

REPORT 2015

Corporate Social Responsibility



PUBLICIS
GROUPE



THE GROUPE

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Meeting with Maurice Lévy

CHAIRMAN & CEO,
PUBLICIS GROUPE



The announcement of Publicis Groupe's transformation has become a key talking point

Talking about transformation falls short of our reality. We have gone beyond operating via large global networks, which generated a silo mentality, and have embraced our "Power of One" concept: all of our expertise and Groupe's talents are now within easy reach for our clients in a simple, flexible and rapid way, thanks to our four service Solutions - Publicis Communication, Publicis Media, Publicis.Sapient and Publicis Health - which are present in 20 of our largest markets. We also have Publicis One in all other countries. These solutions have been implemented to better support our clients in a world impacted by the increasing power of social networks, big data, e-commerce and the phenomenal acceleration of the digital wave that touches all sectors of activity. Our clients' interests have always been at the heart of what we do and the shake-up of our organization is another illustration of this.

How does Publicis Groupe's transformation embrace CSR?

It's normal to question the link between CSR and our new organization. These days, all businesses face the same adaptation challenges: finding new business models is a matter of survival. Our new way of operating means we can satisfy all of our stakeholders - employees, our clients, society and our shareholders - in a sustainable manner.

How have you progressed in terms of sustainable value creation?

The notion of sustainable value is not new for us. It helps businesses progress and develop over the long term. In 2015, we consulted even more closely with our stakeholders around our CSR challenges: notably, we partnered with around 40 interlocutors (employees, clients and investors) to discuss the materiality, the priorities. The questions that arose have informed / and been included in our priorities. They are linked on the one hand to the new, direct way of communicating with consumers, who have the power to influence brand reputations, who expect transparency, and truth; and on the other hand, to the fragmentation of the media and the digital ecosystem.

Concretely, what priorities have emerged through your materiality analysis?

Professional ethics matters come to mind first: respect for the consumer, who is a key driver of Publicis Groupe's success; the most demanding marketing standards; and the protection and security of personal data, all of which are challenges inherent in our digital economy. We have taken them very seriously for a long time now and today they occupy a central place in our thinking. In 2015, we further developed our approach to data protection and security, through a dedicated and multidisciplinary work group. We have expanded our policy and defined new *ad*

hoc tools. Another major theme is our talents, our teams, and the professional development of each and every one of our employees in a Groupe that continuously strives to be even more inclusive, as we transform. Our people are our future; they work hard and they really are formidable: I am very pleased that Publicis Groupe has been able to unite such talents and make them work together so effectively. I am very grateful to each and every one of our employees!

The integration of Sapient has contributed to the disruption of Publicis Groupe's business model and geography...

With Publicis.Sapient we have reached a new level of alliance between technology, creativity and consulting. We have the most comprehensive offer on the market: it covers all services thanks to digital expertise! The integration of Sapient has also balanced our geographical presence. Today, we have good team-spread throughout Asia (21,000 employees), Europe (22,000 employees) and North America (25,000 employees). We are an increasingly global group. This internationalization corresponds with our major clients. We will continue to strengthen our collaborative tools to facilitate the way in which we all work, to encourage teamwork, to alleviate tiredness through travel, and limit our carbon footprint! In this regard, it must be said that we are making considerable efforts: we are helping our employees change their habits. For example, we are using digital means rather than air travel, but there is still a lot to do.

In terms of globalization what is your policy on diversity and career evolution?

I am always tempted to say that since the very beginning Publicis Groupe has had the philosophy of providing its talents with opportunities without discrimination - regardless of gender, origins or the path they wish to take. It's a question of ethics. This is reflected in the training programs

provided for employees to access the highest levels of the company. Our Supervisory Board, for example, is an equal team of men and women. In fact, women represent approximately 38% of our agencies executive boards. We believe that we still have room for improvement and we are diligently working on this.

Publicis is celebrating its 90th anniversary by sponsoring 90 startups? You're going back to your roots?

It's coherent with what we are in 2016, and what we were in 1926 – a startup! We often forget that Publicis Groupe's adventure began in a two-room apartment on rue du Faubourg Montmartre, in Paris. Helping young entrepreneurs realize their dreams is the best possible tribute we could give to Marcel Bleustein-Blanchet, our Groupe founder, who had huge entrepreneurial spirit. The Publicis90 competition is an initiative that encourages entre and intra-preneurship. Of more than 5,600 projects received, 3,500 were reviewed by different juries. They eventually drew up a short-list of 320 entrants. For one year, the 90 winners will receive financial support from us, as well as benefitting from our Groupe's expertise. They will of course be invited to participate in "Viva Technology" the startup event that we are organizing with Les Echos and numerous other partner companies (AXA, BNP Paribas, Orange, Google France, EY France...), which will take place between the 30th of June to 2nd of July 2016, in Paris. Our 90th anniversary will be celebrated in true Publicis Groupe style: with an eye to the future and to the talent of tomorrow!

