

## C0. Introduction

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### C0.1

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#### (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 2023, ManpowerGroup was named one of the World's Most Ethical Companies for the 14th 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 ongoing impacts of the COVID-19 pandemic, in 2022 a large number of our employees continued to work from home and consequently, energy consumption from home working plays a role in 2022 emissions. 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, 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.

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 electric 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 and have continued to do so since.

In 2022, we are continuing our journey towards more robust data and are now engaging 16 key markets representing approximately 85% of our business as part of our global footprinting. Our third-party sustainability consultants at EcoAct are then supporting to extrapolate this data for our remaining operations. 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 are proud to be the first in our industry to have set emissions reduction goals that are validated by the Science Based Targets initiative (SBTi). As part of our transition to net zero by 2045 or sooner, our 2030 targets include: reducing direct emissions (Scope 1 and 2) by 60% and reducing value chain emissions (Scope 3) by 30%. To achieve our Climate Transition Plan by 2030, we have identified five levers and are already implementing these across our markets. These include increasing renewable energy, electrifying our fleet, decarbonizing our commute, minimizing business travel, and engaging suppliers.

### C0.2

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(C0.2) State the start and end date of the year for which you are reporting data and indicate whether you will be providing emissions data for past reporting years.

Reporting year

Start date

January 1 2022

End date

December 31 2022

Indicate if you are providing emissions data for past reporting years

No

Select the number of past reporting years you will be providing Scope 1 emissions data for

<Not Applicable>

Select the number of past reporting years you will be providing Scope 2 emissions data for

<Not Applicable>

Select the number of past reporting years you will be providing Scope 3 emissions data for

<Not Applicable>

C0.3

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

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

C0.4

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

USD

C0.5

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

Operational control

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 or committee	Responsibilities for climate-related issues
Chief Executive Officer (CEO)	<p>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 Marketing 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. In 2022, ESG was identified as a top 10 risk during this ERM review process.</p> <p>The CEO's oversight also includes monitoring progress towards our publicly stated SBTi emission reduction goals, which aims to reduce our Scope 1 and 2 emissions by 60% and Scope 3 emissions by 30% by 2030. With this oversight, the CEO is responsible for communicating these goals down to every aspect of the organization and actions are taken at every level as part of the Climate Transition Plan so the goals are achieved.</p> <p>Additional 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 COP27; joining the WEF CEO Action Group for a European Green Deal and promoting state and corporate actions; and adding the 'Climate Action' pillar to our Sustainability Plan and including our climate agenda in leadership communication.</p>
Board-level committee	Sustainability is a board priority. The Board is responsible for overseeing the execution of management's Enterprise Risk Management Program and fulfills this responsibility through its standing committees, each of which assists the board in overseeing a part of the company's overall risk management. As it relates to ESG, given the increasing significance of ESG matters, the board determined oversight of ESG matters should be consolidated with one of its standing committees and in 2021, we amended the responsibilities of the Governance Committee to reflect the addition of Sustainability. In 2022, the Governance & Sustainability (GovSus) Committee continued to emphasize that the Committee has oversight of all sustainability matters. In terms of climate-related issues, the GovSus Committee regularly meets with the Chief Marketing and Sustainability Officer to review the effectiveness of management's strategies, programs and policy implementation.
Board-level committee	Sustainability is a board priority and each of the committees addresses specific ESG matters related to its respective areas of oversight. The Audit Committee of the Board is responsible for assisting the board of directors with its oversight of the performance of the Enterprise Risk Management (ERM) process, which includes the identification of ESG and climate related risks. In 2022, ESG was identified as a top 10 risk during this ERM review process. The Audit Committee also monitors our internal audit department, including as it relates to internal ESG and climate audits. The ERM process and internal audit is reviewed by this committee at every meeting, or 4-5 times per year.
Board-level committee	Sustainability is a board priority and each of the committees addresses specific ESG matters related to its respective areas of oversight. For the People, Culture and Compensation Committee that oversees executive compensation including annual incentives, this meant expanding their emphasis on ESG objectives in 2022 by repositioning individual operating objectives for executives as "Strategic KPIs and ESG Goals". Executive compensation is reviewed by the board at least twice per year.

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 – all meetings	Reviewing and guiding strategy Overseeing and guiding the development of a transition plan Monitoring progress towards corporate targets Reviewing and guiding the risk management process	<Not Applicable>	<p>Sustainability is a board priority and each of the committees address specific ESG matters related to its respective areas of oversight. The Governance and Sustainability (GovSus) Committee has oversight of all sustainability matters, especially the overall strategy and transition plan. The Audit Committee of the Board oversees our Enterprise Risk Management (ERM) process, including climate related risk management processes, and overseeing the internal audit function. The People, Culture and Compensation Committee oversees executive compensation including annual incentives for "Strategic KPIs and ESG Goals".</p> <p>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 Marketing 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.</p> <p>Board oversight also includes monitoring progress towards our publicly stated SBTi emission reduction goals, which aims to reduce our Scope 1 and 2 emissions by 60% and Scope 3 emissions by 30% by 2030. With this oversight, the CEO is responsible for communicating these goals with every aspect of the organization. Actions are then taken at every level as part of the Climate Transition Plan so the goals are achieved.</p> <p>A 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.</p>

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	Yes	Many of our Board members have experience and competency with climate-related issues through careers at other multi-national companies, many of which are considered leaders within the sustainability sphere (such as Microsoft, P&G, and Riveron). Also, 8 of our 12 directors currently serve on the board of at least one other public company. We consider this to provide a diverse understanding of climate-related issues to these members of the board.	<Not Applicable>	<Not Applicable>

C1.2

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

**Position or committee**

Chief Executive Officer (CEO)

**Climate-related responsibilities of this position**

Developing a climate transition plan  
Integrating climate-related issues into the strategy  
Monitoring progress against climate-related corporate targets  
Assessing climate-related risks and opportunities

**Coverage of responsibilities**

<Not Applicable>

**Reporting line**

Reports to the board directly

**Frequency of reporting to the board on climate-related issues via this reporting line**

Quarterly

**Please explain**

The CEO and Chairman of the Board is ultimately responsible for strategy and direction with regards to climate-related issues. The CEO is informed by the Chief Marketing 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. In 2022, ESG was identified as a top 10 risk during this ERM review process.

Additional 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 COP27; joining the WEF CEO Action Group for a European Green Deal and promoting state and corporate actions; and adding the 'Climate Action' pillar to our Sustainability Plan and including our climate agenda in leadership communication.

The CEO's oversight also includes monitoring progress towards our publicly stated SBTi emission reduction goals, which aims to reduce our Scope 1 and 2 emissions by 60% and Scope 3 emissions by 30% by 2030. With this oversight, the CEO is responsible for communicating these goals down to every aspect of the organization and actions are taken at every level as part of the Climate Transition Plan so the goals are achieved.

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**Position or committee**

Chief Financial Officer (CFO)

**Climate-related responsibilities of this position**

Managing annual budgets for climate mitigation activities  
Managing major capital and/or operational expenditures related to low-carbon products or services (including R&D)  
Developing a climate transition plan  
Implementing a climate transition plan  
Setting climate-related corporate targets  
Managing climate-related risks and opportunities

**Coverage of responsibilities**

<Not Applicable>

**Reporting line**

Reports to the board directly

**Frequency of reporting to the board on climate-related issues via this reporting line**

Quarterly

**Please explain**

The CFO participates in all board meetings and oversees the management of climate-related risks and opportunities that are identified and assessed as part of our Enterprise Risk Management (ERM) process, including their potential financial impact across our markets. To support alignment to our Climate Transition Plan, the CFO has a goal to establish ESG standards to guide organization-wide operations and investments and is also involved in other decisions requiring significant financial support that improve climate-related resiliency or carbon reduction goals such as investments in emissions reduction initiatives. 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. The CFO is also responsible for ensuring the organization is prepared for upcoming regulatory disclosure requirements including the CSRD and SEC climate disclosure requirements.

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**Position or committee**

Other C-Suite Officer, please specify (Chief Legal Officer)

**Climate-related responsibilities of this position**

Developing a climate transition plan  
Implementing a climate transition plan  
Setting climate-related corporate targets  
Managing public policy engagement that may impact the climate  
Assessing climate-related risks and opportunities

**Coverage of responsibilities**

<Not Applicable>

**Reporting line**

Reports to the board directly

**Frequency of reporting to the board on climate-related issues via this reporting line**

Quarterly

**Please explain**

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 CLO is also supporting the development and implementation of the Climate Transition Plan through their participation in the ESG Steering Committee. The CLO also participates in all Board and Committee meetings. The CLO is also responsible for ensuring the organization is prepared for upcoming regulatory requirements including the CSRD and SEC climate disclosure requirements.

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**Position or committee**

Chief Sustainability Officer (CSO)

**Climate-related responsibilities of this position**

Developing a climate transition plan  
Implementing a climate transition plan  
Integrating climate-related issues into the strategy  
Setting climate-related corporate targets  
Monitoring progress against climate-related corporate targets  
Assessing climate-related risks and opportunities  
Managing climate-related risks and opportunities

**Coverage of responsibilities**

<Not Applicable>

**Reporting line**

Reports to the board directly

**Frequency of reporting to the board on climate-related issues via this reporting line**

Quarterly

**Please explain**

Our Chief Marketing and Sustainability Officer is responsible for developing the strategic sustainability direction for the company together with key stakeholders. In 2021, this responsibility included our Net Zero pledge and strategy aimed at achieving our 2030 carbon reduction targets across Scope 1, 2, and 3. Progress against these targets is monitored and reported on an annual basis. In order to meet our targets, the CSO is responsible for driving and coordinating efforts, ensuring alignment across the company, and engaging with stakeholders to develop and implement the Climate Transition Plan. The CSO also has explicit responsibility for the company's approach to climate risk and opportunity management. The CSO is also responsible for ensuring the organization is prepared for upcoming ESG regulatory requirements including the CSRD and SEC climate disclosure requirements.

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**Position or committee**

Risk committee

**Climate-related responsibilities of this position**

Assessing climate-related risks and opportunities  
Managing climate-related risks and opportunities

**Coverage of responsibilities**

<Not Applicable>

**Reporting line**

Reports to the board directly

**Frequency of reporting to the board on climate-related issues via this reporting line**

Quarterly

**Please explain**

ManpowerGroup has several levels of risk committees as part of our Global Enterprise Risk Management (ERM) process. Each country has a Risk Champion who sets up the risk committee – comprised of functional team leaders across their country; executes the designed ERM Playbook within the countries; and ensures the committees are aligned on risk identification and the mitigation and management of those risks. The results from this country-level process are reported to the Global ERM team and the Regional Risk Champion quarterly. These Regional Risk Champions also have a risk committee at the regional level to align on priority risks and provide a quarterly report on regional outcomes to the Global ERM team.

