

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 more than 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 2022, ManpowerGroup was named one of the World's Most Ethical Companies for the 13th 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 2021. 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 approximately 30,000 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 2019 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 2021 | December 31 2021 | No | <Not Applicable> |

C0.3

(C0.3) Select the countries/areas in which you operate.

- Canada
- France
- Israel
- Italy
- Japan
- Norway
- Spain
- Switzerland
- 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

C0.8

(C0.8) Does your organization have an ISIN code or another unique identifier (e.g., Ticker, CUSIP, etc.)?

| Indicate whether you are able to provide a unique identifier for your organization | Provide your unique identifier |
|--|--------------------------------|
| Yes, an ISIN code | US56418H1005 |

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 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. 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. |
| Board-level committee | Sustainability is a board priority. While the Board has always been informed about our ESG developments, we amended the responsibilities of the Governance Committee in 2021 to reflect the addition of Sustainability. The newly named Governance & Sustainability (GovSus) Committee clearly emphasizes that the Committee has oversight of all sustainability matters. We understand sustainability issues are material to the long-term success of our business, which is why the Governance & Sustainability Committee Charter was also formally amended. Climate-related issues fall within the general board's responsibilities, as well as the Committees' responsibilities: while the GovSus Committee oversees operational risks related to ESG and climate, the Company's overall Board is responsible for monitoring strategic risks. The Enterprise Risk Management Process (ERM), which includes climate-related risks, is reviewed by the board twice per year, the GovSus Committee reviews ESG and climate-related updates twice per year. |
| Chief Financial Officer (CFO) | The CFO oversees the management of climate-related risks and opportunities that are identified and assessed as part of our Enterprise Risk Management Process (ERM), and also has a goal to establish ESG standards to guide organization-wide operations and investments. The CFO is also involved in other decisions requiring significant financial support that improve climate-related resiliency or carbon reduction goals such as capital investments across the value chain. The CFO sits on our ESG Steering Committee and participates in all Board meetings. In 2021, the CFO was instrumental in reviewing and approving our Net Zero pledge and strategy aimed at achieving our 2030 carbon reduction targets across Scope 1, 2, and 3. |
| Other C-Suite Officer | Our Senior Vice President and General Counsel is the global Chief Legal Officer (CLO) for the company. In that role, they oversee all risk-related disclosures, including the development of Risk Factor reporting for our annual and periodic SEC reporting, as well as other climate-related disclosures. Our CLO is also tasked with protecting and enhancing our company's reputation and ways of doing business. This includes how we engage with our stakeholders, regulators and governments on issues related to climate change, including tax, regulations and stakeholder engagement on ESG issues. In 2021, the CLO was instrumental in reviewing and approving our Net Zero pledge and strategy aimed at achieving our 2030 carbon reduction targets across Scope 1, 2, and 3. The CFO sits on our ESG Steering Committee and participates in all Board and GovSus Committee meetings. |
| Other C-Suite Officer | Both assessing and managing climate-related risks and opportunities Our Chief Communications and Sustainability Officer (CCSO) is responsible for developing the strategic sustainability direction for the company together with key stakeholders; responsible for driving and coordinating efforts, ensuring alignment across the company, engaging with stakeholders, and reporting on progress. This explicitly includes responsibility for the company's approach to climate risk and opportunity management. |

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, the most recent presentation to the Board was focused on our three-year ESG plan, where we shared climate action plans and priorities. The feedback was to move quickly to develop an achievement roadmap and build an annual scorecard for all our countries in which ManpowerGroup operates. |

C1.1d

(C1.1d) Does your organization have at least one board member with competence on climate-related issues?

| | Board member(s) have competence on climate-related issues | Criteria used to assess competence of board member(s) on climate-related issues | Primary reason for no board-level competence on climate-related issues | Explain why your organization does not have at least one board member with competence on climate-related issues and any plans to address board-level competence in the future |
|-------|---|---|--|---|
| Row 1 | No, but we plan to address this within the next two years | <Not Applicable> | Important but not an immediate priority | Many of our Board members have experience with climate-related issues through service on other boards - 8 of our 12 directors currently serve on the board of at least one other public company. We additionally intend to develop or recruit greater climate competence onto the Board within the next two years |

C1.2

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

| Name of the position(s) and/or committee(s) | Reporting line | Responsibility | Coverage of responsibility | Frequency of reporting to the board on climate-related issues |
|--|------------------|---|----------------------------|---|
| Chief Executive Officer (CEO) | <Not Applicable> | Both assessing and managing climate-related risks and opportunities | <Not Applicable> | Quarterly |
| Chief Financial Officer (CFO) | <Not Applicable> | Both assessing and managing climate-related risks and opportunities | <Not Applicable> | Quarterly |
| Other C-Suite Officer, please specify (Chief Legal Officer (CLO)) | <Not Applicable> | Both assessing and managing climate-related risks and opportunities | <Not Applicable> | Quarterly |
| Other C-Suite Officer, please specify (Chief Communications and Sustainability Officer (CCSO)) | <Not Applicable> | Both assessing and managing climate-related risks and opportunities | <Not Applicable> | Quarterly |
| Risk committee | <Not Applicable> | Both assessing and managing climate-related risks and opportunities | <Not Applicable> | Quarterly |
| Sustainability committee | <Not Applicable> | Both assessing and managing climate-related risks and opportunities | <Not Applicable> | Quarterly |

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 Chief Legal Officer (CLO). 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. The CCSO reports to the Chief Talent Scientist, who reports to the CEO.

Furthermore, our CFO supports the management of climate-related risks and opportunities that are identified and assessed as part of our Enterprise Risk Management Process (ERM). The CFO is responsible for delivering our financial plan which includes decisions requiring significant financial support that improve climate-related resiliency or carbon reduction goals, such as procurement of renewable energy and investment in our company fleet. The CFO 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 |
|------------------------------------|---------------------|--|--|
| Board/Executive board | Non-monetary reward | Emissions reduction target Other (please specify) (Strengthen ESG reputation in our industry) | As part of our enterprise-wide approach to risk management and our strategies to create long-term value, the Board monitors long-term risks, including climate related risks. As part of this responsibility, the Board of Directors has oversight on the delivery of our publicly stated emission reduction goals. |
| Chief Executive Officer (CEO) | Monetary reward | Emissions reduction target Other (please specify) (Strengthen ESG reputation in our industry) | Building ManpowerGroup's reputation as an ESG leader within the staffing industry is part of our CEO's performance scorecard, which is directly tied to compensation. This includes oversight of our ESG program and within the environment section, we have publicly stated SBTi emission reduction goals, which aims to reduce our Scope 1+2 emissions by 60% and Scope 3 emissions by 30% by 2030. |
| Other C-Suite Officer | Monetary reward | Emissions reduction target Other (please specify) (Strengthen ESG reputation in our industry) | Our Chief Communications and Sustainability Officer is tasked with building ManpowerGroup's reputation as an ESG leader within the staffing industry. This includes oversight of our ESG program and publicly stated emission reduction goals, which aims to reduce our Scope 1+2 emissions by 60% and Scope 3 emissions by 30% by 2030. |
| Other C-Suite Officer | Non-monetary reward | Emissions reduction target Other (please specify) (Strengthen ESG reputation in our industry) | Our CLO are incentivized with enhancing our corporate governance and engaging with the Board of Directors on ESG and climate related risks. Our CLO is also incentivized with protecting and enhancing our company's reputation and ways of doing business. This includes how we engage with our stakeholders, regulators and governments on issues related to climate change, including tax, regulations and stakeholder engagement on ESG issues. |
| Risk manager | Non-monetary reward | Other (please specify) (oversight of climate related risks) | Risk Managers are incentivized with enhancing our corporate governance, identifying enterprise risk and reporting on risks from each country up to the regions, then to the Executive Leadership Team and ultimately to the Board of Directors. The managers are tasked with enhancing our risk monitoring and mitigation strategy, which include climate-related risks and opportunities, and ensure the strategies are embedded within functional teams. |
| Other, please specify (Sales team) | Non-monetary reward | Behavior change related indicator | Sales and client contacts are incentivized by winning and renewing contracts with clients. As ESG becomes more prominent on clients' agenda, questions related to climate action are becoming commonplace in RFPs and bids. Our Sales Teams are tasked with learning about ESG topics, as well as what our corporate position is on climate related issues. This ensures that our sales teams are consistent in their approach for discussing climate change with clients and have a high-level of comfort discussing how we can add value and collaborate in reducing emissions across our shared value chain. |
| Business unit manager | Non-monetary reward | Behavior change related indicator | Communications and Public Affairs Managers have a target to protect and enhance our company's reputation and ways of doing business. This includes how we engage with our corporate and community stakeholders on issues related to climate change, and ensure we continue to effectively build confidence in the long-term viability of our business. |
| All employees | Non-monetary reward | Behavior change related indicator | All employees within our Southern Europe region are invited to participate in the annual "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?

