



ManpowerGroup®

ManpowerGroup Environmental Management Policy & Guidance



EXECUTIVE SUMMARY

ManpowerGroup® (NYSE: MAN) is the world's workforce expert, creating innovative workforce solutions for nearly 70 years. We connect more than 600,000 people to meaningful work across a wide range of skills and industries every day. Through our ManpowerGroup family of brands—Manpower®, Experis®, Right Management® and ManpowerGroup® Solutions—we help more than 400,000 clients in 80 countries and territories address their critical talent needs, providing comprehensive solutions to resource, manage and develop talent. In 2016, ManpowerGroup was named one of the World's Most Ethical Companies for the sixth consecutive year and one of Fortune's Most Admired Companies, confirming our position as the most trusted and admired brand in the industry.

Sustainability and responsibility have been part of ManpowerGroup's DNA since our company's founding nearly 70 years ago. During that time, we have built a solid reputation as an ethical business with a strong sense of mission.

We care about people and the role that work plays in their lives. We are committed to improving global labor standards and connecting people to meaningful and sustainable employment. Concern for employee wellbeing is a natural extension of this primary value, an integral part of our culture and the reason we pursue continuous improvement. We take pride in what we do and how we do it. A great work environment gives each of us great pride in working for a company with such a deeply rooted culture. To consistently deliver strong, profitable growth, while remaining true to the values on which we were founded is a great source of pride for everyone at ManpowerGroup.

We care about the environment and aspire to be good stewards of resources and thought leaders in the contemporary world of work. We have built one of the world's greenest headquarters as a model for the future and we are a champion for carbon-free virtual work platforms. Our commitment to strong environmental stewardship is an element of our leadership in contemporary working. It is also consistent with our efforts to create practical solutions that align with the interests of our clients, colleagues, communities, investors and other stakeholders and help us attract, engage and retain the best possible talent for ourselves and our clients.

As a service organization, ManpowerGroup's operations are entirely office-based with an environmental impact that is relatively small compared to other companies with more obvious carbon footprints, such as those in the manufacturing or transportation sectors. Our global presence in 80 countries and territories worldwide means we have an opportunity to make a positive difference. Based on the principles of Reduce / Reuse / Recycle, ManpowerGroup encourages responsible environmental stewardship. In this way, we help build more sustainable communities in which to live and work.

“To consistently deliver strong, profitable growth, while remaining true to the values on which we were founded is a great source of pride for everyone at ManpowerGroup.”

JONAS PRISING, *Chairman & CEO*

ENVIRONMENTAL MANAGEMENT POLICY AND PRIORITIES

It is the policy of ManpowerGroup, its divisions and subsidiaries to conduct business in a responsible way and in a manner designed to protect the health and safety of our colleagues, customers, the public and the environment.

As a good corporate citizen, we must be conscious of the effects of our operations on the environment. We will continually evaluate and assess our operations and business processes in order to reduce adverse environmental impacts.

Global Priorities / Local Impact

As a global company operating in 80 countries and territories around the world, providing solutions and services across every industry and in a variety of different business environments, we recognize that it is not reasonable or practical to expect that every one of our operations will implement the same set of environmental management practices. But we can achieve our greatest potential impact when all of our local operations are aligned to the same goals. This policy and guidance is intended to provide a framework that defines our global priorities and aligns our local actions for the greatest impact.

As an office-based company providing services and solutions, our areas of greatest environmental impact and potential for improvement are:

- energy used to power our offices and office equipment
- business travel to sell and deliver our services
- office waste, including paper and electronics

Our Commitments

We will operate our facilities and business processes in a manner that is harmonious with the communities in which we are located.

We will comply with the spirit and letter of applicable environmental regulations including national and local laws relating to the protection of employees, the public and the environment.

Each ManpowerGroup operation will take responsibility for developing and maintaining local environmental management policies, practices, guidance and training as appropriate to the local business environment.

We will reduce energy consumption and resulting greenhouse gas emissions from our office activities, through cost-effective measures wherever possible.

We will limit business travel whenever possible; when travel is necessary, we will choose the most cost-effective and lowest impact transportation modes available.

We will consume water responsibly and manage the waste generated from our office activities according to the principles of "Reduce / Reuse / Recycle."

We will consider environmental factors when selecting new office spaces and furnishings.

We will provide relevant training to employees, as appropriate to their roles and responsibilities.