At the global-level, the Senior Director of Enterprise Risk provides functional updates every other month to the Executive Leadership Team (ELT). Additionally, the Head of Enterprise Risk, with the engagement of the management team, is responsible for designing the risk framework, integrating this into the countries and regions, and reporting the results to the Audit Committee of the Board of Directors on a quarterly basis.

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**Position or committee**

Sustainability committee

**Climate-related responsibilities of this position**

Developing a climate transition plan  
Implementing a climate transition plan  
Integrating climate-related issues into the strategy  
Setting climate-related corporate targets  
Monitoring progress against climate-related corporate targets  
Assessing climate-related risks and opportunities  
Managing climate-related risks and opportunities

**Coverage of responsibilities**

<Not Applicable>

**Reporting line**

Reports to the board directly

**Frequency of reporting to the board on climate-related issues via this reporting line**

Quarterly

**Please explain**

The ESG Steering Committee (SteerCo) meets on a monthly basis and is comprised of Chief Marketing & Sustainability Officer, Corporate Controller and Treasurer, 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. In 2021, this committee 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. This committee continues to play a key role in driving the development and

implementation of the Climate Transition Plan to ensure progress is made towards our 2030 and Net Zero ambitions. The ESG SteerCo is also supporting the organization's preparation for upcoming ESG regulatory disclosure requirements including the CSRD and SEC climate disclosure requirements.

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).

<p><b>Entitled to incentive</b> Chief Executive Officer (CEO)</p> <p><b>Type of incentive</b> Monetary reward</p> <p><b>Incentive(s)</b> Bonus - % of salary</p> <p><b>Performance indicator(s)</b> Progress towards a climate-related target Achievement of a climate-related target Company performance against a climate-related sustainability index (e.g., DJSI, CDP Climate Change score etc.) Other (please specify) (Strengthen ESG reputation in our industry)</p> <p><b>Incentive plan(s) this incentive is linked to</b> Short-Term Incentive Plan</p> <p><b>Further details of incentive(s)</b> 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.</p> <p><b>Explain how this incentive contributes to the implementation of your organization's climate commitments and/or climate transition plan</b> This key performance indicator 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 and 2 emissions by 60% and Scope 3 emissions by 30% by 2030. With this oversight, the CEO is responsible for communicating these goals down to every aspect of the organization and actions are taken at every level, as part of the Climate Transition Plan, so the goals are achieved.</p>	
<p><b>Entitled to incentive</b> Board/Executive board</p> <p><b>Type of incentive</b> Non-monetary reward</p> <p><b>Incentive(s)</b> Other, please specify (Value creation)</p> <p><b>Performance indicator(s)</b> Progress towards a climate-related target Achievement of a climate-related target Company performance against a climate-related sustainability index (e.g., DJSI, CDP Climate Change score etc.) Other (please specify) (Strengthen ESG reputation in our industry)</p> <p><b>Incentive plan(s) this incentive is linked to</b> This position does not have an incentive plan</p> <p><b>Further details of incentive(s)</b> 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.</p> <p><b>Explain how this incentive contributes to the implementation of your organization's climate commitments and/or climate transition plan</b> As part of this responsibility, the Board of Directors has oversight on the delivery of our publicly stated emission reduction goals.</p>	
<p><b>Entitled to incentive</b> Other C-Suite Officer</p> <p><b>Type of incentive</b> Monetary reward</p> <p><b>Incentive(s)</b> Bonus – set figure Salary increase</p> <p><b>Performance indicator(s)</b> Progress towards a climate-related target Achievement of a climate-related target Company performance against a climate-related sustainability index (e.g., DJSI, CDP Climate Change score etc.) Other (please specify) (Strengthen ESG reputation in our industry )</p>	

**Incentive plan(s) this incentive is linked to**

Short-Term Incentive Plan

**Further details of incentive(s)**

Our Chief Marketing and Sustainability Officer is tasked with building ManpowerGroup's reputation as an ESG leader within the staffing industry. As a key part of the requirements of this position, sustainability, including climate, are embedded within the Chief Marketing and Sustainability Officer's goals which therefore affects their bonus pay out and salary increase.

**Explain how this incentive contributes to the implementation of your organization's climate commitments and/or climate transition plan**

The responsibilities of the Chief Marketing and Sustainability Officer include oversight of our ESG program and publicly stated emission reduction goals, which aims to reduce our Scope 1 and 2 emissions by 60% and Scope 3 emissions by 30% by 2030. In order to meet our targets, the CSO is responsible for driving and coordinating efforts, ensuring alignment across the company, and engaging with stakeholders to develop and implement the Climate Transition Plan.

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**Entitled to incentive**

Other C-Suite Officer

**Type of incentive**

Non-monetary reward

**Incentive(s)**

Other, please specify (Value creation)

**Performance indicator(s)**

Progress towards a climate-related target

Achievement of a climate-related target

Other (please specify) (Strengthen ESG reputation in our industry )

**Incentive plan(s) this incentive is linked to**

Not part of an existing incentive plan

**Further details of incentive(s)**

Our CLO is 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.

**Explain how this incentive contributes to the implementation of your organization's climate commitments and/or climate transition plan**

Through the governance oversight, our CLO ensures our climate risks and goals are properly communicated and disclosed internally and externally. 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.

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**Entitled to incentive**

Other, please specify (Risk Manager)

**Type of incentive**

Non-monetary reward

**Incentive(s)**

Other, please specify (Risk mitigation)

**Performance indicator(s)**

Other (please specify) (Oversight of climate-related risks)

**Incentive plan(s) this incentive is linked to**

Not part of an existing incentive plan

**Further details of incentive(s)**

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.

**Explain how this incentive contributes to the implementation of your organization's climate commitments and/or climate transition plan**

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.

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**Entitled to incentive**

Other, please specify (Sales team)

**Type of incentive**

Non-monetary reward

**Incentive(s)**

Other, please specify (Value creation)

**Performance indicator(s)**

Increased engagement with customers on climate-related issues

**Incentive plan(s) this incentive is linked to**

Not part of an existing incentive plan

**Further details of incentive(s)**

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.

**Explain how this incentive contributes to the implementation of your organization's climate commitments and/or climate transition plan**

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.

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**Entitled to incentive**

Business unit manager

**Type of incentive**

Non-monetary reward

**Incentive(s)**

Other, please specify (Value creation)

**Performance indicator(s)**

Increased engagement with customers on climate-related issues

**Incentive plan(s) this incentive is linked to**

Not part of an existing incentive plan

**Further details of incentive(s)**

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.

**Explain how this incentive contributes to the implementation of your organization's climate commitments and/or climate transition plan**

A key part of our company's reputation as it relates to climate is meeting our SBTi goals through emission reductions. The Communications and Public Affairs Managers play a key role in communicating our progress and collaborating with various stakeholder groups. This collaboration includes supporting industry group efforts on climate transitions through reporting and engagement activities which can feedback to our internal action plans.

**Entitled to incentive**

All employees

**Type of incentive**

Non-monetary reward

**Incentive(s)**

Public recognition

**Performance indicator(s)**

Other (please specify) (Outstanding performance and superior service)

**Incentive plan(s) this incentive is linked to**

Not part of an existing incentive plan

**Further details of incentive(s)**

The ManpowerGroup Power Award is presented annually to those individuals and operations who have aligned with ManpowerGroup's vision, values and purpose of supporting millions of individuals in finding meaningful, sustainable employment all over the world. All employees globally are eligible for nomination as long as they have participated in or completed a project that falls under the criteria for being nominated. This criteria includes profitable growth, collaboration, NPS, community service, and a new category in 2023 for ESG/DEIB.

**Explain how this incentive contributes to the implementation of your organization's climate commitments and/or climate transition plan**

With the addition of the ESG/DEIB category in 2023, employees can be recognized through the Power Awards program for outstanding performance and superior service related to ESG, including climate.

## 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) would be considered substantive.



**(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**

More than once a year

**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. These risks are most likely to be medium- or long-term risks.

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 reviews with operational & functional leaders, the group ERM team will identify the Top 10 risks facing our business – classified by their 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. The Top 10 risks are reviewed and discussed with our Board of Directors on at least an annual basis. In 2022, ESG risk – which includes climate risk – was identified as a Top 10 risk.

These Top 10 risks are identified as those that threaten our ability to achieve our business objectives and are subject to ongoing monitoring, assessment and control. The country- and regional-level ERM ambassadors – with input from their respective cross-functional risk committees – are responsible for designating the management of these top 10 risks, including assigning the accountable process owner, identifying the mitigating processes and pinpointing the controlling activities required to reduce the level of risk. The ERM ambassadors will then evaluate the impact of these mitigation activities and assign a residual risk rating. This process is subject to an internal audit to ensure the controls are in place and mitigating processes are working as designed. Through our annual Three-Year Strategic Planning process, we also outline and assign resources to global and regional mitigation strategies to address and control these risks. Our process for assessing and responding to risks enables us to respond quickly to reduce the impact of potential risks and maximize the potential gain from opportunities.

Our ability to meet our publicly declared carbon reduction targets is an example of a climate-related reputation risk that we have identified through the ERM process described above. To mitigate this risk, we have identified the emission reduction initiatives required to reduce our direct emissions by 60% by 2030 and have embedded this in our carbon reduction plan that countries must activate on. We have also identified the investments and resources required to ensure that we can make year-on-year progress toward our 2030 targets. Country-level initiatives to reduce our emissions, such as sourcing renewable electricity in our offices, electrifying our fleet vehicles, using lower-impact business travel choices such as rail rather than air travel and promotion of energy-saving behaviors in offices have all been rolled out across our operations. 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. These initiatives support our emission reduction journey and can help to mitigate our reputational risk.

An example of a climate-related opportunity that we are capitalizing on is the growing demand for green talent to support the net zero transition. According to WEF's Future of Jobs Report 2023, the green transition could create up to 30 million new jobs in clean energy, energy efficiency and low-emissions technologies globally by 2030. Despite the growing focus of ESG, 94% of employers say they don't have the talent they need to achieve their ESG goals. As a global leader in innovative workforce solutions, we recognize that we have ability to influence and impact the green transition by helping to train people for jobs in a low carbon economy. We are also helping people upskill and reskill from sectors that may lose jobs, as part of our commitment to ensuring a sustainable work environment that can reduce inequity. These new opportunities and offerings are anticipated to impact our business strategy in the short, medium and long term. Already, we are helping clients fill roles in the growing renewable energy and battery manufacturing industries in Europe; roles such as wind turbine service technicians, project managers (engineering), and battery production operators. According to the IEA World Energy Outlook 2021, there will be more than 4 million new jobs globally in the power generation and grids space by 2030, and we foresee even more opportunities as investments from the US Inflation Reduction Act and the EU Green Deal support more sectors in their green transformation.