We define impacts within our risk management processes according to a 5-level rating scale (1-5): incidental (1), minor (2), moderate (3), major (4), or catastrophic (5). Risks that are categorized as "major" (4) or "catastrophic" (5) are those that have a high to significant impact on the ability of the company to achieve its strategic and operational goals, cost the company greater than \$5 million in financial impact, with medium-to-long term (12+ months) damages to the corporate reputation. Therefore, any impact that is rated as "major" (4) or "catastrophic" (5) or would be considered substantive.

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 (ERM) 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 completed by country and regional ERM ambassadors, regional market overviews, and quarterly discussions with operational & functional leaders, the group ERM team are able to 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 that we have identified through the ERM process described above 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 | Current regulations that influence our operations are always included in our enterprise risk assessment because they have a significant impact on the business. 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 | Changing temperature (air, freshwater, marine water) |
|------------------|--|

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. Within our USA operations in 2021, parts of the country experienced a record heatwave in June and July. Many of our associates are staffed in industries that require them to physically be at work and at times, exposed to the heat outdoors. For instance, 33% of our revenue in the country is from Manufacturing sector, and another 8% is from Retail Trade, such as in vehicle repairs. If productivity of our recruiting staff and associates were to decrease because of diminished work capacity, physical illness and/or mental task ability from increased heat, we would need to employ additional staff to make up for the productivity loss or we risk the client looking for other staffing providers. There may also be additional cost associated with managing more talent that clients may not want to absorb, which may

result in more costs and lower profits. If our recruiters and talent agents decrease in their effectiveness, then we risk not being able to source and retain the talent we need to meet client requirements. This could result in lost revenues.

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)

7000000

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, as we averaged around 7,000 recruiters in the reporting year. Assuming the cost to recruit and provide salary to a full-time employee is around \$50,000, this would result in increased costs ranging from \$3.5 to \$7 million annually in our United States business alone.

Cost of response to risk

0

Description of response and explanation of cost calculation

In areas where we are experiencing extreme heat, we minimize Associates' exposure to the sun and move people indoors in air-conditioned areas wherever possible. We are also able to adjust the time of working hours for Associates working in manufacturing to ensure we continue to meet client demands. 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. All of this is at no additional cost to the company -- we have made these investments and decisions 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 | Cold wave/frost |
|----------------|-----------------|

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. Country or regional economic disruption brought on by climate related events could impact our business through our client base and have wider implications for economic, social and political stability. 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. In February 2021, the state of Texas in the US experienced record-low temperatures. The state's electric grid operator lost control of the power supply, leaving millions without access to electricity and the snow and ice from the storm made roads impassable. Associates (the people we place on assignment with clients) were not able to access work, and many businesses in the state of Texas and in the surrounding states closed as a result. The lost billable hours over the three-week period had an estimated \$5 million impact on our revenues and operating profit. While we are pursuing a strategy of diversifying our business across industries and geographic locations to reduce our reliance on any one area, 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, a single figure estimate

Potential financial impact figure (currency)

5000000

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 work shutdowns resulting from severe cold weather events, the loss of revenues can be calculated. In 2021, severe cold weather events caused work shutdowns in the state of Texas in the United States. If a similar shutdown were to occur again, it is very likely to result in a similar financial impact as 2021. In Texas, the lost billable hours over the three-week period were \$5 million.

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, type of service or geography. We continue to invest in remote work options in the professional and managed services space, such as the significantly growing Experis brand (IT and professional resourcing) and Talent Solutions (recruitment process outsourcing, managed services, outplacement services, and organizational consulting) brands. With associates that can perform their roles from any location, we expect these steps to help mitigate the physical impact of individual severe weather events. To continue supporting this strategy into the future, we 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.

Comment

Identifier

Risk 3

Where in the value chain does the risk driver occur?

Direct operations

Risk type & Primary climate-related risk driver

| | |
|---------------------|---------------------------|
| Emerging regulation | Carbon pricing mechanisms |
|---------------------|---------------------------|

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. 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 \$4,600 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

Development of climate adaptation, resilience and insurance risk solutions

Primary potential financial impact

Increased revenues resulting from increased demand for products and services

Company-specific description

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, and again in 2021 when the state was hit by record-low temperatures. 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. For instance, in 2021, our US Manpower brand placed more than 1,500 individuals into jobs that are defined by the US Bureau of Labor Statistics as "green jobs" that support low-carbon economy. Many of the jobs we are currently placing are projected to grow in the near future (2019-2029), including wind turbine technicians increasing by 60% and solar photovoltaic installers by 50%. 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)

26941720

Potential financial impact figure – maximum (currency)

134708600

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 US market solutions increased as a result of climate change. For example, in the USA, if demand for agile solutions were to increase from 1-5%, it could result in an increase in revenues ranging from \$26.9 million to \$134.7 million annually in the United States alone. This is based on the total 2021 financial year revenue figure of \$20.7 bn, with the US market making up 13% of total revenue.

Cost to realize opportunity

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, as we continue to invest in digitalizing, we believe that these roles will continue to grow at a rapid pace in the near future. 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.

Comment**Identifier**

Opp2

Where in the value chain does the opportunity occur?

Direct operations

Opportunity type

Products and services

Primary climate-related opportunity driver

Shift in consumer preferences

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 in the United States, 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)

53883440

Potential financial impact figure – maximum (currency)

134708600

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 \$53.9 to \$134.7 million in the United States alone. This is based on the total 2021 financial year revenue figure of \$20.7 bn, with the US market making up 13% of total revenue.