GROUPE PROFILE

A new model



The Global Client Leaders are the focal point for client to facilitate the access to Publicis Groupe Solutions hub



JAREK ZIEBINSKI, CEO

Publicis One brings together, under one roof and one leader, all of the Groupe's expertise in each country outside of our top 20 markets.



FRANK VORIS, CEO

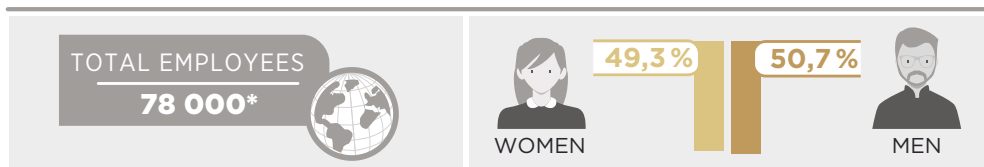
Partners in Excellence, Re:Sources implements targeted initiatives - platforms and services - enabling agencies to transform and increase productivity (back-office functions, administrative support, execution...)

GROUPE PROFILE

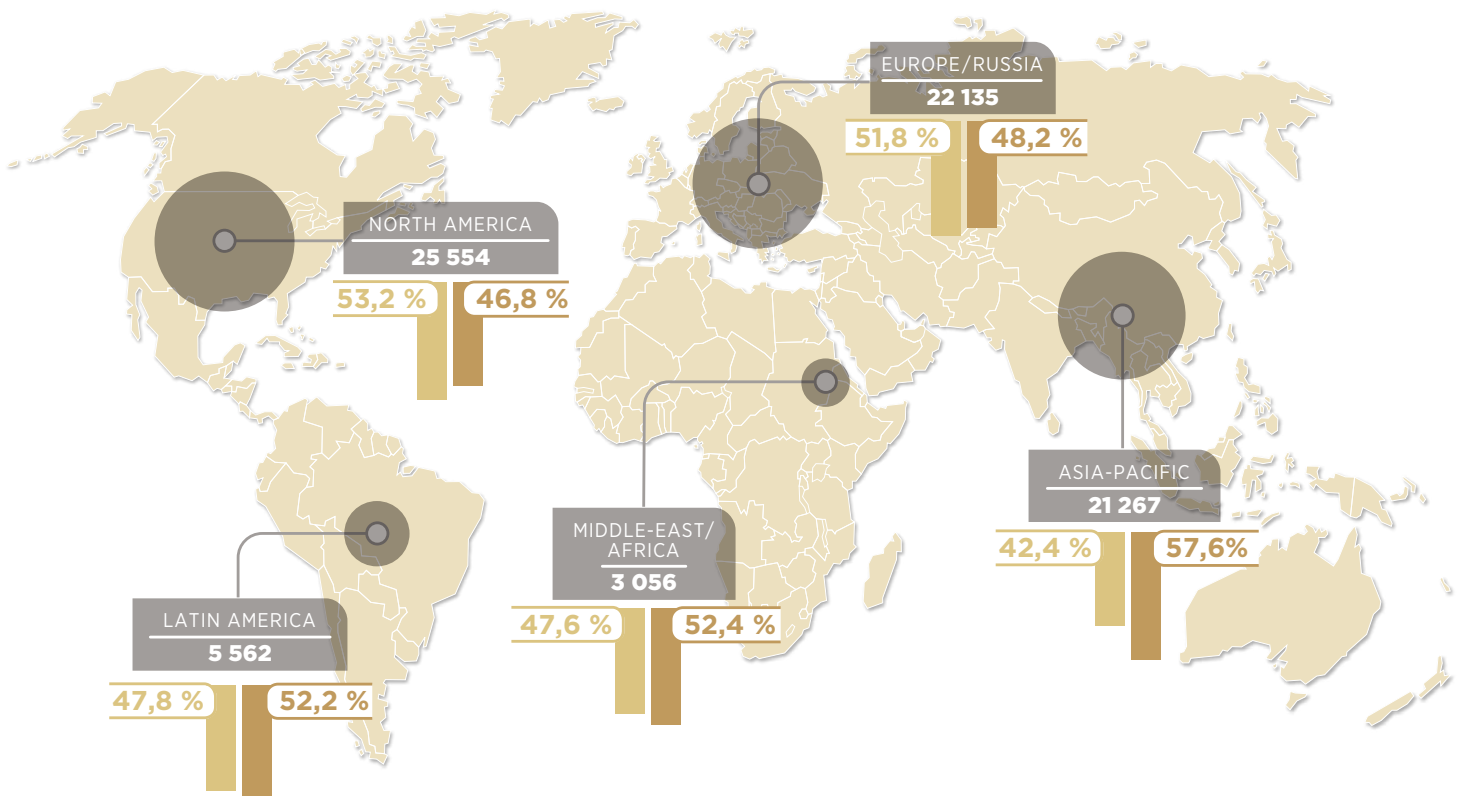
Employees worldwide

In 2015, the geographical spread of Publicis Groupe's workforce changed quite significantly. We now have an interesting balance of employees in three major areas across the globe: North America, Europe and Asia Pacific. Our Groupe's operational presence has not