(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 recognizes 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 such as the severe cold weather event in Texas, US in 2021 can cause work shutdowns and risks to our business operations. The snow and ice storm shut down the power supply across the state, leaving millions without access to electricity and 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. COVID also 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. As climate-related events have the potential to impact multiple markets simultaneously, similar to the way that COVID impacted global markets, we must continue to consider the influence that global macroeconomic conditions have on our regional and global business. Therefore, current and forecasted market conditions are always considered in our risk assessment process.
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 energized 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 75 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 \$165 billion in 2022, as the country was battered by hurricanes, flooding, 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, and 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)
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Primary potential financial impact

Increased direct costs

Climate risk type mapped to traditional financial services industry risk classification

<Not Applicable>

Company-specific description

Decrease in workforce productivity due to extreme heat: As the world continues to warm, the intensity, frequency and duration of heatwaves are set to increase. There is a well-established correlation between heat and workforce productivity as the human body struggles to function as efficiently at higher temperatures. An article published in the scientific journal 'Nature' suggests that productivity could decrease by 20% globally by 2050. Additionally, 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.

2022 saw one of the warmest summers on record. We experienced record-breaking heatwaves around the world, including in the U.S., Europe, Asia, and Australia. 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, 41% of our global revenue is

from the Manufacturing sector, and another 7% 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 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.

**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 to 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 and considered business as usual costs – 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
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**Primary potential financial impact**

Decreased revenues due to reduced production capacity

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

<Not Applicable>

**Company-specific description**

Work shutdowns due to severe weather events: The frequency and intensity of severe weather events are predicted to increase as the climate changes. In 2022, weather and climate-related events cost the US economy alone \$165 billion USD as the country was battered by hurricanes, flooding, 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. For example, in February 2021, the state of Texas in the US experienced record-low temperatures. The snow and ice storm shut down the power supply across the state, leaving millions without access to electricity and 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, a severe cold weather event 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 financial impact of lost billable hours over the three-week period was \$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. All of this is at no additional cost to the company and considered business as usual costs – 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****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**

Markets

**Primary climate-related opportunity driver**

Access to new markets

**Primary potential financial impact**

Increased revenues through access to new and emerging markets

**Company-specific description**

According to WEF's Future of Jobs Report 2023, the green transition could create up to 30 million new jobs in clean energy, energy efficiency and low-emissions technologies globally by 2030. Despite the growing focus of ESG, 94% of employers say they don't have the talent they need to achieve their ESG goals. As a global leader in innovative workforce solutions, we recognize that we have ability to influence and impact the green transition by helping to train people for jobs in a low carbon economy. We are also helping people upskill and reskill from sectors that may lose jobs, as part of our commitment to ensuring a sustainable work environment that can reduce inequity. These new opportunities and offerings are anticipated to impact our business strategy in the short, medium and long term. Already, we are helping clients fill roles in the growing renewable energy and battery manufacturing industries in Europe; roles such as wind turbine service technicians, project managers (engineering), and battery production operators. According to the IEA World Energy Outlook 2021, there will be more than 4 million new jobs globally in the power generation and grids space by 2030, and we foresee even more opportunities as investments from the US Inflation Reduction Act and the EU Green Deal support more sectors in their green transformation.

**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)**

3960000

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

19800000

**Explanation of financial impact figure**

To estimate financial impact of increased revenues, we can calculate the amount that revenues would increase if demand for our Northern Europe market solutions increased as a result of our increase in green jobs offering. For example, if demand for green jobs were to increase in Northern Europe, this region's revenue could increase by 0.1% - 0.5% in the medium-term. This could result in an increase in revenues ranging from nearly \$4.0 million to \$19.8 million annually in Northern Europe alone. This is based on the group total 2022 financial year revenue figure of \$19.8 bn, with the Northern Europe market making up 20% of total revenue.

**Cost to realize opportunity**

0

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

Our core business – flexible staffing solutions – is designed to enable rapid and agile response to shifting client needs. By leveraging core capabilities and our investments in innovative upskilling and reskilling solutions, we have been able to quickly mobilize associates with the necessary skills to support green jobs in the Northern Europe jobs market.

There is no inherent cost to realizing this strategy, placing candidates into green jobs, in the Northern Europe market – it is considered a part of the normal operation of our business and is absorbed into business as usual costs. With increased investments from the US Inflation Reduction Act and the EU Green Deal, and greater demand for talent to support the low-carbon transition, we believe that these roles will continue to grow at a rapid pace in the near future. As an innovative workforce solutions provider with experience in this area, we have identified the inevitable disruption of changing climatic events as an opportunity to further diversify our workforce solutions business and meet the needs of our clients.

**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 expect and need. Research and current trends show that individuals want to work for companies that are aligned with their values and take action to minimize the negative impact of their operations on the environment.

This is particularly relevant in the case of Millennials and Generation Z in the United States, who are energized by positive action on climate and sustainability matters. According to Visual Capitalist/IEA World Energy Outlook 2021, more than 50% of youth aged between 15-39 said they aspire to work in the green economy in the next decade. These demographics make up the largest proportion of the global workforce and so, by demonstrating our commitment to these principles through our climate actions, such as our SBTi validated science-based targets, we will benefit through improved reputation and competitive advantage when attracting in-demand talent. That's why as part of our marketing strategy, we are actively communicating our commitment to sustainability and purpose, as demonstrated in recent B2C marketing campaigns for 360 Experis and Manpower targeting potential candidates. 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 and increasing the revenues we derive from connecting that talent to jobs with our clients.

**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)**

71379000

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

178447500

**Explanation of financial impact figure**

To estimate the financial impact of increased talent attraction and retention, we can calculate the potential 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 \$71.4 to \$178.4 million in the United States alone. This is based on the total 2022 financial year revenue figure of \$19.8 bn, with the US market making up 18% 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 five levers to achieve our Climate Transition Plan by 2030 which we are already implementing these across our markets. These include increasing renewable energy, electrifying our fleet, decarbonizing our commute, minimizing business travel, and engaging suppliers. 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 (Increased revenues resulting from increased demand for products and services)

**Primary potential financial impact**

Increased revenues resulting from increased demand for products and services

**Company-specific description**

Client attraction &amp; 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)**

&lt;Not Applicable&gt;

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

35689500

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

178447500

**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 \$35.7 and \$178.4 million annually. This is based on the total 2022 financial year revenue figure of \$19.8 bn, with the US market making up 18% of total revenue.

**Cost to realize opportunity**

8250000

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

We are first in our industry to set a Net Zero target and have our goals be validated by the Science Based Targets 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. In order to meet our SBTi targets, we have partnered with EcoAct to review our environmental management and reporting strategy and enhance our footprint tracking and measurement. With support from EcoAct, we have developed an action plan to reduce energy use and resulting GHG emissions aligned to these targets. The key areas of this plan that might result in additional costs is shifting to renewably sourced energy in more of our offices and transitioning to electric vehicles for our fleet. When estimating the added cost of renewable procurement for our planet countries, we anticipate this to cost approximately \$2.75M by 2030, taking into account the varying price of Energy Attribute Certificates and forecasting market trends, where prices vary between \$0.55 – \$55.81 (USD) per MWh (country dependent). Additionally, we estimated the incremental cost of switching 75-100% of our leases to electric vehicles for key countries – the Netherlands, Belgium, UK, Germany, Italy, and France – to be approximately \$5.5 million by 2030.

Additionally, we will continue to obtain external certification and validation for our practices to clearly demonstrate our commitment to sustainability. These environmental certifications include ISO 14001, 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 25 countries and at the global level. 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.

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 performance, 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 climate transition plan that aligns with a 1.5°C world?

Row 1

Climate transition plan

Yes, we have a climate transition plan which aligns with a 1.5°C world

Publicly available climate transition plan

Yes

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

We have a different feedback mechanism in place

Description of feedback mechanism

On a quarterly basis, ManpowerGroup offers engagement opportunities to key institutional shareholders to meet and discuss material topics, including ESG and climate change. Our prepared deck for investor conversations includes our Climate Transition Plans and investors have the opportunity to provide feedback and ask questions on these climate plans.