Cost to realize opportunity

0

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 in 2021, we set a science-based target. 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. We consider there to be no additional costs associated with this strategy to attract talent. This is now a part of business as usual activities that has become embedded within our key messages, actions and deliverables.

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. In the United States market, 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)

42637000

Potential financial impact figure – maximum (currency)

213185000

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 ManpowerGroup (contingent staffing) clients in the United States, could result in an increase in revenues between \$26.9 and \$134.7 million annually. This is based on the total 2021 financial year revenue figure of \$20.7 bn, with the US market making up 13% of total revenue.

Cost to realize opportunity

117650

Strategy to realize opportunity and explanation of cost calculation

Our strategy includes several elements: We are first in our industry to set a Net Zero target and have our goals be validated by the Science Based Target initiative (SBTi). We have ambitious goals that align with the 1.5C pathway, which closely reflects the goals of our clients and partners. By working in collaboration with our clients to target emission reduction activities in our value chain, we become trusted partners and collaborators. 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) Does your organization's strategy include a transition plan that aligns with a 1.5°C world?

Row 1

Transition plan

No, but our strategy has been influenced by climate-related risks and opportunities, and we are developing a transition plan within two years

Publicly available transition plan

<Not Applicable>

Mechanism by which feedback is collected from shareholders on your transition plan

<Not Applicable>

Description of feedback mechanism

<Not Applicable>

Frequency of feedback collection

<Not Applicable>

Attach any relevant documents which detail your transition plan (optional)

<Not Applicable>

Explain why your organization does not have a transition plan that aligns with a 1.5°C world and any plans to develop one in the future

We are working with our internal stakeholders and regional/country teams to develop and embed transition plan.

Explain why climate-related risks and opportunities have not influenced your strategy

<Not Applicable>

C3.2

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

| | Use of climate-related scenario analysis to inform strategy | Primary reason why your organization does not use climate-related scenario analysis to inform its strategy | Explain why your organization does not use climate-related scenario analysis to inform its strategy and any plans to use it in the future |
|-------|--|--|---|
| Row 1 | No, but we anticipate using qualitative and/or quantitative analysis in the next two years | Lack of internal resources | There has previously been a lack of internal capacity to conduct thorough climate-related scenario analysis. However, with the prioritization of climate within our ESG strategy and our newly SBTi verified goals, we are building our team to respond to the changing ESG disclosure landscape, particularly around aligning with TCFD recommendations on the use of climate-related scenario analysis. We consider the exercise to be urgent and important and aim to staff this workstream appropriately in the next two years, so we can better inform our business strategy and transition plans. |

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 to diversify our portfolio of solutions and clients mitigates against this risk of business disruption, so we limit dependency on any one industry or location. For example, a significant part of our portfolio comprises of staffing in manufacturing, construction, logistics and to some extent agriculture, which require on-site presence. Extreme weather events increasingly cause disruptions in these sectors. At the same time we are pursuing our diversification strategy, we are also working to upskill and reskill workers to enable people to shift to roles that are less susceptible to disruptions. COVID-19 accelerated this shift to remote work, enabling us to quickly address and test business continuity practices. Further, we have a 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 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 | Evaluation in progress | Operating in more than 70 countries and territories around the world, we engage a broad base of suppliers globally 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. We consider supply chain risks as part of our Enterprise Risk Assessment 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. We are now looking at the skills people will need to transition to green jobs 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 across industries. 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 | Yes | 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 full impacts of climate change on our ability to operate. We are in the process of developing a robust climate-related scenario analysis to map against the potential risks and opportunities to our business. 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 statewide 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 increase from 20% to 85% of staff during the pandemic, while business travel hit new lows. We are now reviewing our use of office space for collaboration and innovation, and plan to reduce business travel going forward 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. |

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

2021

Target coverage

Company-wide

Scope(s)

Scope 1

Scope 2

Scope 2 accounting method

Location-based

Scope 3 category(ies)

<Not Applicable>

Base year

2019

Base year Scope 1 emissions covered by target (metric tons CO2e)

21499

Base year Scope 2 emissions covered by target (metric tons CO2e)

23995

Base year Scope 3 emissions covered by target (metric tons CO2e)

<Not Applicable>

Total base year emissions covered by target in all selected Scopes (metric tons CO2e)

45494

Base year Scope 1 emissions covered by target as % of total base year emissions in Scope 1

94,6

Base year Scope 2 emissions covered by target as % of total base year emissions in Scope 2

100

Base year Scope 3 emissions covered by target as % of total base year emissions in Scope 3 (in all Scope 3 categories)

<Not Applicable>

Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes

97,2

Target year

2030

Targeted reduction from base year (%)

60

Total emissions in target year covered by target in all selected Scopes (metric tons CO2e) [auto-calculated]

18197,6

Scope 1 emissions in reporting year covered by target (metric tons CO2e)

18603

Scope 2 emissions in reporting year covered by target (metric tons CO2e)

13483

Scope 3 emissions in reporting year covered by target (metric tons CO2e)

<Not Applicable>

Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)

32086

% of target achieved relative to base year [auto-calculated]

49.1200304802098

Target status in reporting year

New

Is this a science-based target?

Yes, and this target has been approved by the Science Based Targets initiative

Target ambition

1.5°C aligned

Please explain target coverage and identify any exclusions

Fugitive emissions have been calculated using the GHG screening methodology and account for c. 2,8% of our total scope 1&2 emissions, so have been excluded on the basis of materiality in line with the GHG Protocol reporting requirements.

Plan for achieving target, and progress made to the end of the reporting year

To achieve this target numerous initiatives are currently being investigated. We are looking into the feasibility and long-term planning of electrifying company cars, with a phased approach beginning in regions such as the Netherlands targeting 99% electric fleet by 2025. By the end of 2021, the Netherlands 35 electric vehicles were in use, achieving 5% of the target. Building on this, we aim to reduce gas usage and improve energy efficiency in office spaces, for example we are prioritising branch offices in the Netherlands and looking to implement 100% LED lighting at our headquarters in the US.

List the emissions reduction initiatives which contributed most to achieving this target

<Not Applicable>

Target reference number

Abs 2

Year target was set

2021

Target coverage

Company-wide

Scope(s)

Scope 3

Scope 2 accounting method

<Not Applicable>

Scope 3 category(ies)

Category 1: Purchased goods and services

Category 2: Capital goods

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

Category 9: Downstream transportation and distribution

Base year

2019

Base year Scope 1 emissions covered by target (metric tons CO2e)

<Not Applicable>

Base year Scope 2 emissions covered by target (metric tons CO2e)

<Not Applicable>

Base year Scope 3 emissions covered by target (metric tons CO2e)

747626

Total base year emissions covered by target in all selected Scopes (metric tons CO2e)

747626

Base year Scope 1 emissions covered by target as % of total base year emissions in Scope 1

<Not Applicable>

Base year Scope 2 emissions covered by target as % of total base year emissions in Scope 2

<Not Applicable>

Base year Scope 3 emissions covered by target as % of total base year emissions in Scope 3 (in all Scope 3 categories)

100

Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes

100

Target year

2030

Targeted reduction from base year (%)

30

Total emissions in target year covered by target in all selected Scopes (metric tons CO2e) [auto-calculated]

523338.2

Scope 1 emissions in reporting year covered by target (metric tons CO2e)

<Not Applicable>

Scope 2 emissions in reporting year covered by target (metric tons CO2e)

<Not Applicable>

Scope 3 emissions in reporting year covered by target (metric tons CO2e)

729253

Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)

729253

% of target achieved relative to base year [auto-calculated]

8.19170726183056

Target status in reporting year

New

Is this a science-based target?