only enabled us to further consolidate client support but our presence in more than 100 countries has generated many new business opportunities for our teams.



*Employees on 31 December 2015 : 77 574



GROUPE PROFILE

Value creation and impacts

As numerous studies suggest, CSR creates sustainable value. It contributes to the transformation of a company and generates new opportunities. For Publicis Groupe, CSR is a constant driver of our company's evolution, integrating important challenges for

our key stakeholders - employees, customers, partners, suppliers, shareholders, civil society ... This fairly holistic approach also paves the way for new modes of cooperation and partnerships.



All Publicis Groupe's financial information can be found in the 2015 Registration document.

STRATEGIC CSR CHALLENGES IN 2015



Olivier Fleurot, Senior Vice-President @Publicis Groupe

Publicis Groupe is in the midst of strategic transformation. Sustainable development challenges are an integral part of that. Now more than ever, it isn't only the Groupe that must adapt around these topics it is also our businesses that have a key role to play out on the field. Our mission is to support our clients in their transformation and development projects. Our expertise, and our creative skills are based on a deep understanding of consumers and what motivates their decisions. Ensuring the "sustainability" of our businesses is a major challenge, especially when in this day and age "citizen-consumers" take their destiny into their own hands, and change their behavior and consumption patterns quickly.

In order to extend our efforts in this area, in 2015, the Groupe achieved two important milestones:

- We continued our dialogue with stakeholders through a qualitative study: conducting a materiality analysis was a major step in strengthening our priorities, and also giving new impetus to our action plan for the years to come

- We also included the UN's 17 SDGs (United Nations Sustainable Development Goals) in September 2015, considering that we could have an impact on a certain number of them.

Materiality analysis

In order to analyze materiality, SalterBaxter, the Groupe's CSR expert subsidiary, carried out a qualitative study including 40 interlocutors from different countries (mainly employees, customers, investors). An external critical review of the current reporting process was also conducted, in order to improve its quality and to anticipate an integrated reporting plan in the future. Materiality analysis enables us to identify priorities, based on a risk-opportunity analysis of sustainability challenges, tailored to our industry and business (objectives, organization, positioning, culture...)

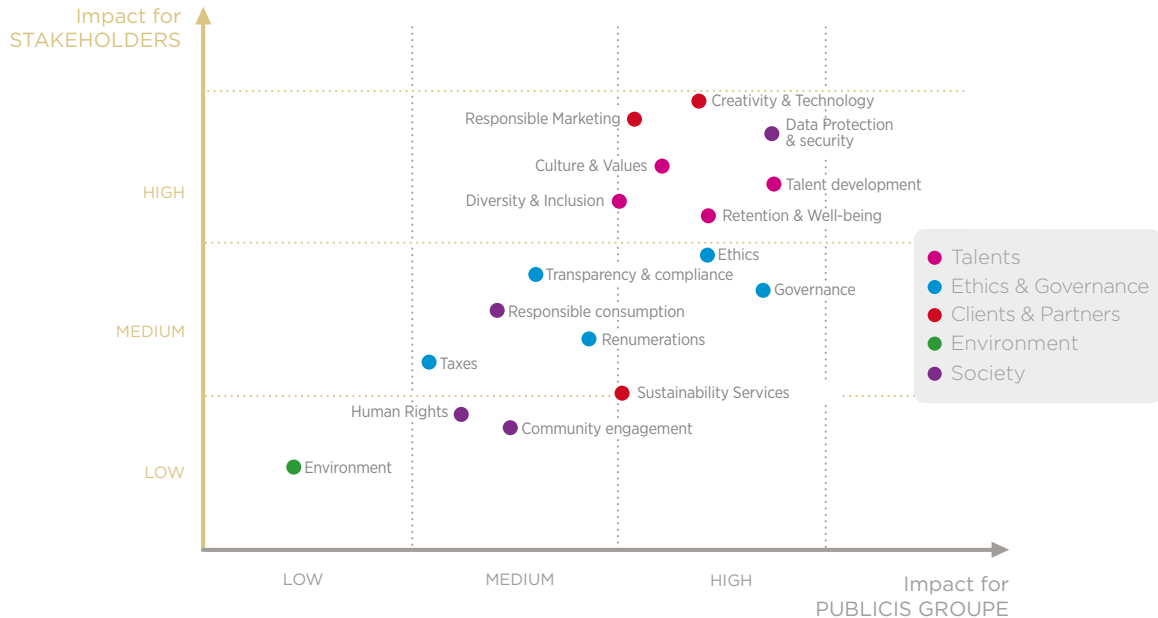
This work has enabled us to advance our CSR reporting model, which is now communicated around three major company stakeholders:

- Employees, our main objectives being to support career development, promote greater diversity, to be even more inclusive, and better address wellbeing at work.
- Clients and partners, with the major challenge of implementing increasingly responsible communications, and working even more closely with our suppliers on CSR topics.
- Society (citizen-consumers), with the ambition of being even more specific about data protection matters in the context of the digital ecosystem, and enhancing our positive impact on society.

All ethical and governance questions, as with environmental impacts, are transversal and dealt with separately.

Our stakeholders' key expectations are as follows:

CSR MATERIALITY MATRIX



United Nations Sustainable Development Goals

In line with the United Nations' Sustainable Development Goals (SDGs) for 2030, Publicis Groupe has identified seven areas in which the company can participate, both on its own and collectively.



3. Access to healthcare:

- For everybody that contributes to prevention
- Protection (health insurance)

4. Access to quality education:

- Eliminate gender inequality or inequality amongst vulnerable people so they can access quality, affordable education

5. Gender equality:

- Eliminate all forms of discrimination
- Eliminate all forms of violence towards women and girls
- Involve women in all levels of decision making

8. Access to decent employment:

- Defend the rights of employees and promote safety and the protection of workers

10. Reduce inequality:

- Promote social and economic integration, without discrimination of any kind
- Achieve greater equality (including social protection)

12. Responsible consumption:

- Achieve reasonable use of natural resources
- Drastically reduce food waste
- Reduce other types of waste through prevention, and recycling
- Inform on issues of sustainable development and new lifestyles

16. Justice and peace:

- Eliminate all forms of abuse, exploitation, trafficking
- Fight against corruption

We have started to think about this internally in order to determine our priorities and our most tangible and significant actions – whether they are already underway, need to be promoted, strengthened, or initiated, and whether we do it alone or engage with other partners.

SOUNDS BITES FROM THE MILLENNIALS! “THE FUTURE OF CORPORATE CITIZENSHIP”

Nidhi Makhija-Chimnani

Director – Research and Insights @MSLGROUP Dubai

The world is facing a lot of serious challenges today – including social, economic, environmental, climate issues. In 2015, we surveyed 8,000 Millennials across 17 countries in Europe, the Americas and Asia, to understand what young adults think about these topics and what their expectations are from governments, businesses and themselves.

Why did you choose Millennials?

At 2 billion strong, they represent a significant portion of the world. By 2018, their spending power will outpace that of baby boomers. By 2025, Millennials will represent 75% of the workforce.

So, what did we learn from our global research?

First, we learned that Millennials do not believe that governments can solve today's problems alone. On the contrary, they expect businesses to address these matters, at their level. Four out of five Millennials said they want businesses to become more active in solving problems, because they believe businesses can make a greater impact. They want to offer their help so they can act together. 69% of Millennials want businesses to make it easier for people to get involved.

So, why should businesses get involved?

It's good for business! It also encourages loyalty among young people. Four out of five Millennials said they would recommend businesses that behave in a proper manner. It's also good for reputation. Corporate Citizenship builds trust, and it helps companies become Employers of Choice.

But are businesses finding the right solutions to solve today's serious challenges?

The majority of young people we heard from said “No.” They expect more.

Are businesses communicating efficiently about their activities

“Not enough” – four out of five Millennials wish it were easier to know which companies are the most engaged and active. The message is clear: Young people want businesses to do more, to talk about their latest initiatives and to involve people in making a difference. Corporate Citizenship and Sustainability – these are priorities for the future.