Frequency of feedback collection

More frequently than annually

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

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

<Not Applicable>

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 as more businesses across almost all industries prepare and accelerate for a green transition, we are pursuing our diversification strategy, 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, we partner with the Federal Emergency Management Agency (FEMA) in the U.S. to train and place hundreds of our associates on 24/7 standby to communities suffering in the wake of natural 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	Yes	Scope 3 emissions represented 86% of our total emissions in 2022, highlighting the importance of value chain engagement. More specifically, supply chain emissions, Scope 3, Categories 1 and 2, represented 66% of our Scope 3 emissions, therefore highlighting our need to engage suppliers in order to meet our Scope 3 SBTi emissions reduction goal. The initial focus for engagement will first be on suppliers that we have the most spend with, and therefore the highest potential for emission reductions. Collecting primary supplier data on the goods and services we procure will be a key focus point, alongside initiating emission reductions in material areas such as ICT, software and office furniture and equipment. While Employee Commuting emissions represent only 19% of our Scope 3 emissions, we are engaging employees around commuting and are innovating to help people access work while reducing their environmental footprint. Our global engagement includes an annual survey sent to our employees and associates to understand commuting behaviors which received over 35,000 responses and enabled us to identify markets that have reimagined new and more sustainable ways for employees to get to work. For example, Belgium's new Mobility Plan provides incentives for employees to ditch their personal cars and use public transportation to get to work while other countries, including Australia, Germany, and the Netherlands, are following suit with mobility cards and other discounts that subsidize the cost of public transportation for employees. Climate-related risks and opportunities, more broadly than just emissions, are also affecting our supply chain strategy. Operating in more than 70 countries and territories around the world, 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.
Investment in R&D	Yes	As a global leader in innovative workforce solutions, we recognize that we have ability to impact the green transition by helping to train and place people into jobs that support a low carbon economy. Climate change impacts our R&D/innovation strategy as we are adapting our offerings on the industries and markets that are expected to have the greatest need for workers with green skills. We are looking at the skills people will need to transition to green jobs or to green industries, and helping to proactively train and supply workers to meet the surging demand in climate-related roles. We are also helping people upskill and reskill from sectors that may lose jobs, as part of our commitment to ensuring a sustainable work environment that can reduce inequity. These new opportunities and offerings are anticipated to impact our R&D/innovation strategy in the short-, medium- and long-term as we continue to invest in solutions that will accelerate progress toward a new future of work that is more sustainable, more resilient and more equitable. Already, we are helping clients fill roles in the growing renewable energy and battery manufacturing industries in Europe; roles such as wind turbine service technicians, project managers (engineering), and battery production operators. We have also worked with automotive clients for the last decade to support their shift from combustion to EV and autonomous vehicles providing the talent that researches, designs and manufactures those products. According to the IEA World Energy Outlook 2021, there will be more than 4 million new jobs globally in the power generation and grids space by 2030, and we foresee even more opportunities as investments from the US Inflation Reduction Act and the EU Green Deal support more sectors in their green transformation. We will continue to invest in R&D/innovation to identify the range of skills that will be needed to shift the needle on ESG priorities to support our clients in taking action to meet their ESG commitments.
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 a predominately desk-based, in office and remote, organization with a global distributed workforce, we are in the process of developing a robust climate-related scenario analysis to map against the potential risks and opportunities to our business across all key markets. By identifying the specific climate-related risks in each operating region, we will be able to adjust our global business strategy to create greater resilience. For example, we have operations in areas that are susceptible to wildfires, which could be impacted by losses of power resulting from the fires or strategies to manage them. In 2019 California's largest utility company enforced state-wide selective power cuts (typically used to avoid blackouts) to reduce the risk of exacerbating raging wildfires. California also experienced rolling blackouts during a heat wave in August of 2020. Selective power cuts and 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 analyzing 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	<p>In order to capitalize on climate-related opportunities to increase revenues, we have shifted our strategy to include an added focus on green jobs. According to WEF's Future of Jobs Report 2023, the green transition could create up to 30 million new jobs in clean energy, energy efficiency and low-emissions technologies globally by 2030. Despite the growing focus of ESG, 94% of employers say they don't have the talent they need to achieve their ESG goals. As a global leader in innovative workforce solutions, we recognize that we have ability to influence and impact the green transition by helping to train people for jobs in a low carbon economy. We are also helping people upskill and reskill from sectors that may lose jobs, as part of our commitment to ensuring a sustainable work environment that can reduce inequity. These new opportunities and offerings are anticipated to impact our business strategy, including financial planning, in the short, medium and long term. Already, we are helping clients fill roles in the growing renewable energy and battery manufacturing industries in Europe; roles such as wind turbine service technicians, project managers (engineering), and battery production operators. According to the IEA World Energy Outlook 2021, there will be more than 4 million new jobs globally in the power generation and grids space by 2030, and we foresee even more opportunities as investments from the US Inflation Reduction Act and the EU Green Deal support more sectors in their green transformation.</p> <p>Climate-related risks will also impact our financial revenue planning. 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, including instances when associates are unable to travel to clients' workplaces, reduced demand for workers, or temporary or permanent closure of businesses. For example, hurricanes, 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.</p>



C3.5

(C3.5) In your organization’s financial accounting, do you identify spending/revenue that is aligned with your organization’s climate transition?

	Identification of spending/revenue that is aligned with your organization’s climate transition	Indicate the level at which you identify the alignment of your spending/revenue with a sustainable finance taxonomy
Row 1	Yes, we identify alignment with our climate transition plan	<Not Applicable>

C3.5a

(C3.5a) Quantify the percentage share of your spending/revenue that is aligned with your organization’s climate transition.

Financial Metric

Other, please specify (CAPEX - fleet expense)

Type of alignment being reported for this financial metric

Alignment with our climate transition plan

Taxonomy under which information is being reported

<Not Applicable>

Objective under which alignment is being reported

<Not Applicable>

Amount of selected financial metric that is aligned in the reporting year (unit currency as selected in C0.4)

Percentage share of selected financial metric aligned in the reporting year (%)

14

Percentage share of selected financial metric planned to align in 2025 (%)

36

Percentage share of selected financial metric planned to align in 2030 (%)

58

Describe the methodology used to identify spending/revenue that is aligned

ManpowerGroup has identified five emission reduction levers to achieve our Climate Transition Plan by 2030 and we are already implementing these initiatives across our markets. These levers include increasing renewable energy, electrifying our fleet, decarbonizing our commute, minimizing business travel, and engaging suppliers.

Transitioning our fleet to electric vehicles (EVs) is the most significant investment category within our Climate Transition Plan and makes up the largest part of our climate transition spend in 2022, hence the focus on this spending category in our calculations. EVs made up approximately 14% of total fleet expense last year, and based on our projections of fleet expenses and our Climate Transition - EV implementation - Plans, we expect that EVs will make up 58% of fleet expenses in 2030.

To calculate the share of EV expenses in 2025, a linear projection was applied to estimate 2025’s planned alignment of 36%. These assumptions would be affected by various factors, including but not limited to: decisions to reduce the size of our fleet as part of our overall Climate Transition Plan, availability of EVs once ordered, additional countries utilizing EVs but not currently included for our formal Climate Transition Plan, and the changing costs, infrastructure and regulations around EVs.

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

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

Year target was set

2021

Target coverage

Company-wide

**Scope(s)**

Scope 1

Scope 2

**Scope 2 accounting method**

Market-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)**

22096

**Base year Scope 3, Category 1: Purchased goods and services emissions covered by target (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 2: Capital goods emissions covered by target (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions covered by target (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 4: Upstream transportation and distribution emissions covered by target (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 5: Waste generated in operations emissions covered by target (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 6: Business travel emissions covered by target (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 7: Employee commuting emissions covered by target (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 8: Upstream leased assets emissions covered by target (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 9: Downstream transportation and distribution emissions covered by target (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 10: Processing of sold products emissions covered by target (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 11: Use of sold products emissions covered by target (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 12: End-of-life treatment of sold products emissions covered by target (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 13: Downstream leased assets emissions covered by target (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 14: Franchises emissions covered by target (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 15: Investments emissions covered by target (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Other (upstream) emissions covered by target (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Other (downstream) emissions covered by target (metric tons CO2e)**

<Not Applicable>

**Base year total 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)**

43595

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

100

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

100

**Base year Scope 3, Category 1: Purchased goods and services emissions covered by target as % of total base year emissions in Scope 3, Category 1:**

**Purchased goods and services (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 2: Capital goods emissions covered by target as % of total base year emissions in Scope 3, Category 2: Capital goods (metric tons CO2e)**

<Not Applicable>

Base year Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions covered by target as % of total base year emissions in Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e)	
<Not Applicable>	
Base year Scope 3, Category 4: Upstream transportation and distribution covered by target as % of total base year emissions in Scope 3, Category 4: Upstream transportation and distribution (metric tons CO2e)	
<Not Applicable>	
Base year Scope 3, Category 5: Waste generated in operations emissions covered by target as % of total base year emissions in Scope 3, Category 5: Waste generated in operations (metric tons CO2e)	
<Not Applicable>	
Base year Scope 3, Category 6: Business travel emissions covered by target as % of total base year emissions in Scope 3, Category 6: Business travel (metric tons CO2e)	
<Not Applicable>	
Base year Scope 3, Category 7: Employee commuting covered by target as % of total base year emissions in Scope 3, Category 7: Employee commuting (metric tons CO2e)	
<Not Applicable>	
Base year Scope 3, Category 8: Upstream leased assets emissions covered by target as % of total base year emissions in Scope 3, Category 8: Upstream leased assets (metric tons CO2e)	
<Not Applicable>	
Base year Scope 3, Category 9: Downstream transportation and distribution emissions covered by target as % of total base year emissions in Scope 3, Category 9: Downstream transportation and distribution (metric tons CO2e)	
<Not Applicable>	
Base year Scope 3, Category 10: Processing of sold products emissions covered by target as % of total base year emissions in Scope 3, Category 10: Processing of sold products (metric tons CO2e)	
<Not Applicable>	
Base year Scope 3, Category 11: Use of sold products emissions covered by target as % of total base year emissions in Scope 3, Category 11: Use of sold products (metric tons CO2e)	
<Not Applicable>	
Base year Scope 3, Category 12: End-of-life treatment of sold products emissions covered by target as % of total base year emissions in Scope 3, Category 12: End-of-life treatment of sold products (metric tons CO2e)	
<Not Applicable>	
Base year Scope 3, Category 13: Downstream leased assets emissions covered by target as % of total base year emissions in Scope 3, Category 13: Downstream leased assets (metric tons CO2e)	
<Not Applicable>	
Base year Scope 3, Category 14: Franchises emissions covered by target as % of total base year emissions in Scope 3, Category 14: Franchises (metric tons CO2e)	
<Not Applicable>	
Base year Scope 3, Category 15: Investments emissions covered by target as % of total base year emissions in Scope 3, Category 15: Investments (metric tons CO2e)	
<Not Applicable>	
Base year Scope 3, Other (upstream) emissions covered by target as % of total base year emissions in Scope 3, Other (upstream) (metric tons CO2e)	
<Not Applicable>	
Base year Scope 3, Other (downstream) emissions covered by target as % of total base year emissions in Scope 3, Other (downstream) (metric tons CO2e)	
<Not Applicable>	
Base year total 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	100
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]	17438
Scope 1 emissions in reporting year covered by target (metric tons CO2e)	19359
Scope 2 emissions in reporting year covered by target (metric tons CO2e)	10316
Scope 3, Category 1: Purchased goods and services emissions in reporting year covered by target (metric tons CO2e)	<Not Applicable>
Scope 3, Category 2: Capital goods emissions in reporting year covered by target (metric tons CO2e)	<Not Applicable>
Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions in reporting year covered by target (metric tons CO2e)	<Not Applicable>
Scope 3, Category 4: Upstream transportation and distribution emissions in reporting year covered by target (metric tons CO2e)	<Not Applicable>

**Scope 3, Category 5: Waste generated in operations emissions in reporting year covered by target (metric tons CO2e)**

&lt;Not Applicable&gt;

**Scope 3, Category 6: Business travel emissions in reporting year covered by target (metric tons CO2e)**

&lt;Not Applicable&gt;

**Scope 3, Category 7: Employee commuting emissions in reporting year covered by target (metric tons CO2e)**

&lt;Not Applicable&gt;

**Scope 3, Category 8: Upstream leased assets emissions in reporting year covered by target (metric tons CO2e)**

&lt;Not Applicable&gt;

**Scope 3, Category 9: Downstream transportation and distribution emissions in reporting year covered by target (metric tons CO2e)**

&lt;Not Applicable&gt;

**Scope 3, Category 10: Processing of sold products emissions in reporting year covered by target (metric tons CO2e)**

&lt;Not Applicable&gt;

**Scope 3, Category 11: Use of sold products emissions in reporting year covered by target (metric tons CO2e)**

&lt;Not Applicable&gt;

**Scope 3, Category 12: End-of-life treatment of sold products emissions in reporting year covered by target (metric tons CO2e)**

&lt;Not Applicable&gt;

**Scope 3, Category 13: Downstream leased assets emissions in reporting year covered by target (metric tons CO2e)**

&lt;Not Applicable&gt;

**Scope 3, Category 14: Franchises emissions in reporting year covered by target (metric tons CO2e)**

&lt;Not Applicable&gt;

**Scope 3, Category 15: Investments emissions in reporting year covered by target (metric tons CO2e)**

&lt;Not Applicable&gt;

**Scope 3, Other (upstream) emissions in reporting year covered by target (metric tons CO2e)**

&lt;Not Applicable&gt;

**Scope 3, Other (downstream) emissions in reporting year covered by target (metric tons CO2e)**

&lt;Not Applicable&gt;

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

&lt;Not Applicable&gt;

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

29675

**Does this target cover any land-related emissions?**

No, it does not cover any land-related emissions (e.g. non-FLAG SBT)

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

53.2171120541346

**Target status in reporting year**

Underway

**Please explain target coverage and identify any exclusions**

This target applies to the whole of ManpowerGroup as a company. In this context, "company" refers collectively to all the companies, businesses, organizations, other entities or groups that fall within ManpowerGroup's definition of our reporting boundary. There are no exclusions.