Yes, and this target has been approved by the Science Based Targets initiative

Target ambition

1.5°C aligned

Please explain target coverage and identify any exclusions

Our scope 3 targets covers 100% of our value chain emissions. We are aligning to an absolute target consistent with a well below 2degrees. We have used the SBTi tool v1.2.1 to create a percentage reduction suitable to us. We have chosen to go for a 30% target which is above the minimum requirement.

Plan for achieving target, and progress made to the end of the reporting year

To meet this target, we will be engaging with our supply chain to create innovative solutions that will help us reduce carbon throughout our value chain. We recognise that employee commuting is a significant proportion of our emissions and will engage with our clients and associates to reduce this impact. To do so ManpowerGroup are investigating policies and communication platforms to encourage both employees and associates to reduce emissions from travelling to work locations. To assist with this, this year ManpowerGroup implemented a detailed commuting survey across 6 European regions to understand data in more detail and guide the implementation strategies under investigation. .

List the emissions reduction initiatives which contributed most to achieving this target
<Not Applicable>

C4.2

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

C4.2c

(C4.2c) Provide details of your net-zero target(s).

Target reference number
NZ1

Target coverage
Company-wide

Absolute/intensity emission target(s) linked to this net-zero target
Abs1
Abs2

Target year for achieving net zero
2045

Is this a science-based target?
Yes, we consider this a science-based target, and we have committed to seek validation of this target by the Science Based Targets initiative in the next 2 years

Please explain target coverage and identify any exclusions
Our near-term SBTi validated target was approved in November 2021. The commitment to NZ was reviewed but is yet to be formally validated by the SBTi.

Do you intend to neutralize any unabated emissions with permanent carbon removals at the target year?
Yes

Planned milestones and/or near-term investments for neutralization at target year
ManpowerGroup has already reviewed and anticipated the investments needed to offset the remaining unabated 10% of residual emissions within the target year. Building up to this point in 2045, 60% of scope 1 and 2 emissions and 30% of scope 3 emissions will be reduced from the 2019 base year. At this point the anticipated investments will be further confirmed and aligned to our timeline.

Planned actions to mitigate emissions beyond your value chain (optional)

C4.3

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

C4.3a

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

| | Number of initiatives | Total estimated annual CO2e savings in metric tonnes CO2e (only for rows marked *) |
|---------------------------|-----------------------|--|
| Under investigation | 0 | 0 |
| To be implemented* | 1 | 1256 |
| Implementation commenced* | 1 | 22 |
| Implemented* | 1 | 1335 |
| 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 | Company fleet vehicle replacement |
|----------------|-----------------------------------|

Estimated annual CO2e savings (metric tonnes CO2e)

1335

Scope(s) or Scope 3 category(ies) where emissions savings occur

Scope 1

Voluntary/Mandatory

Voluntary

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

40594

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

304452

Payback period

4-10 years

Estimated lifetime of the initiative

6-10 years

Comment

Currently, the ManpowerGroup company fleet in the Netherlands is 665 cars. We have committed to transitioning 99% of this fleet to electric vehicles (EVs) by 2025. 245 new EVs were ordered in 2021 and will be delivered in July 2022, and a further 200 in January 2024, however during 2021 we achieved 5% of the target with currently 35 EVs being used, Annual emission savings will increase significantly over the next 3 years.

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?

Yes

C4.5a

(C4.5a) Provide details of your products and/or services that you classify as low-carbon products.

Level of aggregation

Product or service

Taxonomy used to classify product(s) or service(s) as low-carbon

Other, please specify (Bureau of Labor Statistics)

Type of product(s) or service(s)

| | |
|-------|--------------------------------------|
| Other | Other, please specify ("Green" jobs) |
|-------|--------------------------------------|

Description of product(s) or service(s)

We are recruiting and placing individuals in a number of "green" jobs that contribute to a low-carbon economy. In 2021 our Manpower brand in the US placed more than 1500 individuals in these types of roles, including: environmental scientists, engineers and technicians; industrial ecologists; energy engineers and auditors; fuel cell technicians; and recycling coordinators.

Have you estimated the avoided emissions of this low-carbon product(s) or service(s)

No

Methodology used to calculate avoided emissions

<Not Applicable>

Life cycle stage(s) covered for the low-carbon product(s) or services(s)

<Not Applicable>

Functional unit used

<Not Applicable>

Reference product/service or baseline scenario used

<Not Applicable>

Life cycle stage(s) covered for the reference product/service or baseline scenario

<Not Applicable>

Estimated avoided emissions (metric tons CO2e per functional unit) compared to reference product/service or baseline scenario

<Not Applicable>

Explain your calculation of avoided emissions, including any assumptions

<Not Applicable>

Revenue generated from low-carbon product(s) or service(s) as % of total revenue in the reporting year

0

Level of aggregation

Group of products or services

Taxonomy used to classify product(s) or service(s) as low-carbon

The EU Taxonomy for environmentally sustainable economic activities

Type of product(s) or service(s)

| | |
|-------|--|
| Other | Other, please specify (Workforce solutions for producers of low-carbon solutions and services) |
|-------|--|

Description of product(s) or service(s)

Globally, we provide workforce solutions across all of our brands to organizations that develop and deliver low carbon products, including for example: EDF – Britain's largest generator of zero carbon electricity; E.ON – providing green hydrogen, smart metering, and energy efficiency technologies; ENGIE – offering 360 decarbonization solutions; Valeo – producing automobile hybridization solutions and electric charging stations; and Vestas – one of the world's largest providers of sustainable energy solutions.

Have you estimated the avoided emissions of this low-carbon product(s) or service(s)

No

Methodology used to calculate avoided emissions

<Not Applicable>

Life cycle stage(s) covered for the low-carbon product(s) or services(s)

<Not Applicable>

Functional unit used

<Not Applicable>

Reference product/service or baseline scenario used

<Not Applicable>

Life cycle stage(s) covered for the reference product/service or baseline scenario

<Not Applicable>

Estimated avoided emissions (metric tons CO2e per functional unit) compared to reference product/service or baseline scenario

<Not Applicable>

Explain your calculation of avoided emissions, including any assumptions

<Not Applicable>

Revenue generated from low-carbon product(s) or service(s) as % of total revenue in the reporting year

1.5

C5. Emissions methodology

C5.1

(C5.1) Is this your first year of reporting emissions data to CDP?
No

C5.1a

(C5.1a) Has your organization undergone any structural changes in the reporting year, or are any previous structural changes being accounted for in this disclosure of emissions data?

Row 1

Has there been a structural change?
No

Name of organization(s) acquired, divested from, or merged with
<Not Applicable>

Details of structural change(s), including completion dates
<Not Applicable>

C5.1b

(C5.1b) Has your emissions accounting methodology, boundary, and/or reporting year definition changed in the reporting year?

| | Change(s) in methodology, boundary, and/or reporting year definition? | Details of methodology, boundary, and/or reporting year definition change(s) |
|-------|---|--|
| Row 1 | No | <Not Applicable> |

C5.2

(C5.2) Provide your base year and base year emissions.