REPORTING METHODOLOGY



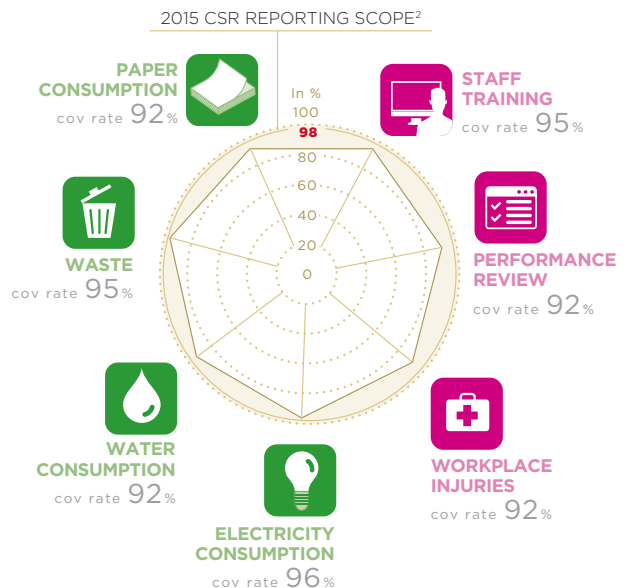
The CSR Department acts as an initiator and supporter of projects rolled out within the Groupe and its agencies, in keeping with its double “push & pull” mission throughout the year. Its role is transversal, so as to converge the multiple efforts of our agencies within a highly decentralized group, towards common goals. Since 2009, the Groupe has chosen to work on all aspects of CSR simultaneously, in order to encourage real mobilization around these issues. Having successfully laid this foundation, it is time for us to push ahead with an even more ambitious project. Following the integration of Sapient, and the Groupe’s transformation, we have on the one hand identified and strengthened our priorities through our materiality analysis and integrated the UN’s SDGs, and on the other hand, a new roadmap has emerged. *Technology & Creativity for Good* is the Groupe’s sustainable development objective, and this must be based on the tangible reality of each and every agency. The 2020 roadmap is being developed with our new Solutions hubs, in order to ensure the most effective rollout across our agencies. Our strategic ambition is here - as a force for transformation based on the alchemy of ‘Technology & Creativity’ - to have positive impact, and to create sustainable value and benefit all our stakeholders.

Eve Magnant, VP, CSR Director @Publicis Groupe

Scope & Process

CSR reporting is based on elements received from each of the Groupe’s 780 entities, and since 2009 from about 98% of the Groupe’s workforce (with the exclusion of entities that have been part of the Groupe for less than 6 months).

- Quantitative data is collected in accordance with our financial reporting rules and procedures, via a dedicated module (HFM-CSRGR1¹). This data is the responsibility of our Solutions’ Financial Directors;
- Qualitative information is collected via a dedicated internal tool (NORMA) that is accessible to all agencies, enabling them to present their initiatives in one, central tool. The qualitative component is the responsibility of the Solutions’ Human Resources Directors. These two tools have been linked to ensure consistency and control of materiality. Our CSR Reporting 2015 is for the period of January 1st to December 31st and is carried out annually.



The process and governance organization of CSR reporting: Ahead of the reporting process, the teams from our shared service centers (Re:Sources) work very closely together. An internal guide titled “2015 CSR Guidelines” defines the whole process of collection and validation at different levels, and the content of the various indicators considered (over 90 quantitative and qualitative indicators). This document was circulated to a cross-project group, including more than 220 key employees, across our different Solutions, and

¹ HFMCSRGR1: CSR for Corporate Social Responsibility. GRI for GRI-G4 Index.

² coverage rates were clarified on some indicators across less than 98% of agencies, in order to gain stronger data - exclusions were due to missing or incorrect information.

through the use of webinars that accompanied this preparation between November 2015 and January 2016 (uniting over 1000 participants in total).

All quantitative data and qualitative information is then checked and analyzed by the Groupe's CSR Department, which coordinates and produces a consolidated report. The department uses an internal "CSR Steering Committee" which incorporates the Groupe's main central functions. In addition, Internal Control and Audit teams ensure that our agencies are properly implementing the CSR reporting process, as part of their work throughout the year.



Framework and verification

This extra-financial reporting process has been developed in accordance with Decree 2012-557 of April 24 2012, and the application of Article 225 of the Grenelle II Act 2010-788 of July 12 2010, taking into account corporate transparency obligations in social and environmental matters for our 2015 report (January 1 - December 31, 2015). Other standards that the Groupe voluntarily follows include:

- GRI-G4 grid - "essential criteria" of the GRI (Global Reporting Initiative - www.globalreporting.org); GRI being the main structure we've followed since 2009;

- United Nations Global Compact initiative that Publicis Groupe signed in 2003 (www.unglobalcompact.org). We support 10 of its items;
- Since 2011, the Groupe has drawn inspiration from the ISO 26000 guidelines, in order to better understand our stakeholders;
- US reference SASB (Sustainability Accounting Standards Board www.sasb.org) established in 2014 for the technology and communications sector: it is in line with the conclusions of our work on materiality and has helped the new design around three main stakeholders;
- The OECD Guidelines for Multinational Companies (Guidelines for responsible business conduct in an international context www.oecd.org) is also a key reference;
- UN advocacy "Caring for Climate" which Publicis Groupe signed in 2007. Illustrating the fact that we are conscious of our environmental impact;
- Carbon Disclosure Project (CDP) which we have voluntarily followed since 2009, in order to participate in the general effort of reducing greenhouse gas emissions;

It is in this spirit that, during COP21 in Paris in December 2015, the company partnered with many entities to reduce CO₂ emissions. The GRI-G4 Index and a table of these references can be found at the end of this report.

