED.xlsx

C14.1

(C14.1) Provide details for the person that has signed off (approved) your CDP climate change response.

	Job title	Corresponding job category
Row 1	Global Corporate Sustainability Manager	Environment/Sustainability manager

SC. Supply chain module

SC0.0

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

ManpowerGroup, the leading global workforce solutions company, helps organizations transform in a fast-changing world of work by sourcing, assessing, developing and managing the talent that enables them to win. We develop innovative solutions for hundreds of thousands of organizations across 80 countries and territories every year, providing them with skilled talent while finding meaningful, sustainable employment for millions of people across a wide range of industries and skills. In 2019, ManpowerGroup was named one of the World's Most Ethical Companies for the 10th year and one of Fortune's Most Admired Companies for the 16th year, confirming our position as the most trusted brand in the industry.

As an office-based service provider, the most significant sources of emissions from our operations are electricity used to power our offices and the business travel we undertake to conduct our global business. While our impact is relatively low, we recognize the responsibility of all organizations to reduce emissions, and have initiatives in many of our largest markets designed to reduce our impact.

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 has been area of considerable challenge. In 2018, to address this challenge, we conducted an independent review of our environmental management and reporting strategy. Acting on one of the resulting recommendations, we engaged sustainability consultant EcoAct to develop and pilot a more robust data collection and reporting methodology across 13 key markets representing 80% of our global 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 expect this new approach will result in more accurate capture and calculation of our footprint, enabling us to determine appropriate goals going forward.

While we continue to improve our ability to measure our footprint, we are still limited in our ability to allocate GHG emissions to any specific client, given the nature of our shared services operating model. For the purposes of reporting, we have chosen to allocate emissions to individual clients based on the percentage of global revenues that we derive from each client. We recognize that this is not an ideal way to allocate emissions, and will continue to seek alternative methods. We welcome input from our clients to help us further develop this capability.

SC0.1

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

	Annual Revenue
Row 1	21991200000

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.

SC1-1 allocation.xlsx

Requesting member

Please select

Scope of emissions

Please select

Allocation level

Please select

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

Uncertainty (±%)

Major sources of emissions

Verified

Please select

Allocation method

Please select

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

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 will be reported publicly in our 2019 CDP Climate Change response and our 2018 Sustainability Report, to be published in September 2019 on our corporate website (http://www.manpowergroup.com/sustainability/).

Revenue data is published in our 2018 Annual Report, available on the Investor Relations page at 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.

Requesting member
Please select

Group type of project
Please select

Type of project
Please select

Emissions targeted
Please select

Estimated timeframe for carbon reductions to be realized
Please select

Estimated lifetime CO2e savings

Estimated payback
Please select

Details of proposal

SC2.2

(SC2.2) Have requests or initiatives by CDP Supply Chain members prompted your organization to take organizational-level emissions reduction initiatives?
No

SC3.1

(SC3.1) Do you want to enroll in the 2019-2020 CDP Action Exchange initiative?
No

SC3.2

(SC3.2) Is your company a participating supplier in CDP's 2018-2019 Action Exchange initiative?
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

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

Please confirm below

I have read and accept the applicable Terms