Scope 1

Base year start
January 1 2019

Base year end
December 31 2019

Base year emissions (metric tons CO2e)
21499

Comment
Each year, we will review and our baseline footprint and update it (if needed) with the latest available data to improve the quality of our carbon reporting.

Scope 2 (location-based)

Base year start
January 1 2019

Base year end
December 31 2019

Base year emissions (metric tons CO2e)
23955

Comment
Each year, we will review and our baseline footprint and update it (if needed) with the latest available data to improve the quality of our carbon reporting.

Scope 2 (market-based)**Base year start**

January 1 2019

Base year end

December 31 2019

Base year emissions (metric tons CO2e)

22096

Comment

Each year, we will review and our baseline footprint and update it (if needed) with the latest available data to improve the quality of our carbon reporting.

Scope 3 category 1: Purchased goods and services**Base year start**

January 1 2019

Base year end

December 31 2019

Base year emissions (metric tons CO2e)

136149

Comment**Scope 3 category 2: Capital goods****Base year start**

January 1 2019

Base year end

December 31 2019

Base year emissions (metric tons CO2e)

83528

Comment**Scope 3 category 3: Fuel-and-energy-related activities (not included in Scope 1 or 2)****Base year start**

January 1 2019

Base year end

December 31 2019

Base year emissions (metric tons CO2e)

14644

Comment**Scope 3 category 4: Upstream transportation and distribution****Base year start**

January 1 2019

Base year end

December 31 2019

Base year emissions (metric tons CO2e)

0

Comment**Scope 3 category 5: Waste generated in operations****Base year start**

January 1 2019

Base year end

December 31 2019

Base year emissions (metric tons CO2e)

850

Comment**Scope 3 category 6: Business travel****Base year start**

January 1 2019

Base year end

December 31 2019

Base year emissions (metric tons CO2e)

25981

Comment

Scope 3 category 7: Employee commuting

Base year start

January 1 2019

Base year end

December 31 2019

Base year emissions (metric tons CO2e)

486475

Comment

Scope 3 category 8: Upstream leased assets

Base year start

January 1 2019

Base year end

December 31 2019

Base year emissions (metric tons CO2e)

0

Comment

Scope 3 category 9: Downstream transportation and distribution

Base year start

January 1 2019

Base year end

December 31 2019

Base year emissions (metric tons CO2e)

0

Comment

Scope 3 category 10: Processing of sold products

Base year start

January 1 2019

Base year end

December 31 2019

Base year emissions (metric tons CO2e)

0

Comment

Scope 3 category 11: Use of sold products

Base year start

January 1 2019

Base year end

December 31 2019

Base year emissions (metric tons CO2e)

0

Comment

Scope 3 category 12: End of life treatment of sold products

Base year start

January 1 2019

Base year end

December 31 2019

Base year emissions (metric tons CO2e)

0

Comment

Scope 3 category 13: Downstream leased assets

Base year start

January 1 2019

Base year end

December 31 2019

Base year emissions (metric tons CO2e)

0

Comment

Scope 3 category 14: Franchises

Base year start

January 1 2019

Base year end

December 31 2019

Base year emissions (metric tons CO2e)

0

Comment

Scope 3 category 15: Investments

Base year start

January 1 2019

Base year end

December 31 2019

Base year emissions (metric tons CO2e)

0

Comment

Scope 3: Other (upstream)

Base year start

January 1 2019

Base year end

December 31 2019

Base year emissions (metric tons CO2e)

0

Comment

Scope 3: Other (downstream)

Base year start

January 1 2019

Base year end

December 31 2019

Base year emissions (metric tons CO2e)

0

Comment

C5.3

(C5.3) 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)

18608

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 15 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

9076

Scope 2, market-based (if applicable)

7844

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?

No

C6.5

(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

Emissions in reporting year (metric tons CO2e)

105684

Emissions calculation methodology

Spend-based method

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

100

Please explain

Indirect emissions from goods and services purchased by ManpowerGroup were estimated using the Comprehensive Environmental Data Archive (CEDA) 5.0, which is an economic input-output database. CEDA provides information about embodied lifecycle emissions per unit of currency spent on items used in over 400 sectors. Emissions have been calculated using ManpowerGroup's category spend data on items and services purchased in 2021. CEDA's cost-based emissions factors were then applied to each category to calculate GHG emissions.

Capital goods

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

112226

Emissions calculation methodology

Spend-based method

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

100

Please explain

Indirect emissions from capital goods purchased by ManpowerGroup were estimated using the Comprehensive Environmental Data Archive (CEDA) 5.0, which is an economic input-output database. CEDA provides information about embodied lifecycle emissions per unit of currency spent on items used in over 400 sectors. Emissions have been calculated using ManpowerGroup's category spend data on capital goods purchased in 2021. CEDA's cost-based emissions factors were then applied to each category to calculate GHG emissions

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

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

8757

Emissions calculation methodology

Hybrid method

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

100

Please explain

The appropriate transmission & Distribution (T&D) and Well-to-tank (WTT) emissions factors, as provided by DEFRA 2021, have been applied to the raw consumption data as used in the scope 1 and 2 footprint calculation. This amount was then uplifted to represent all of ManpowerGroup operations based on FTE.

Upstream transportation and distribution

Evaluation status

Not relevant, explanation provided

Emissions in reporting year (metric tons 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. Additionally, it has not been possible to extract the emissions associated with the transportation and distribution of products purchased, as this is a part of the spend-based calculations already included in category 1.

Waste generated in operations

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

170

Emissions calculation methodology

Waste-type-specific method

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

100

Please explain

Waste landfilled and waste recycled provided by the 15 countries that provide data was multiplied by DEFRA 2021 emission factors to calculate tCO2e. This amount was then uplifted to represent all of ManpowerGroup operations based on FTE.

Business travel

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

7894

Emissions calculation methodology

Distance-based method

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

100

Please explain

2021 DEFRA emissions factors applied to business travel mileage data (air, rail and personal car business travel) provided by the 15 countries for which data was collected. This was then uplifted to represent the remainder of ManpowerGroup operations based on FTE.

Employee commuting

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

493215

Emissions calculation methodology

Average data method

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

100

Please explain

ManpowerGroup engaged with 6 European countries, sending a detailed commuting questionnaire to all employees and associates, 2021 DEFRA emission factors were then applied to this data, providing emissions per employee/associate per region. Average emissions per employee/associate were then rolled out to the wider European countries, building off this survey. For the remaining global countries, the EcoAct Commuting tool was used.

Upstream leased assets

Evaluation status

Not relevant, explanation provided

Emissions in reporting year (metric tons 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

Emissions in reporting year (metric tons 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 emissions from the transportation or distribution of sold products.

Processing of sold products

Evaluation status

Not relevant, explanation provided

Emissions in reporting year (metric tons 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 and there is no processing of sold intermediate products by third parties subsequent to the sale

Use of sold products

Evaluation status

Not relevant, explanation provided

Emissions in reporting year (metric tons 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 products that have emissions-related activities associated to them.