External Audit

The audit scope has been expanded. The mission of the audit - and its verification by SGS - focused firstly on 53 agencies (site audits) which represents 35% of the workforce - taking into account the integration of Sapient (2014: 32% of the workforce); and secondly, on the consolidated Groupe (98% of the workforce). The SGS report can be found at the end of this document.

The Groupe's CSR Department is based in Paris; it is responsible for CSR reporting and various transversal projects, in close cooperation with all of the Groupe's agencies.

For more information, please contact:
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csr@publicisgroupe.com



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The Groupe employs more than 78,000* people worldwide.
All of them competent, smart, bold, inventive, happy and committed.
They share a real thirst for creativity and innovation.
Each of them is unique: our responsibility is to cultivate their talents,
their uniqueness, their diversity and their complementarity.

KEY INDICATORS



78 000

Employees

63 621 in 2014



49,3 %

WOMEN

52,3 %



50,7 %



MEN

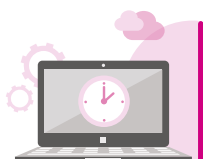
47,7 %

2014



38 %

WOMEN ON AGENCY
EXECUTIVE COMMITTEES



1,2 million

Hours of training

VIA 5 900 PROGRAMMES

Anne-Gabrielle Heilbronner

Member of the Management Board, General Secretary @Publicis Groupe



Diversity and inclusion are important subjects for our sector of activity, as well as for the Groupe: Chiefly, how do you inspire change in this area?

It has been a fundamental concern for the Groupe since its creation, and it remains a priority. One of the most important, yet intangible principles to take into account is the challenge of non-discrimination, an approach internally referred to as “Zero Tolerance.” The importance given to Diversity is embodied in our signature, *Viva la Difference!* which celebrates the uniqueness of each of our employees, and the richness of our teams. Beyond these principles, the reality of our commitment is of vital importance.

For the past 10 years we have had a Diversity committee, that is very active in the USA, and which enables us to carry out tangible and measurable work concerning the diversity of our teams, and also in terms of internal evolution. Progress can also be measured in terms of the cultural context of different countries. The Groupe is active about being truly inclusive (especially via our VivaWomen! network which is now present in 15 countries) and we need to strengthen our actions so that we have an even greater number of women in positions of responsibility. It is a challenge because certain processes need to change, and we need to ensure that for each vacancy, there are as many women candidates as there are men candidates. Specific actions need to be carried out, for example in the digital sphere, where there is still not enough women. Quantitative monitoring of our results will be facilitated, by the new HR tools that are being gradually implemented across the Groupe. Finally, increased diversity as a whole requires increased awareness from managers, as well as employees; different training programs around what we call the “unconscious bias” will help promote awareness in this field.

How can the Groupe’s agencies ensure that all employees benefit from regular training, when organizations continuously change and technology continues to transform businesses?

It is a considerable challenge. Our aim is to ensure that the greatest number of employees can benefit from training related to his or her profession. However, needs are diverse, and becoming ever more technically sophisticated. Therefore, we must be very flexible in the way we work, offering simple solutions that are easy to implement and adjust if necessary. Programs also need to be concise to get right to the point in a short space of time. This explains the wide variety of training we offer, even if we have started to pool some of our training tools, notably the digital modules.

Training in our business is only effective if it meets an immediate operational need. This leads us to implement highly targeted programs. Training is one of the main keys to success in supporting the profound transformation of the Groupe. For future leaders, we continue to regularly enrich our Executive Development Program (EDP), which unites a hundred future managers from three regions across the world, for one week, every year. Our training projects are ambitious for the future, as they are essential in supporting our transformation.

In 2015, “Janus” the Groupe’s Code of Ethics was revised. Can you tell us what’s new?

In terms of ethics and behavior, internal rules that structure the life of the Groupe are anchored and long lasting. However, it is vital they continue to adapt to our environment and we must monitor our internal practices at all times to ensure that they’re effective. It is in this spirit that Janus has been revised and updated. It has been simplified, enriched and it is more accessible. In April 2015, it was sent to all employees with a message from Maurice Lévy, our Chairman and CEO. Besides the updates, resending this document ensures that everyone remembers the essential principles of our internal operations, and they are reminded of our rules. Janus is the backbone of our work ethic, our behavior and our conduct.

In today’s digital world, professional and personal lives are closely intertwined - and will probably be even more so tomorrow: how do you help employees maintain a balance?