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

Scope 1 emissions make up 66% of ManpowerGroup's Scope 1 and 2 emissions in 2022. Within Scope 1, fleet emissions are ManpowerGroup's most material emissions source, contributing towards 86% of total Scope 1 emissions. Consequently, reducing these emissions through electrifying our fleet is a priority area for ManpowerGroup. Actions have already begun to reduce these emissions, focusing on 6 key countries with our largest fleets – the Netherlands, UK, Belgium, France, Germany and Italy – that are looking to transition 75-100% of their fleet to electric vehicles by 2030.

The Netherlands has already made good progress thus far. The Netherlands is only procuring EVs going forward and aim to be 100% electric by 2025. The country already operates 285 EVs, which make up around half of its total fleet. Belgium has also begun to electrify its fleet with 15 EVs in 2022 and are also installing €10,000 charging station for EVs at the HQ, introducing a new Mobility Budget where pay can be allocated towards EV company cars, and are also looking to fund private EV charging stations at employee homes. Although overall fleet emissions did increase slightly in 2022 due to more mileage driven, we anticipate an exponential progress curve for emissions reduction in this area as our investments won't be realized until the EVs are purchased, delivered and integrated within our fleet.

Scope 2 emissions are also material to achieving our direct emissions target. We aim to procure 100% renewable electricity by 2030 at all our key Planet countries, which make up approximately 85% of our 2022 global revenues. Renewable electricity is currently used in around 63% of our key markets, including Australia, Belgium, France, Germany, Japan, Netherlands, Norway, Spain, Sweden, and the UK. In 2022, 11,473 MWh of our electricity usage came from renewable sources across these 16 key markets, accounting for 1,225 tCO2e of emission savings. A similar exponential progress curve for emissions reduction is also anticipated for Scope 2, due to the time-lag in switching electricity contracts to green tariffs and investing in on-site renewables.

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

&lt;Not Applicable&gt;

**Target reference number**

Abs 2

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

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

**Target ambition**

Well-below 2°C aligned

**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

**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, Category 1: Purchased goods and services emissions covered by target (metric tons CO2e)**

136149

**Base year Scope 3, Category 2: Capital goods emissions covered by target (metric tons CO2e)**

83528

**Base year Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions covered by target (metric tons CO2e)**

14644

**Base year Scope 3, Category 4: Upstream transportation and distribution emissions covered by target (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 5: Waste generated in operations emissions covered by target (metric tons CO2e)**

850

**Base year Scope 3, Category 6: Business travel emissions covered by target (metric tons CO2e)**

25981

**Base year Scope 3, Category 7: Employee commuting emissions covered by target (metric tons CO2e)**

24223

**Base year Scope 3, Category 8: Upstream leased assets emissions covered by target (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 9: Downstream transportation and distribution emissions covered by target (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 10: Processing of sold products emissions covered by target (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 11: Use of sold products emissions covered by target (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 12: End-of-life treatment of sold products emissions covered by target (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 13: Downstream leased assets emissions covered by target (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 14: Franchises emissions covered by target (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 15: Investments emissions covered by target (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Other (upstream) emissions covered by target (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Other (downstream) emissions covered by target (metric tons CO2e)**

<Not Applicable>

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

285375

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

285375

**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, Category 1: Purchased goods and services emissions covered by target as % of total base year emissions in Scope 3, Category 1: Purchased goods and services (metric tons CO2e)	100
Base year Scope 3, Category 2: Capital goods emissions covered by target as % of total base year emissions in Scope 3, Category 2: Capital goods (metric tons CO2e)	100
Base year Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions covered by target as % of total base year emissions in Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e)	100
Base year Scope 3, Category 4: Upstream transportation and distribution covered by target as % of total base year emissions in Scope 3, Category 4: Upstream transportation and distribution (metric tons CO2e)	<Not Applicable>
Base year Scope 3, Category 5: Waste generated in operations emissions covered by target as % of total base year emissions in Scope 3, Category 5: Waste generated in operations (metric tons CO2e)	100
Base year Scope 3, Category 6: Business travel emissions covered by target as % of total base year emissions in Scope 3, Category 6: Business travel (metric tons CO2e)	100
Base year Scope 3, Category 7: Employee commuting covered by target as % of total base year emissions in Scope 3, Category 7: Employee commuting (metric tons CO2e)	100
Base year Scope 3, Category 8: Upstream leased assets emissions covered by target as % of total base year emissions in Scope 3, Category 8: Upstream leased assets (metric tons CO2e)	<Not Applicable>
Base year Scope 3, Category 9: Downstream transportation and distribution emissions covered by target as % of total base year emissions in Scope 3, Category 9: Downstream transportation and distribution (metric tons CO2e)	<Not Applicable>
Base year Scope 3, Category 10: Processing of sold products emissions covered by target as % of total base year emissions in Scope 3, Category 10: Processing of sold products (metric tons CO2e)	<Not Applicable>
Base year Scope 3, Category 11: Use of sold products emissions covered by target as % of total base year emissions in Scope 3, Category 11: Use of sold products (metric tons CO2e)	<Not Applicable>
Base year Scope 3, Category 12: End-of-life treatment of sold products emissions covered by target as % of total base year emissions in Scope 3, Category 12: End-of-life treatment of sold products (metric tons CO2e)	<Not Applicable>
Base year Scope 3, Category 13: Downstream leased assets emissions covered by target as % of total base year emissions in Scope 3, Category 13: Downstream leased assets (metric tons CO2e)	<Not Applicable>
Base year Scope 3, Category 14: Franchises emissions covered by target as % of total base year emissions in Scope 3, Category 14: Franchises (metric tons CO2e)	<Not Applicable>
Base year Scope 3, Category 15: Investments emissions covered by target as % of total base year emissions in Scope 3, Category 15: Investments (metric tons CO2e)	<Not Applicable>
Base year Scope 3, Other (upstream) emissions covered by target as % of total base year emissions in Scope 3, Other (upstream) (metric tons CO2e)	<Not Applicable>
Base year Scope 3, Other (downstream) emissions covered by target as % of total base year emissions in Scope 3, Other (downstream) (metric tons CO2e)	<Not Applicable>
Base year total 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]	199762.5
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, Category 1: Purchased goods and services emissions in reporting year covered by target (metric tons CO2e)	42352

**Scope 3, Category 2: Capital goods emissions in reporting year covered by target (metric tons CO2e)**

77489

**Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions in reporting year covered by target (metric tons CO2e)**

8364

**Scope 3, Category 4: Upstream transportation and distribution emissions in reporting year covered by target (metric tons CO2e)**

<Not Applicable>

**Scope 3, Category 5: Waste generated in operations emissions in reporting year covered by target (metric tons CO2e)**

766

**Scope 3, Category 6: Business travel emissions in reporting year covered by target (metric tons CO2e)**

18467

**Scope 3, Category 7: Employee commuting emissions in reporting year covered by target (metric tons CO2e)**

34273

**Scope 3, Category 8: Upstream leased assets emissions in reporting year covered by target (metric tons CO2e)**

<Not Applicable>

**Scope 3, Category 9: Downstream transportation and distribution emissions in reporting year covered by target (metric tons CO2e)**

<Not Applicable>

**Scope 3, Category 10: Processing of sold products emissions in reporting year covered by target (metric tons CO2e)**

<Not Applicable>

**Scope 3, Category 11: Use of sold products emissions in reporting year covered by target (metric tons CO2e)**

<Not Applicable>

**Scope 3, Category 12: End-of-life treatment of sold products emissions in reporting year covered by target (metric tons CO2e)**

<Not Applicable>

**Scope 3, Category 13: Downstream leased assets emissions in reporting year covered by target (metric tons CO2e)**

<Not Applicable>

**Scope 3, Category 14: Franchises emissions in reporting year covered by target (metric tons CO2e)**

<Not Applicable>

**Scope 3, Category 15: Investments emissions in reporting year covered by target (metric tons CO2e)**

<Not Applicable>

**Scope 3, Other (upstream) emissions in reporting year covered by target (metric tons CO2e)**

<Not Applicable>

**Scope 3, Other (downstream) emissions in reporting year covered by target (metric tons CO2e)**

<Not Applicable>

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

181711

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

181711

**Does this target cover any land-related emissions?**

No, it does not cover any land-related emissions (e.g. non-FLAG SBT)

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

121.085121915608

**Target status in reporting year**

Underway

**Please explain target coverage and identify any exclusions**

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

In order to align with updated guidance from the Science Based Targets initiative, Associate Commuting emissions were removed from our Scope 3 emissions footprint in 2022. These Associate Emissions totaled 449,391 tCO2e in 2021, accounting for 62% of ManpowerGroup's Scope 3 emissions within that reporting year. We will no longer include these emissions under our Scope 3 - Category 7 emissions for Employee Commuting in 2022 and going forward, as they should already be captured within this emissions category for the clients who hire these associates to work at their locations. As a result of this change, Scope 3 Category 7 – Employee Commuting emissions do not include previously reported associate emissions and we are in the process of initiating the re-baseline process formally with SBTi.