End of life treatment of sold products

Evaluation status

Not relevant, explanation provided

Emissions in reporting year (metric tons 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 that have emissions associated with their end-of-life treatment.

Downstream leased assets

Evaluation status

Not relevant, explanation provided

Emissions in reporting year (metric tons 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

ManpowerGroup do not own any leased assets and, therefore not relevant

Franchises

Evaluation status

Not relevant, explanation provided

Emissions in reporting year (metric tons 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

Emissions in reporting year (metric tons 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

ManpowerGroup made no significant investments during the reporting year

Other (upstream)

Evaluation status

Not relevant, explanation provided

Emissions in reporting year (metric tons 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

ManpowerGroup have no further upstream emissions sources

Other (downstream)

Evaluation status

Not relevant, explanation provided

Emissions in reporting year (metric tons 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

ManpowerGroup have no further 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

0.0000013654

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

27684

Metric denominator

unit total revenue

Metric denominator: Unit total

20274400000

Scope 2 figure used

Location-based

% change from previous year

13

Direction of change

Decreased

Reason for change

ManpowerGroup revenue increased by 15% from 2020 in 2021. However, ManpowerGroup's Scope 1 and 2 emissions only increased by 1% (rounded) in 2021, causing the overall metric tons CO2e per unit currency total revenue to decrease by 13%. Reasoning for this decrease in intensity figure is predominantly due to Scope 2 decreasing by 36% (-5,168 tCO2e). Such decreases were due to Japan branch office emissions reducing significantly, due to relocating to more efficient buildings and reducing floor space as a result of more accurate data. Additionally, US branch offices provided 100% actual data, compared to previously conservatively extrapolating. In contrast, Scope 1 emissions increased by 40% globally (+5,294 tCO2e) due to the new inclusion of refrigerants. Despite the increase, Scope 1 did see reductions across natural gas use, oil use and fleet vehicles (not grey). Such decreases can be largely attributed to the COVID-19 lockdowns, with many employees working from home. A reduction in diesel and an increase in hybrid and electric mileage also contributed to this reduction, this is largely owed to the grey fleet fossil fuel replacement initiative taking place in the Netherlands. On balance with Scope 2 decreasing by 26% and scope 1 increasing by 40%, Scope 1 and 2 global location-based emission increased by 1% (rounded).

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 | 1867 |
| Asia, Australasia, Middle East and Africa | 1353 |
| Europe | 15388 |

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 | 2350 |
| Driving fleet cars to sell and deliver services | 13128 |
| Activities of branch offices | 3131 |

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) |
|---|--|--|
| Americas | 3711 | 3711 |
| Asia, Australasia, Middle East and Africa | 2321 | 2321 |
| Europe | 3043 | 1812 |

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 | 2835 | 2458 |
| Driving fleet cars to sell and deliver services | 434 | 434 |
| Activities of branch offices | 5807 | 4952 |

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 | 74 | Decreased | 0.27 | In 2020, 11,281,395 KWh of energy came from renewable tariffs. In 2021, this increased to 17,566,689 KWh (increasing by 56%). Taking into account grid greening emission factors, overall carbon savings equalled 74 tCO2e. This was largely due to Belgium and France increasing the KWh of energy sourced from renewable tariffs (1,614,937 and 13,441,388 respectively). Overall, and in comparison to last year, savings were achieved in Belgium (145 tCO2e), France (278 tCO2e), Norway (1 tCO2e) and Sweden (9 tCO2e), whilst increasing in Germany (277 tCO2e) and Netherlands (82 tCO2e), as although emissions were avoided, there was a smaller change from last year. Scope 1 and 2 emissions from last year were 27,558 tCO2e. Therefore, a 74 tCO2e reduction is equal to 0.27%. $(74 / 27,258) * 100 = 0.20\%$ |
| Other emissions reduction activities | | <Not Applicable > | | |
| Divestment | | <Not Applicable > | | |
| Acquisitions | | <Not Applicable > | | |
| Mergers | | <Not Applicable > | | |
| Change in output | | <Not Applicable > | | |
| Change in methodology | 3776 | Increased | 13.7 | In 2021 refrigerant data was included in the exercise, with countries providing actual data for the first time. Emissions from countries unable to provide actual data was calculated applying benchmark values based on floor area consumption. The UK accounted for the one of the larger portions of refrigerant emissions, emitting 1,127 tCO2e, largely due to being able to disclose actual data and branch offices having 73 air conditioning units, covering 1916m ² of office space, which used 537.6kg of refrigerants in 2021. As actual data improves, we anticipate other countries to account for larger portions of refrigerant emissions. Scope 1 and 2 emissions from last year were 27,558 tCO2e. Therefore, a 3,776 tCO2e increase is equal to 13.7%. $(3,776 / 27,258) * 100 = 13.7\%$ |
| Change in boundary | | <Not Applicable > | | |
| Change in physical operating conditions | | <Not Applicable > | | |
| Unidentified | 23853 | Increased | 86.6 | In the previous period, scope 1 and 2 totalled 27,558 tCO2e (location based) emissions and in the reporting year totals 27,684 tCO2e. This presents an increase of 126 tCO2e from the previous reporting period (0.46%). As 55 tCO2e saving has been attributed to 'Change in renewable energy consumption' and 3,667 tCO2e to 'Change in methodology', the total unidentified portion is 23,853 tCO2e (87%). $(23,853 / 27,558) * 100 = 87\%$ |
| 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 | 59859 | 59859 |
| Consumption of purchased or acquired electricity | <Not Applicable> | 17567 | 22718 | 40285 |
| 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> | 17567 | 82577 | 100144 |

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.

Sustainable biomass

Heating value

Unable to confirm heating value

Total fuel MWh consumed by the organization

0

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

Other biomass

Heating value

Unable to confirm heating value

Total fuel MWh consumed by the organization

0

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

Other renewable fuels (e.g. renewable hydrogen)

Heating value

Unable to confirm heating value

Total fuel MWh consumed by the organization

0

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

Coal

Heating value

Unable to confirm heating value

Total fuel MWh consumed by the organization

0

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

Oil

Heating value

HHV

Total fuel MWh consumed by the organization

54196

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 includes both oil (117.15 MWh) and fuel associated with company owned cars/grey fleet' (54,079 MWh)

Gas

Heating value

HHV

Total fuel MWh consumed by the organization

5663

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

Other non-renewable fuels (e.g. non-renewable hydrogen)

Heating value

Unable to confirm heating value

Total fuel MWh consumed by the organization

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

Total fuel

Heating value

HHV

Total fuel MWh consumed by the organization

59859

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

C8.2e

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

Sourcing method

Green electricity products from an energy supplier (e.g. green tariffs)

Energy carrier

Electricity

Low-carbon technology type

Renewable energy mix, please specify (Green tariffs from multiple renewable sources)

Country/area of low-carbon energy consumption

Belgium

Tracking instrument used

Contract

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)

1615

Country/area of origin (generation) of the low-carbon energy or energy attribute

Belgium

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**Comment**

Unknown year of commissioning

Sourcing method

Green electricity products from an energy supplier (e.g. green tariffs)

Energy carrier

Electricity

Low-carbon technology type

Renewable energy mix, please specify (Green tariffs from multiple renewable sources)