We will report and communicate on our environmental commitments and performance in a transparent manner.



Environmental Management Guidance

Given the diverse nature of our operating environments, we expect that each operation will make use of this guidance to embed appropriate environmental management practices that are reasonable, practical and cost-effective.



Good Practices to Conserve Energy & Reduce Emissions from Office Activities

Program thermostats to turn on shortly before the start of the working day and turn off shortly before the end

In our UK Headquarters offices, heat is systematically switched off for the weekend, and a secondary boiler is turned off during the summer months. Through this and other minor adjustments, we've reduced our energy consumption by more than 25%.

Lower or raise thermostat settings by a few degrees

Reducing the heating temperature by 3 degrees Fahrenheit throughout the heating season can translate into as much as a 13% energy usage reduction.

Turn off lights and electronics at the end of the working day, and any time the office is not occupied

By turning off lights during lunch breaks and shutting down office equipment at the end of the day, we are conserving an estimated 200 kWh per month in the Philippines.

Replace incandescent lamps with energy efficient fluorescent or LED lighting

On average, lighting accounts for 30-40% of an office building's energy consumption. Significant energy consumption and cost savings can be achieved by using fluorescent or LED lights, which can be up to 10 times more efficient.

Make energy efficiency a decision criteria when choosing new spaces

When relocating our offices in Sweden, we pursued a strategy of choosing newer and more energy-efficient spaces. After the move, our energy use decreased by nearly 20%.

Get your landlord involved

Encourage your landlord or building manager to implement energy-saving technologies.

When replacing office equipment, choose energy efficient rated models

As much as 25% of an office building energy consumption can be attributed to electronic office equipment. Energy efficient equipment can provide as much as 70% savings.

When it was time to replace our multifunction printer/copiers at Italy's headquarters, we chose the latest generation equipment for all 280 units, ensuring lower energy consumption.

Purchase energy from renewable sources

Energy from renewable sources releases little or no greenhouse gases into the environment. To the extent possible and where cost-effective, consider purchasing energy produced from wind, solar, hydro or other renewable sources.



Good Practices that Reduce Impact of Business Travel

Choose energy-efficient and low-emission fleet cars

Fleet fuel accounts for almost half of our total energy consumption around the world. By replacing older vehicles with more efficient models, a number of our operations have reduced fleet fuel use and emissions without significant investment.

Good choices can lead to cost savings. By replacing 80% of our Italian fleet with cars that run on liquid natural gas, we have reduced our emissions 10-15% while saving 1 euro on every liter of fuel.

Leverage our virtual meeting, training and collaboration technology

Leveraging technology such as teleconferences, video conferencing, Google hangouts and **powerYOU** can reduce both the cost and environmental impact of business meetings and training.

By having a virtual meeting of our 150-person Global Leadership Team, we avoided one million miles of air travel and almost 400,000 pounds of CO₂ emissions

When travel is necessary, choose lower-impact modes

When practical, consider traveling by rail instead of air, or using public transport instead of taxis. Ask for energy-efficient rental cars, and stay at “green” hotels.

When colleagues in Norway’s Oslo office need to travel to meet with clients or attend company functions, they do so in a small fleet of electric cars, branded with Manpower and Experis logos. Colleagues in Sweden can cycle to local meetings using one of several branded bicycles.



Good Practices to Reduce Waste in Our Offices

Establish guidelines for printing and copying

- Communicate guidelines to employees, and train them on how to use special printer/copier features.
- Set printer and copier defaults to double-sided printing.
- Add a reminder to email signatures: “think before you print”

Promote reusables over disposables in break rooms and cafeterias

At Global Headquarters, we have completely eliminated disposable cups in our break rooms. New employees are given a reusable branded mug. And, we offer a discount on soda or coffee in the cafeteria if you use your own cup or mug.

Source “green”

- When practical, choose paper and other office suppliers that contain recycled content.
- Consider the lifecycle of larger items such as flooring and furniture.
- Request that suppliers use fewer packing materials, or arrange for suppliers to take back reusable packaging.

Encourage recycling

Place clearly-marked recycling containers in convenient locations (next to printers, in break rooms, etc).

Dispose of electronics responsibly

Arrange with electronics suppliers to take back equipment when it is obsolete, donate old computers to approved non-profit organizations, or contract with reputable e-waste companies to ensure that all electronics are responsibly recycled.

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