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

To meet this target, ManpowerGroup's top 16 Planet countries, which make up approximately 85% of our 2022 global revenue and consequent emissions, have been reviewed in detail to: understand current initiatives, potential initiatives, and relevant emission reduction measures feasible within their country to achieve the SBTi targets. From this detailed analysis on the most material emission hotspots, a supplier engagement program was identified as the most crucial step to take in order to achieve our 2030 Scope 3 targets. The initial focus for engagement will first be on suppliers that we have the most spend with, and therefore the highest potential for emission reductions. Collecting primary supplier data on the goods and services we procure will be a key focus point, alongside initiating emission reductions in material areas such as ICT, software and office furniture and equipment.

We recognize that Employee Commuting is also a material proportion of our Scope 3 emissions. In 2022, ManpowerGroup deployed our second annual commuting survey across 6 European countries, alongside the additional inclusion of the US and Japan, to understand commute patterns in more detail and guide the implementation strategies under investigation. The survey received over 35,000 responses and enabled us to identify markets that have reimagined new and more sustainable ways for employees to get to work. For example, Belgium's new Mobility Plan provides incentives for employees to ditch their personal cars and use public transportation to get to work while other countries, including Australia, Germany, and the Netherlands, are following suit with mobility cards and other discounts that subsidize the cost of public transportation for employees.

**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 two 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		
To be implemented*		
Implementation commenced*	2	1493
Implemented*	2	275
Not to be implemented		

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)**

251

**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)**

0

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

2030000

**Payback period**

No payback

**Estimated lifetime of the initiative**

3-5 years

**Comment**

Reducing emissions through electrifying our fleet is a priority area for ManpowerGroup. The Netherlands is only procuring EVs going forward and aim to be 100% electric by 2025. The country already operates 285 EVs, which make up around half of its total fleet. In 2022, the Netherlands were not able to achieve monetary savings due to the initial EV costs and the 2022 price for electricity being higher, due to the war in Ukraine. This also led to supply chain delays as many of the cars were not received until later in the year and therefore, were not operational until the second half of the year.

**Initiative category & Initiative type**

Transportation	Company fleet vehicle replacement
----------------	-----------------------------------

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

24

**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)**

55000

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

0

**Payback period**

No payback

**Estimated lifetime of the initiative**

Ongoing

**Comment**

By mid-year in 2022, the US removed all of its fleet to reduce emissions. In the first half of the year, emissions from US fleet usage totalled 24 tons, therefore in the second half of the year, assuming fleet usage would have been similar, approximately 24 tons of emissions were saved. Going forwards the US will no longer operate a company fleet. With running a vehicle in the US costing approximately \$10,000 a year and ManpowerGroup removing all 11 vehicles from the US market by mid-year, annual monetary savings of approximately \$55,000 were achieved in 2022.

### 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**  
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; FREYR Battery – producing green battery cells to accelerate the decarbonization of energy and transportation systems globally; 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

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
<b>Has there been a structural change?</b> No
<b>Name of organization(s) acquired, divested from, or merged with</b> <Not Applicable>
<b>Details of structural change(s), including completion dates</b> <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	Yes, a change in methodology	In order to align with updated guidance from the Science Based Targets initiative, Associate Commuting emissions were removed from our Scope 3 emissions footprint in 2022. These Associate Emissions totaled 449,391 tCO <sub>2</sub> e in 2021, accounting for 62% of ManpowerGroup's Scope 3 emissions within that reporting year. We will no longer include these emissions under our Scope 3 - Category 7 emissions for Employee Commuting in 2022 and going forward, as they should already be captured within this emissions category for the clients who hire these associates to work at their locations. As a result of this change, Scope 3 Category 7 – Employee Commuting emissions do not include previously reported associate emissions and we are in the process of formally initiating the re-baseline process with the SBTi.

**C5.1c****(C5.1c) Have your organization's base year emissions and past years' emissions been recalculated as a result of any changes or errors reported in C5.1a and/or C5.1b?**

	Base year recalculation	Scope(s) recalculated	Base year emissions recalculation policy, including significance threshold	Past years' recalculation
Row 1	Yes	Scope 3	<p>In order to align with updated guidance from the Science Based Targets initiative (SBTi), Associate Commuting emissions were removed from our Scope 3 emissions footprint in 2022. These Associate Emissions totaled 449,391 tCO<sub>2</sub>e in 2021, accounting for 62% of ManpowerGroup's Scope 3 emissions within that reporting year. We will no longer include these emissions under our Scope 3 - Category 7 emissions for Employee Commuting in 2022 and going forward, as they should already be captured within this emissions category for the clients who hire these associates to work at their locations. As a result of this change, Scope 3 Category 7 – Employee Commuting emissions do not include previously reported associate emissions and we are in the process of initiating the re-baseline process. In addition, the SBTi recommended the inclusion of Well-to-Tank (WTT) emissions associated with Category 7 - Employee Commuting. Therefore, all upstream emissions from commuting have been included in the calculation of Category 7.</p> <p>Also, due to advancements in spend-based calculations for Scope 3 - Category 1 and 2, we have also recalculated 2021 emissions to include the updated CEDA v6 emission factors used for 2022, compared to the previous CEDA v5 emission factors. Due to data limitations, ManpowerGroup is currently unable to complete this re-calculation back to our baseline year of 2019. Once we have more complete data for Scope 3 - Category 1 and 2 calculations from our supplier engagement program, we will be re-baselining and recalculating to the base-year.</p> <p>As a result of these changes, which we deemed material based on our materiality threshold (over 5%), we have restated previously reported Scope 3 emissions to show the impact of changing our calculation methodology.</p>	Yes

**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 CO<sub>2</sub>e)**

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 CO<sub>2</sub>e)**

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 CO<sub>2</sub>e)**

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**

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 2: Capital goods

**Base year start**

January 1 2019

**Base year end**

December 31 2019

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

83528

**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 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**

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 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**

Not relevant to ManpowerGroup

#### 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**

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 6: Business travel

**Base year start**

January 1 2019

**Base year end**

December 31 2019

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

25981

**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 7: Employee commuting****Base year start**

January 1 2019

**Base year end**

December 31 2019

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

24223

**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 8: Upstream leased assets****Base year start**

January 1 2019

**Base year end**

December 31 2019

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

0

**Comment**

Not relevant to ManpowerGroup

**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**

Not relevant to ManpowerGroup

**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**

Not relevant to ManpowerGroup

**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**

Not relevant to ManpowerGroup

**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**

Not relevant to ManpowerGroup

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

Not relevant to ManpowerGroup

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

Not relevant to ManpowerGroup

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

Not relevant to ManpowerGroup

Scope 3: Other (upstream)

Base year start

January 1 2019

Base year end

December 31 2019

Base year emissions (metric tons CO2e)

0

Comment

Not relevant to ManpowerGroup

Scope 3: Other (downstream)

Base year start

January 1 2019

Base year end

December 31 2019

Base year emissions (metric tons CO2e)

0

Comment

Not relevant to ManpowerGroup

C5.3

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(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

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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)

19359

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 16 of our largest markets (representing approximately 85% of revenues and 80% of employees in 2022), 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

11540

Scope 2, market-based (if applicable)

10316

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, Scope 2 or Scope 3 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)**

42352

### **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), 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 2022. 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)**

77489

### **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), 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 2022. 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)**

8364

### **Emissions calculation methodology**

Average data method

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

80

### **Please explain**

The appropriate transmission & Distribution (T&D) and Well-to-tank (WTT) emissions factors, as provided by DEFRA 2022, have been applied to the raw consumption data as used in the Scope 1 and 2 footprint calculation. Current actual raw data represents approximately 80% of the total FTEs in 2022, this amount was then uplifted to represent all of ManpowerGroup operations.

## **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 CO<sub>2</sub>e)

766

### Emissions calculation methodology

Waste-type-specific method

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

80

### Please explain

Waste landfilled and waste recycled provided by the 16 countries that provide data was multiplied by DEFRA 2022 emission factors to calculate tCO<sub>2</sub>e. Current actual raw data represents approximately 80% of the total FTEs in 2022, this amount was then uplifted to represent all of ManpowerGroup operations.

## Business travel

### Evaluation status

Relevant, calculated

### Emissions in reporting year (metric tons CO<sub>2</sub>e)

18467

### Emissions calculation methodology

Fuel-based method

Distance-based method

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

80

### Please explain

2022 DEFRA emissions factors applied to business travel mileage data (air, rail and personal car business travel) provided by the 16 countries for which data was collected. Current actual raw data represents approximately 80% of the total FTEs in 2022, this amount was then uplifted to represent all of ManpowerGroup operations.

## Employee commuting

### Evaluation status

Relevant, calculated

### Emissions in reporting year (metric tons CO<sub>2</sub>e)

34273

### Emissions calculation methodology

Hybrid method

Average data method

Fuel-based method

Distance-based method

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

100

### Please explain

ManpowerGroup engaged with 8 countries, sending a detailed commuting questionnaire to all employees within these geographies. This advanced from previous years in terms of both how the questionnaire was shared, alongside including 2 additional countries; the US and Japan. Consequently, response rates and data accuracy were significantly higher in 2022. 2022 DEFRA emission factors were then applied to this commuting data, providing emissions per employee per region. Average emissions per employee (depending on their market region) were then rolled out to the wider countries, building off this survey. For the remaining global countries in which ManpowerGroup operate, the EcoAct Commuting tool was used.

## Upstream leased assets

### Evaluation status

Not relevant, explanation provided

### Emissions in reporting year (metric tons CO<sub>2</sub>e)

<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

0.0000015

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

29675

Metric denominator

unit total revenue

Metric denominator: Unit total

19827500000

Scope 2 figure used

Market-based

% change from previous year

17.26

Direction of change

Increased

Reason(s) for change

Change in revenue

Please explain

ManpowerGroup's global revenue (denominator) decreased by 4.3% from 2021 to 2022. This was accompanied by an increase in Scope 1 and 2 (market-based) emissions of 12.2% (numerator). The main reason for the increase in these direct emissions can be attributed to more employees going back to our offices, resuming fleet travel and a return to business activity as markets emerged from COVID lockdowns. This reopening of operations to full capacity meant that offices and vehicles were being used more and, therefore, causing a year-on-year increase in Scope 1 and 2 (market-based) emissions. However, total Scope 1 and 2 (market-based) emissions are still down compared to our base year (2019) by 32%, which demonstrates the progress that ManpowerGroup have made to increase and embed efficiencies and tackle overall emissions within our operations.

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/area/region.

Country/area/region	Scope 1 emissions (metric tons CO2e)
Americas	976
Asia, Australasia, Middle East and Africa	721
Europe	17662

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)
Buildings	2922
Fleet	16437

C7.5

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

Country/area/region	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
Americas	4727	4727
Asia, Australasia, Middle East and Africa	3130	2950
Europe	3683	2639

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)
Buildings	11334	10110
Fleet	206	206

C7.7

(C7.7) Is your organization able to break down your emissions data for any of the subsidiaries included in your CDP response?