Country/area of low-carbon energy consumption

France

Tracking instrument used

Contract

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)

13441

Country/area of origin (generation) of the low-carbon energy or energy attribute

France

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**Comment**

Unknown year of commissioning

Sourcing method

Green electricity products from an energy supplier (e.g. green tariffs)

Energy carrier

Electricity

Low-carbon technology type

Renewable energy mix, please specify (Green tariffs from multiple renewable sources)

Country/area of low-carbon energy consumption

Germany

Tracking instrument used

Contract

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)

143

Country/area of origin (generation) of the low-carbon energy or energy attribute

Germany

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**Comment**

Unknown year of commissioning

Sourcing method

Green electricity products from an energy supplier (e.g. green tariffs)

Energy carrier

Electricity

Low-carbon technology type

Renewable energy mix, please specify (Green tariffs from multiple renewable sources)

Country/area of low-carbon energy consumption

Netherlands

Tracking instrument used

Contract

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)

736

Country/area of origin (generation) of the low-carbon energy or energy attribute

Netherlands

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**Comment**

Unknown year of commissioning

Sourcing method

Green electricity products from an energy supplier (e.g. green tariffs)

Energy carrier

Electricity

Low-carbon technology type

Hydropower (capacity unknown)

Country/area of low-carbon energy consumption

Norway

Tracking instrument used

Contract

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)

777

Country/area of origin (generation) of the low-carbon energy or energy attribute

Norway

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

Unknown year of commissioning

Sourcing method

Green electricity products from an energy supplier (e.g. green tariffs)

Energy carrier

Electricity

Low-carbon technology type

Renewable energy mix, please specify (Green tariffs from multiple renewable sources)

Country/area of low-carbon energy consumption

Sweden

Tracking instrument used

Contract

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)

854

Country/area of origin (generation) of the low-carbon energy or energy attribute

Sweden

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

Unknown year of commissioning

C8.2g

(C8.2g) Provide a breakdown of your non-fuel energy consumption by country.

Country/area

Belgium

Consumption of electricity (MWh)

1615

Consumption of heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

1615

Is this consumption excluded from your RE100 commitment?

<Not Applicable>

Country/area

France

Consumption of electricity (MWh)

13441

Consumption of heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

13441

Is this consumption excluded from your RE100 commitment?

<Not Applicable>

Country/area

Germany

Consumption of electricity (MWh)

143

Consumption of heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

143

Is this consumption excluded from your RE100 commitment?

<Not Applicable>

Country/area

Netherlands

Consumption of electricity (MWh)

736

Consumption of heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

736

Is this consumption excluded from your RE100 commitment?

<Not Applicable>

Country/area

Norway

Consumption of electricity (MWh)

777

Consumption of heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

777

Is this consumption excluded from your RE100 commitment?

<Not Applicable>

Country/area

Sweden

Consumption of electricity (MWh)

854

Consumption of heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

854

Is this consumption excluded from your RE100 commitment?

<Not Applicable>

Country/area

Argentina

Consumption of electricity (MWh)

81

Consumption of heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

81

Is this consumption excluded from your RE100 commitment?

<Not Applicable>

Country/area

India

Consumption of electricity (MWh)

540

Consumption of heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

Is this consumption excluded from your RE100 commitment?

<Not Applicable>

Country/area

Italy

Consumption of electricity (MWh)

2563

Consumption of heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

2563

Is this consumption excluded from your RE100 commitment?

<Not Applicable>

Country/area

Japan

Consumption of electricity (MWh)

1426

Consumption of heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

1426

Is this consumption excluded from your RE100 commitment?

<Not Applicable>

Country/area

Mexico

Consumption of electricity (MWh)

938

Consumption of heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

938

Is this consumption excluded from your RE100 commitment?

<Not Applicable>

Country/area

Spain

Consumption of electricity (MWh)

1801

Consumption of heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

1801

Is this consumption excluded from your RE100 commitment?

<Not Applicable>

Country/area

United Kingdom of Great Britain and Northern Ireland

Consumption of electricity (MWh)

1352

Consumption of heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

1352

Is this consumption excluded from your RE100 commitment?

<Not Applicable>

Country/area

United States of America

Consumption of electricity (MWh)

7677

Consumption of heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]
7677

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Australia

Consumption of electricity (MWh)
1176

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
1176

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

C9. Additional metrics

C9.1

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

C10. Verification

C10.1

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

| | Verification/assurance status |
|--|--|
| Scope 1 | Third-party verification or assurance process in place |
| Scope 2 (location-based or market-based) | Third-party verification or assurance process in place |
| Scope 3 | Third-party verification or assurance process in place |

C10.1a

(C10.1a) Provide further details of the verification/assurance undertaken for your Scope 1 emissions, and attach the relevant statements.

Verification or assurance cycle in place
Annual process

Status in the current reporting year
Complete

Type of verification or assurance
Limited assurance

Attach the statement
Manpower UK emissions verification statement v1.2 220205.pdf

Page/ section reference
Page 1

Relevant standard
ISO14064-3

Proportion of reported emissions verified (%)
11

C10.1b

(C10.1b) Provide further details of the verification/assurance undertaken for your Scope 2 emissions and attach the relevant statements.

Scope 2 approach

Scope 2 location-based

Verification or assurance cycle in place

Annual process

Status in the current reporting year

Complete

Type of verification or assurance

Limited assurance

Attach the statement

Manpower UK emissions verification statement v1.2 220205.pdf

Page/ section reference

Page 1

Relevant standard

ISO14064-3

Proportion of reported emissions verified (%)

3

C10.1c

(C10.1c) Provide further details of the verification/assurance undertaken for your Scope 3 emissions and attach the relevant statements.

Scope 3 category

Scope 3: Fuel and energy-related activities (not included in Scopes 1 or 2)

Scope 3: Waste generated in operations

Scope 3: Business travel

Verification or assurance cycle in place

Annual process

Status in the current reporting year

Complete

Type of verification or assurance

Limited assurance

Attach the statement

Manpower UK emissions verification statement v1.2 220205.pdf

Page/section reference

Page 1

Relevant standard

ISO14064-3

Proportion of reported emissions verified (%)

0,3

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/clients
Yes, other partners in the value chain

C12.1a

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

Type of engagement

Information collection (understanding supplier behavior)

Details of engagement

Other, please specify (Compliance and onboarding)

% 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 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 aims to promote 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

0.01

% total procurement spend (direct and indirect)

0.01

% 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 for reducing emissions from our fleets, and we incentivize our fleet providers to help us achieve these goals – this has previously involved the leasing of more fuel efficient or electric vehicles. 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 metric tons of tCO₂e per person from fleet usage in the operations with active goals has decreased. We use the KPI of fleet tCO₂e per FTE to measure our success, as we are looking for year-on-year reductions. We may reduce the fleet size that we lease from those suppliers who do not show year-on-year reductions, or potentially transition to different suppliers who can supply more efficient vehicles. 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 & Details of engagement

| | |
|-------------------------------|---|
| Education/information sharing | 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

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 them 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 & Details of engagement

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

% of customers by number

0

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

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

Collaboration & innovation with clients: 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 overhauled and updated our footprint calculation methodology.