It’s a real challenge, particularly as everything today happens so quickly; the way in which we work is constantly changing. Technology enables unmatched flexibility in terms of space-time management, which has resulted in much appreciated flexibility, and makes managing many projects more fluid. At the same time, however, we must ensure that work is always done well and on time - because we have firm commitments to our clients, and we must also ensure that everyone benefits from real moments of rest and tranquility – in a world that is constantly connected. As an employer we must ensure that our employees can work in the best possible conditions, which essentially helps attract talents. It’s vital that our teams feel good in our agencies. Our Groupe is a constellation of agencies with strong entrepreneurial spirit, which we are committed to. As a result, each agency has autonomy at the local level, in terms of how they work, and the role of managers is key.

AN AUDACIOUS, CREATIVE, PIONEERING COMPANY

Recruitment

Our agencies are rich in talent. It's the source of their creativity and innovation potential. Each employee brings with them their own experience and unique view of the world... inspiring amazing

campaigns, new applications that are both fun and efficient, as well as useful solutions. Our objective is to always add technological and creative value for our clients.



Abu Ngauja

Business Leadership
@Leo Burnett Chicago

Working as an Account Executive is an exciting adventure, made up of interesting encounters and passionate collaborations that generate visible and tangible results. I chose Leo Burnett as I enjoy a challenge. At this agency, I can take risks, and fail in some yet come out bigger in others. Nothing is more rewarding than coordinating a project that tells a compelling story.

Arielle Himy

Vice President
@MSLGROUP New York



When I joined MSLGROUP nearly six years ago, I was eager to learn and I really wanted to develop my skills. I came here to grow, to apply what I've learned and to build on that. What I found were the brightest minds in the industry, inspiring people, who teach me new things every day and take time to guide me. I learn from everyone, at all levels, from the leadership of our CEO, to our programs of influence, and the virtual reality technologies of my peers, to the Snapchat tutorials given by our trainees.



Tayná Costa

Account Executive
@Publicis São Paulo

I was looking for an agency which would enable me to work with international clients on creative projects, and where I could share my knowledge in the field of digital marketing advertising. I knew that only an international agency with international clients could help me advance my career and make a difference. During this time, Publicis Brazil was driving change in the digital domain with new clients. It also had a new CEO and bright prospects for the future. When I chose Publicis as part of my research, I saw the job description for a local and regional post and I knew the job was made for me.

Mahmoud Nabil

Business Managing Director
Planning @ZenithOptimedia
Le Caire



"If you're the smartest person in the room, you're not in the right room." In media and communications, where the trends are so dynamic, I have always been convinced that agencies should be constantly searching, they hire talents that are open to change, able to take risks, and think strategically. These traits define me completely, and illustrate how we operate at Publicis Groupe. I believe I was born for this job, and I do not intend to do anything else!

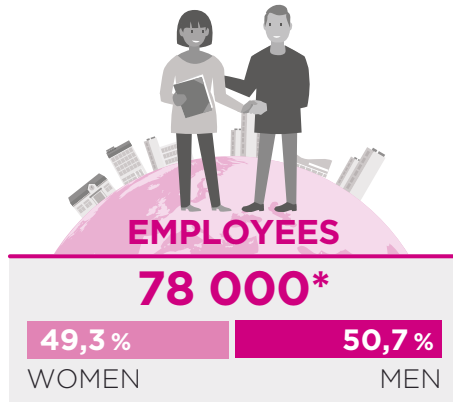


Florian Meister

Creative copy & concept
@Publicis Pixelpark Erlangen

After working alone for eight years as a freelancer, I really wanted a change of scenery. It would appear that I found the most friendly place, filled with colleagues as creative and crazy as I am. I like working in a team with colleagues who have a good sense of humor- because there is nothing better than laughing when digging deep to find THE good idea.

It is a Groupe tradition: our agencies always meet young talents and have close links with schools and universities.¹



Numerous employees joined our teams as soon as they finished their diploma courses. Throughout the year, different activities are carried out ahead of the recruitment process:

- **Employment Forums** (“Job Fairs” or “Careers Fair”) where our agencies sometimes participate together. This has been the case for several years, for example, with the South by Southwest Conference in Austin (Texas, USA);
- **“Open house” days**, which are often organized in coordination with professional organizations;
- **Teaching** provided by our managers within existing educational curriculum;
- **Internships** are essential to understanding our business because nothing beats learning on the job. For many employees, the internship has been a first step in the agency leading to a job.

The dynamic presentation of our agencies’ digital communities is often an important factor in attracting the attention of potential recruiters and sharing an agency’s culture. All profiles have a place in our agencies. Communication and Digital Careers are constantly being reinvented and redefined... The agility of candidates and their capacity to constantly adapt, are key recruitment qualities for the Groupe.