No

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 in emissions	Emissions value (percentage)	Please explain calculation
Change in renewable energy consumption	3	Increased	0.01	ManpowerGroup consumed less renewable energy in the reporting year, compared to the previous year. Resulting in an emission increase of 3 tCO2e. Scope 1 and 2 emissions for the previous reporting year was 26,452 tCO2e. This means that the total change of a 3 tCO2e increase, is equal to 0.01%. This was calculated by $(3 / 26,452) * 100 = 0.01\%$ .
Other emissions reduction activities		<Not Applicable>		
Divestment		<Not Applicable>		
Acquisitions		<Not Applicable>		
Mergers		<Not Applicable>		
Change in output		<Not Applicable>		
Change in methodology	3098	Decreased	11.71	As we continuously work to increase data transparency, quality, and coverage of our emissions reporting, we have refined our GHG reporting to include emission inputs that we have not tracked previously. For instance, we are now including emissions from district heating in Sweden, accounting for an additional 243 tCO2e. Also, while we were previously estimating refrigerant data, we are now able to use actual data recorded in the reporting year, which shows our refrigerant emissions decreasing by 3,341 tCO2e. This caused a net decrease of 3,098 tCO2e, or 11.71%, compared to the previous year's emissions of 26,452 tCO2e. This was calculated by $(-3,098 / 26,452) * 100 = -11.71\%$
Change in boundary		<Not Applicable>		
Change in physical operating conditions		<Not Applicable>		
Unidentified		<Not Applicable>		
Other	6317	Increased	23.88	As employees returned to work at our offices and resumed fleet travel after the height of the pandemic, 2022 emissions from ManpowerGroup's mileage of the company fleet, natural gas & oil consumption and non-renewable electricity consumption increased by 6,317 tCO2e, or 23.88%. This is compared to total Scope 1 and 2 emissions from the previous year of 26,452 tCO2. This was calculated by $(6,317 / 26,452) * 100 = 23.88\%$ .

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?**  
 Market-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	Yes
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)	LHV (lower heating value)	0	77777	77777
Consumption of purchased or acquired electricity	<Not Applicable>	11474	36473	47946
Consumption of purchased or acquired heat	<Not Applicable>	0	1421	1421
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>	11474	115671	127144

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	LHV
Total fuel MWh consumed by the organization	67401
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	

Gas

Heating value	LHV
Total fuel MWh consumed by the organization	10377
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	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	

**Total fuel****Heating value**

LHV

**Total fuel MWh consumed by the organization**

777777

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

&lt;Not Applicable&gt;

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

&lt;Not Applicable&gt;

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

&lt;Not Applicable&gt;

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

&lt;Not Applicable&gt;

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

&lt;Not Applicable&gt;

**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.

**Country/area of low-carbon energy consumption**

Australia

**Sourcing method**

Retail supply contract with an electricity supplier (retail green electricity)

**Energy carrier**

Electricity

**Low-carbon technology type**

Renewable energy mix, please specify (REC-backed contract)

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

109

**Tracking instrument used**

Contract

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

Australia

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

No

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

&lt;Not Applicable&gt;

**Comment****Country/area of low-carbon energy consumption**

France

**Sourcing method**

Retail supply contract with an electricity supplier (retail green electricity)

**Energy carrier**

Electricity

**Low-carbon technology type**

Renewable energy mix, please specify (REC-backed contract)

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

8856

**Tracking instrument used**

Contract

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

France

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

No

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

&lt;Not Applicable&gt;

**Comment**

**Country/area of low-carbon energy consumption**

Germany

**Sourcing method**

Retail supply contract with an electricity supplier (retail green electricity)

**Energy carrier**

Electricity

**Low-carbon technology type**

Renewable energy mix, please specify (REC-backed contract)

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

132

**Tracking instrument used**

Contract

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

Germany

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

No

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

<Not Applicable>

**Comment**

---

**Country/area of low-carbon energy consumption**

Italy

**Sourcing method**

Retail supply contract with an electricity supplier (retail green electricity)

**Energy carrier**

Electricity

**Low-carbon technology type**

Renewable energy mix, please specify (REC-backed contract)

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

10

**Tracking instrument used**

Contract

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

Italy

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

No

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

<Not Applicable>

**Comment**

---

**Country/area of low-carbon energy consumption**

Japan

**Sourcing method**

Retail supply contract with an electricity supplier (retail green electricity)

**Energy carrier**

Electricity

**Low-carbon technology type**

Low-carbon energy mix, please specify (REC-backed contract)

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

221

**Tracking instrument used**

Contract

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

Japan

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

No

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

<Not Applicable>

**Comment**

---

**Country/area of low-carbon energy consumption**

Netherlands

**Sourcing method**

Retail supply contract with an electricity supplier (retail green electricity)

**Energy carrier**

Electricity

**Low-carbon technology type**

Renewable energy mix, please specify (REC-backed contract)

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

96

**Tracking instrument used**

Contract

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

Netherlands

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

No

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

<Not Applicable>

**Comment**

---

**Country/area of low-carbon energy consumption**

Norway

**Sourcing method**

Retail supply contract with an electricity supplier (retail green electricity)

**Energy carrier**

Electricity

**Low-carbon technology type**

Renewable energy mix, please specify (REC-backed contract)

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

252

**Tracking instrument used**

Contract

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

Norway

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

No

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

<Not Applicable>

**Comment**

---

**Country/area of low-carbon energy consumption**

Spain

**Sourcing method**

Retail supply contract with an electricity supplier (retail green electricity)

**Energy carrier**

Electricity

**Low-carbon technology type**

Renewable energy mix, please specify (REC-backed contract)

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

1389

**Tracking instrument used**

Contract

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

Spain

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

No

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

<Not Applicable>

**Comment**

---

**Country/area of low-carbon energy consumption**

Sweden

**Sourcing method**

Retail supply contract with an electricity supplier (retail green electricity)

**Energy carrier**

Electricity

**Low-carbon technology type**

Renewable energy mix, please specify (REC-backed contract)

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

390

**Tracking instrument used**

Contract

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

Sweden

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

No

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

<Not Applicable>

**Comment****Country/area of low-carbon energy consumption**

United Kingdom of Great Britain and Northern Ireland

**Sourcing method**

Retail supply contract with an electricity supplier (retail green electricity)

**Energy carrier**

Electricity

**Low-carbon technology type**

Renewable energy mix, please specify (REGO-backed contract)

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

19

**Tracking instrument used**

Contract

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

United Kingdom of Great Britain and Northern Ireland

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

No

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

<Not Applicable>

**Comment****C8.2g**

(C8.2g) Provide a breakdown by country/area of your non-fuel energy consumption in the reporting year.

**Country/area**

Argentina

**Consumption of purchased electricity (MWh)**

279

**Consumption of self-generated electricity (MWh)**

0

**Is this electricity consumption excluded from your RE100 commitment?**

<Not Applicable>

**Consumption of purchased heat, steam, and cooling (MWh)**

0

**Consumption of self-generated heat, steam, and cooling (MWh)**

0

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

279

**Country/area**

Australia

**Consumption of purchased electricity (MWh)**

1532

**Consumption of self-generated electricity (MWh)**

0

**Is this electricity consumption excluded from your RE100 commitment?**

<Not Applicable>

**Consumption of purchased heat, steam, and cooling (MWh)**

0

**Consumption of self-generated heat, steam, and cooling (MWh)**

0

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

1532

---

**Country/area**

Belgium

**Consumption of purchased electricity (MWh)**

458

**Consumption of self-generated electricity (MWh)**

0

**Is this electricity consumption excluded from your RE100 commitment?**

<Not Applicable>

**Consumption of purchased heat, steam, and cooling (MWh)**

0

**Consumption of self-generated heat, steam, and cooling (MWh)**

0

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

458

---

**Country/area**

France

**Consumption of purchased electricity (MWh)**

23275

**Consumption of self-generated electricity (MWh)**

0

**Is this electricity consumption excluded from your RE100 commitment?**

<Not Applicable>

**Consumption of purchased heat, steam, and cooling (MWh)**

0

**Consumption of self-generated heat, steam, and cooling (MWh)**

0

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

23275

---

**Country/area**

Germany

**Consumption of purchased electricity (MWh)**

290

**Consumption of self-generated electricity (MWh)**

0

**Is this electricity consumption excluded from your RE100 commitment?**

<Not Applicable>

**Consumption of purchased heat, steam, and cooling (MWh)**

0

**Consumption of self-generated heat, steam, and cooling (MWh)**

0

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

290

---

**Country/area**

India

**Consumption of purchased electricity (MWh)**

923

**Consumption of self-generated electricity (MWh)**

0

**Is this electricity consumption excluded from your RE100 commitment?**

<Not Applicable>

**Consumption of purchased heat, steam, and cooling (MWh)**

0

---

Consumption of self-generated heat, steam, and cooling (MWh)

0

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

923

---

Country/area

Italy

Consumption of purchased electricity (MWh)

2359

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

<Not Applicable>

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

3

Consumption of self-generated heat, steam, and cooling (MWh)

0

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

2362

---

Country/area

Japan

Consumption of purchased electricity (MWh)

1830

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

<Not Applicable>

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

509

Consumption of self-generated heat, steam, and cooling (MWh)

0

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

2339

---

Country/area

Mexico

Consumption of purchased electricity (MWh)

694

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

<Not Applicable>

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

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

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

694

---

Country/area

Netherlands

Consumption of purchased electricity (MWh)

535

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

<Not Applicable>

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

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

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

535

---

**Country/area**

Norway

**Consumption of purchased electricity (MWh)**

831

**Consumption of self-generated electricity (MWh)**

0

**Is this electricity consumption excluded from your RE100 commitment?**

&lt;Not Applicable&gt;

**Consumption of purchased heat, steam, and cooling (MWh)**

183

**Consumption of self-generated heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**1014

---

**Country/area**

Poland

**Consumption of purchased electricity (MWh)**

197

**Consumption of self-generated electricity (MWh)**

0

**Is this electricity consumption excluded from your RE100 commitment?**

&lt;Not Applicable&gt;

**Consumption of purchased heat, steam, and cooling (MWh)**

64

**Consumption of self-generated heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**261

---

**Country/area**

Spain

**Consumption of purchased electricity (MWh)**

2778

**Consumption of self-generated electricity (MWh)**

0

**Is this electricity consumption excluded from your RE100 commitment?**

&lt;Not Applicable&gt;