C12.1d

(C12.1d) Give details of your climate-related engagement strategy with other partners in the value chain.

With expertise in staffing, recruitment, assessment and workforce consulting and outplacement, each day we connect more than 600,000 'associates' with clients. These associates are the core aspect of our business and consequently, the emissions related to their commuting to our clients are accounted for within our value chain. Such emissions are categorised within Scope 3 Category 7 – Employee Commuting, contributing to 68% of our total emissions.

Consequently, we have begun a detailed commuting survey to collect accurate associate information for our 2021 carbon footprint. 6 pilot countries were chosen to initiate this data collection process: Germany, France, UK, Netherlands, Spain and Norway, providing over 12,000 associate responses – and more countries will be brought into the survey annually, leading to reduced emission extrapolation.

This improved data collection feeds into our climate-related engagement strategy, providing us with a more accurate representation of 'actual' baseline emission data and the necessary initiatives required to ensure the correct emission reduction trajectories are met. For example, we can now identify the countries that are less engaged with the uptake of electric vehicles and we will prioritise them within our developing implementation strategy based on their materiality.

As a result, success is based on the extent to which more accurate associates' data is collected annually, alongside the clear identification of emission reductions as a consequence of engagement areas prioritised from the commuting survey. 2021 has been treated as the base year for this process.

C12.2

(C12.2) Do your suppliers have to meet climate-related requirements as part of your organization's purchasing process?

Yes, climate-related requirements are included in our supplier contracts

C12.2a

(C12.2a) Provide details of the climate-related requirements that suppliers have to meet as part of your organization's purchasing process and the compliance mechanisms in place.

Climate-related requirement

Complying with regulatory requirements

Description of this climate related requirement

We ask that our suppliers manage their business in an environmentally sound manner, including emission impacts, and are in compliance with all relevant legislation of the jurisdiction where operations are undertaken.

% suppliers by procurement spend that have to comply with this climate-related requirement

100

% suppliers by procurement spend in compliance with this climate-related requirement

35

Mechanisms for monitoring compliance with this climate-related requirement

No mechanism for monitoring compliance

Response to supplier non-compliance with this climate-related requirement

No response

C12.3

(C12.3) Does your organization engage in activities that could either directly or indirectly influence policy, law, or regulation that may impact the climate?

Row 1

Direct or indirect engagement that could influence policy, law, or regulation that may impact the climate

Yes, we engage indirectly by funding other organizations whose activities may influence policy, law, or regulation that may significantly impact the climate

Does your organization have a public commitment or position statement to conduct your engagement activities in line with the goals of the Paris Agreement?

Yes

Attach commitment or position statement(s)

<https://www.manpowergroup.com/sustainability/environment>
MPG_Environment_2020.pdf

Describe the process(es) your organization has in place to ensure that your engagement activities are consistent with your overall climate change strategy

Our corporate engagement starts at the top. Our CEO is engaged in World Economic Forum CEO Action Group to advance the Paris Agreement and European Green Deal supporting lighthouse projects to innovate solutions that build sustainability skills. Our executive team and leadership are often engaged in discussion with other organizations to promote climate action, educate about our own goals and commitments and collaborate for impact. Examples include our engagement with the World Business Council For Sustainable Development (WBCSD) and Foretica (in Spain).

Primary reason for not engaging in activities that could directly or indirectly influence policy, law, or regulation that may impact the climate

<Not Applicable>

Explain why your organization does not engage in activities that could directly or indirectly influence policy, law, or regulation that may impact the climate

<Not Applicable>

C12.3c

(C12.3c) Provide details of the funding you provided to other organizations in the reporting year whose activities could influence policy, law, or regulation that may impact the climate.

Type of organization

Non-Governmental Organization (NGO) or charitable organization

State the organization to which you provided funding

The World Economic Forum

Funding figure your organization provided to this organization in the reporting year (currency as selected in C0.4)

679000

Describe the aim of this funding and how it could influence policy, law or regulation that may impact the climate

The World Economic is committed to supporting global efforts in the private and public sectors to limit global temperature rise and stave off disaster. It works with leaders to increase climate commitments, collaborate with partners to develop private initiatives, and provide a platform for innovators to realize their ambition and contribute solutions. Our CEO is engaged in the World Economic Forum CEO Action Group to advance the Paris Agreement and European Green Deal supporting lighthouse projects to innovate solutions that build sustainability skills.

Have you evaluated whether this funding is aligned with the goals of the Paris Agreement?

Yes, we have evaluated, and it is aligned

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

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

Page/Section reference

Pages 21-23 / link below for section 5

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>; the new 2022 ESG Report, recapping 2021 data, will be released in September 2022

Publication

In other regulatory filings

Status

Complete

Attach the document

ManpowerGroup2021ProxyStatementbookmarked1.pdf

Page/Section reference

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

Content elements

Strategy

Comment

Publication

In voluntary communications

Status

Complete

Attach the document

ManpowerGroup Announces Validated Science Based Targets And Commits To Achieve Net Zero By 2045 Or Sooner.pdf

Page/Section reference

page 1

Content elements

Emission targets

Comment

C15. Biodiversity

C15.1

(C15.1) Is there board-level oversight and/or executive management-level responsibility for biodiversity-related issues within your organization?

| | Board-level oversight and/or executive management-level responsibility for biodiversity-related issues | Description of oversight and objectives relating to biodiversity | Scope of board-level oversight |
|-------|--|--|--------------------------------|
| Row 1 | No, and we do not plan to have both within the next two years | <Not Applicable> | <Not Applicable> |

C15.2

(C15.2) Has your organization made a public commitment and/or endorsed any initiatives related to biodiversity?

| | Indicate whether your organization made a public commitment or endorsed any initiatives related to biodiversity | Biodiversity-related public commitments | Initiatives endorsed |
|-------|---|---|----------------------|
| Row 1 | No, and we do not plan to do so within the next 2 years | <Not Applicable> | <Not Applicable> |

C15.3

(C15.3) Does your organization assess the impact of its value chain on biodiversity?

| | Does your organization assess the impact of its value chain on biodiversity? | Portfolio |
|-------|---|------------------|
| Row 1 | No, and we do not plan to assess biodiversity-related impacts within the next two years | <Not Applicable> |

C15.4

(C15.4) What actions has your organization taken in the reporting year to progress your biodiversity-related commitments?

| | Have you taken any actions in the reporting period to progress your biodiversity-related commitments? | Type of action taken to progress biodiversity-related commitments |
|-------|---|---|
| Row 1 | No, and we do not plan to undertake any biodiversity-related actions | <Not Applicable> |

C15.5

(C15.5) Does your organization use biodiversity indicators to monitor performance across its activities?

| | Does your organization use indicators to monitor biodiversity performance? | Indicators used to monitor biodiversity performance |
|-------|--|---|
| Row 1 | No | Please select |

C15.6

(C15.6) Have you published information about your organization's response to biodiversity-related issues for this reporting year in places other than in your CDP response? If so, please attach the publication(s).

| Report type | Content elements | Attach the document and indicate where in the document the relevant biodiversity information is located |
|-----------------|------------------|---|
| No publications | <Not Applicable> | <Not Applicable> |

C16. 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.

C16.1

(C16.1) 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 (CFO) | 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.