**Consumption of purchased heat, steam, and cooling (MWh)**

0

**Consumption of self-generated heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**2778

---

**Country/area**

Sweden

**Consumption of purchased electricity (MWh)**

1143

**Consumption of self-generated electricity (MWh)**

0

**Is this electricity consumption excluded from your RE100 commitment?**

&lt;Not Applicable&gt;

**Consumption of purchased heat, steam, and cooling (MWh)**

662

**Consumption of self-generated heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**1805

---

**Country/area**

United States of America

**Consumption of purchased electricity (MWh)**



9586

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

<Not Applicable>

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

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

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

9586

Country/area

United Kingdom of Great Britain and Northern Ireland

Consumption of purchased electricity (MWh)

621

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

<Not Applicable>

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

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

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

621

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**

SECR140 - GHG Assurance Statement - Manpower v1.0.pdf

**Page/ section reference**

All

**Relevant standard**

ISO14064-1

**Proportion of reported emissions verified (%)**

6

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## C10.1b

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(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**

SECR140 - GHG Assurance Statement - Manpower v1.0.pdf

**Page/ section reference**

All

**Relevant standard**

ISO14064-1

**Proportion of reported emissions verified (%)**

3

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## C10.1c

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(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: 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**

SECR140 - GHG Assurance Statement - Manpower v1.0.pdf

**Page/section reference**

All

**Relevant standard**

IS)14064-1

**Proportion of reported emissions verified (%)**

6

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## C10.2

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

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

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## C11. Carbon pricing

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### C11.1

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

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

### C11.2

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**(C11.2) Has your organization canceled any project-based carbon credits within the reporting year?**

No

### C11.3

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

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

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## C12. Engagement

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### C12.1

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

Yes, our suppliers

Yes, our customers/clients

Yes, other partners in the value chain

### C12.1a

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**(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 approximately 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**

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

Type of engagement & Details of engagement

Education/information sharing	Run an engagement campaign to education customers about your climate change performance and strategy
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% 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 are actively tracking and reporting on our emissions in support of our clients' GHG reporting requirements and their own supplier engagement efforts to reduce emissions within the entire value chain, and we share information about our climate strategy with clients upon request and on a case-by-case basis. We also have detailed Associate Commute emissions data available upon request which can be used to support our client's Scope 3 Category 7 Employee Commuting calculations.

As an example of our engagement in the reporting year, we have engaged with three consumer packaged goods clients to collaborate on carbon reduction activations and reporting, through sharing best practices, participating in their supplier summits and engaging in ongoing monthly workshops. We aim to share these best practices with other clients who are also deeply committed to climate action and scaling our impact across our customer portfolio. We regularly include ESG, particularly climate, as part of our Quarterly Business Reviews with clients to share our approach, compare best practices and collaborate for greater impact.

Overall, we've seen engagement jump from 36 clients requesting information about climate performance in 2021, to 66 clients in 2022. This explains the rationale for selecting this group of highly engaged clients, as they form the basis of our value chain engagement strategy and our climate transition towards a 1.5°C-aligned world. The 66 clients that have requested information and whom we are actively engaged with represent fewer than 0.01% of the organizations we provide solutions and services to. However, these do make up 11% of our worldwide revenues. We expect this percentage to increase annually.

Impact of engagement, including measures of success

Our goal is to continue participating in more in-depth engagements with our clients who have shared with us their carbon reduction targets and Net Zero ambitions and are open to collaboration. Our measure of success will see the number of engagements grow in number and in substance year-on-year, aiming to exceed the engagements with over 66 clients next year. Also, by sharing our climate change information and strategy with our clients, they are positively impacted by achieving their own supplier engagement targets and emission reductions.

Since we have begun sharing information and engaging with clients, they have reported that our engagement work has been extremely well received and is helping them to meet or exceed their own supplier engagement goals and reduce their own carbon footprints.

Type of engagement & Details of engagement

Collaboration & innovation	Other, please specify (Green Jobs)
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% of customers by number

100

% 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

According to WEF's Future of Jobs Report 2023, the green transition could create up to 30 million new jobs in clean energy, energy efficiency and low-emissions technologies globally by 2030. We surveyed nearly 40,700 hiring decision makers across 41 countries to learn about their strategic talent management plans to meet their Environmental action, Social impact, and good Governance (ESG) priorities and found that, despite the growing focus of ESG, 94% of employers say they don't have the talent they need to achieve their ESG goals. As a global leader in innovative workforce solutions, we recognize that we have ability to influence and impact the green transition by helping to train people for jobs in a low carbon economy.

ManpowerGroup collaborates with clients to provide innovative workforce solutions to meet all their talent needs, including for green jobs. We therefore engage with all clients as their needs for green talent arise.

Impact of engagement, including measures of success

We measure success on our ability to meet client needs for green talent, including expanding our offering to place talent at companies at the forefront of the green transition and reskilling talent to take on green jobs. For example, we are already helping clients fill roles in the growing renewable energy and battery manufacturing industries in Europe; roles such as wind turbine service technicians, project managers (engineering), and battery production operators. We have also worked with automotive clients for the last decade to support their shift from combustion to EV and autonomous vehicles providing the talent that researches, designs and manufactures those products. According to the IEA World Energy Outlook 2021, there will be more than 4 million new jobs globally in the power generation and grids space by 2030, and we foresee even more opportunities as investments from the US Inflation Reduction Act and the EU Green Deal support more sectors in their green transformation.

Type of engagement & Details of engagement

Other, please specify	Other, please specify (Environmental strategy review and stakeholder engagement)
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% 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, it is important to understand the emissions related to their commuting patterns to client sites. Even though this area falls outside our reporting boundaries based on updated SBTi guidance, Associate Commutes is a significant area of emissions that we have the ability to influence. We can work with clients to provide ideas and incentives for associates to take alternate transportation (i.e., public transportation) and other innovative solutions to help drive down emissions related to Associate Commutes.

We have simplified and expanded our annual commuting survey to collect accurate employee and associate information for 2022. The United States and Japan were added to the 6 pilot countries – Germany, France, UK, Netherlands, Spain and Norway – to provide a more global view. We received approximately 35,000 associate responses, a 185% increase, and 8,500 employee responses, a 115% increase, as a result of these updates.

Success is based on the extent to which more accurate associates' data is collected annually, achieved by increasing the number of responses received and bringing more countries into the survey process to reduce emission extrapolation.

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

36

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

External engagement activities that could directly or indirectly influence policy, law, or regulation that may impact the climate

Yes, we fund organizations or individuals whose activities could influence policy, law, or regulation that may 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)

MPG\_Environment\_2020.pdf

Describe the process(es) your organization has in place to ensure that your external engagement activities are consistent with your climate commitments and/or climate transition plan

Our corporate engagement starts at the top. 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. 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 or individuals in the reporting year whose activities could influence policy, law, or regulation that may impact the climate.

Type of organization or individual

Non-Governmental Organization (NGO) or charitable organization

State the organization or individual to which you provided funding

The World Economic Forum

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

680000

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

The World Economic Forum 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 mainstream reports

**Status**

Complete

**Attach the document**

2022 10-K\_010\_BMK.pdf

**Page/Section reference**

Page 21

**Content elements**

Risks & opportunities

**Comment**

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**Publication**

In voluntary sustainability report

**Status**

Complete

**Attach the document**

2022 MPG Global ESG Report.pdf

**Page/Section reference**

All

**Content elements**

Governance

Strategy

Emissions figures

Emission targets

Other metrics

Other, please specify (Environmental Certifications)

**Comment**

Available online: <https://library.manpowergroup.eu/story/working-to-change-the-world-2022/page/1>; the new 2023 ESG Report, recapping 2022 data, will be released in September 2023

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**Publication**

In mainstream reports

**Status**

Complete

**Attach the document**

2023 Proxy\_Web\_BMK1.pdf

**Page/Section reference**

Proxy Summary pages iii-vi "Our Working to Change the World Plan"

**Content elements**

Governance

Strategy

Emissions figures

Emission targets

**Comment**

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**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**

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C12.5

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(C12.5) Indicate the collaborative frameworks, initiatives and/or commitments related to environmental issues for which you are a signatory/member.

	Environmental collaborative framework, initiative and/or commitment	Describe your organization's role within each framework, initiative and/or commitment
Row 1	Business Ambition for 1.5C UN Global Compact World Business Council for Sustainable Development (WBCSD) Other, please specify (World Economic Forum Alliance for CEO Climate Leaders)	<p>We have been actively engaged with the UN since signing the Global Compact in 2006. In 2015, the UN established the 17 Sustainable Development Goals (SDGs), its blueprint for a more sustainable future. We support all the goals and are particularly focused on those where we can have the biggest impact: 4 Quality Education, 5 Gender Equality, 8 Decent Work and Economic Growth, 10 Reduced Inequalities, 13 Climate Action, and 17 Partnerships for the Goals.</p> <p>In joining WBCSD, ManpowerGroup will collaborate with other purpose-led organizations to accelerate climate action and achieve fast progress around the S in ESG – supporting companies in building diverse talent at scale and providing meaningful, sustainable work for all.</p> <p>Our 2030 emissions targets are independently validated by SBTi and align with the goals of the Paris Climate Agreement, confirming our planned reductions to limit warming to 1.5°C above pre-industrial levels – the latest and most aggressive recommendations of the Intergovernmental Panel on Climate Change (IPCC). By making this commitment, ManpowerGroup joined the Business Ambition for 1.5°C and committed to reaching net zero by 2045 or sooner.</p> <p>The World Economic Forum 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.</p>

## 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 impacts and dependencies of its value chain on biodiversity?

Impacts on biodiversity

Indicate whether your organization undertakes this type of assessment

No and we don't plan to within the next two years

Value chain stage(s) covered

<Not Applicable>

Portfolio activity

<Not Applicable>

Tools and methods to assess impacts and/or dependencies on biodiversity

<Not Applicable>

Please explain how the tools and methods are implemented and provide an indication of the associated outcome(s)

<Not Applicable>

Dependencies on biodiversity

Indicate whether your organization undertakes this type of assessment

No and we don't plan to within the next two years

Value chain stage(s) covered

<Not Applicable>

Portfolio activity

<Not Applicable>

Tools and methods to assess impacts and/or dependencies on biodiversity

<Not Applicable>

Please explain how the tools and methods are implemented and provide an indication of the associated outcome(s)

<Not Applicable>

C15.4

(C15.4) Does your organization have activities located in or near to biodiversity- sensitive areas in the reporting year?

Not assessed

C15.5

(C15.5) 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>

C15.6

(C15.6) 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

C15.7

(C15.7) 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
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C16. Signoff

C-FI