“As this is my first job, I never expected to feel as comfortable as I do now. I joined Saatchi four months ago as an intern, and these four months have been essential in terms of experience and my professional development. This is the most wonderful and exhilarating experience of my life. I have had the opportunity to really get involved, make my mark and take part in many projects. Right now I’m working on a major launch, which will take place across several regions of the world. I feel like more than just a trainee because the project manager gives me the opportunity to make decisions and the freedom to carry out my duties effectively. One day, I really want to be part of this Groupe.”

Azmina K, Intern @Saatchi & Saatchi South Africa

Once again this year, Publicis Groupe has created employment², notably in France, Germany, Spain, Norway, Poland, India, Malaysia, Australia, South Korea, South Africa and Colombia. People leaving agencies, results from the constant adaptation of the workforce, often based on activities related to one-off losses of important clients. Work on layoff indicators at Groupe level is currently in progress.

Our workforce is growing. The 22% workforce increase between 2014 and 2015 is largely related to the integration of Sapient’s teams:

- **Arrivals²:** 31,014 arrivals in 2015 (2014: 25,078)
- **Departures²:** 31,357 departures in 2015 (2014: 27,025)

The turnover varies by activity: it is particularly high in the digital business. The approach to calculating turnover³ has been refined, the 2015 rate (26.3%) is difficult to compare to that of 2014 (33.1%). Absenteeism⁴ within the Groups is stable and is estimated at 2% (2014: 2%)

* Workforce as of December 31st 2015: 77 574 employees.

¹ See our previous CSR Reports, which indicate the schools and universities that our agencies work with around the world.

² The net change in salaried employees is divided between arrivals and departures. See page 90 of our 2015 Registration document. ³ The turnover rate is now determined by the cumulative number of voluntary departures of the year, employees with permanent contracts, divided by the annual average number of employees with permanent contracts. ⁴ The absenteeism rate is equal to the total number of days lost for absences other than paid leave, maternity-paternity leave, divided by the total number of working days in the year.

CHAMPIONING DIVERSITY AND INCLUSION

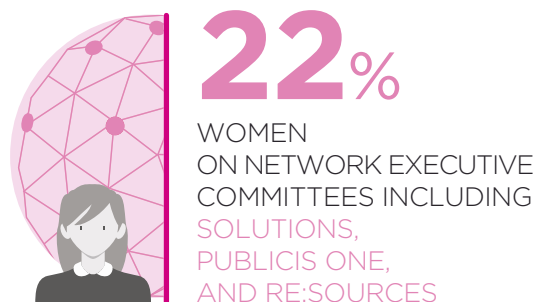
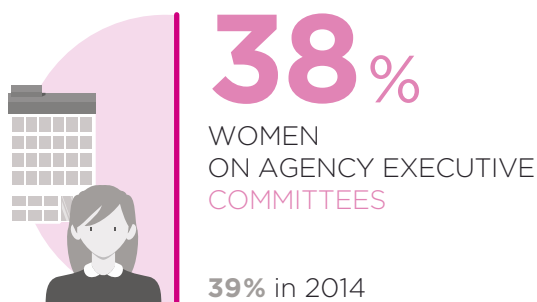
Present in over 100 countries, the Groupe understands and champions multicultural teams, with diverse profiles.

In fact, non-discrimination has always been a part of our “principles and values”: we are convinced that creativity and innovation are synonymous with diversity and fairness. But that doesn’t mean we can afford to be complacent, which is why we continue to drive a proactive policy in favor of diversity.

Since committing to an active Diversity policy, the Groupe has taken a comprehensive approach, taking into account diversity in all of its forms. In recent years, the focus has been on **eight priorities**: gender, origin, age, LGBT, disability, education, religions, veterans. Each country has its own specificities and action plans must be aligned with local priorities.

Gender Diversity

In 2015, women make up 54% of Publicis Groupe’s Supervisory Board, chaired by Elisabeth Badinter. This comprises eleven members (46% men versus 50/50 in 2014). The Management Board, chaired by Maurice Lévy, has four members including one woman and three men (25% women) and the assembly formed by the Management Board and “Management Board +” included two women and seven men (22% women) in 2015¹. The workforce remains balanced (49.3% women - 50.7% men) even if men represent a slight majority due to the weight of digital activities in which women are underrepresented. Women represent 38% of our agencies’ executive committees with 22% of women on the executive committees of our new Solutions hubs.



VivaWomen!

Today, VivaWomen! unites 3500 women (and men) across 20 cities and 15 countries ... Present in Los Angeles, Shanghai, Mumbai, Madrid, Paris, London, New York, Chicago, Toronto and Singapore, our internal women’s network celebrated its 5th anniversary this year in Paris, in the presence of Maurice Lévy, CEO of the Groupe.



In 2015, it expanded its reach opening in South Africa and Benin. True to its mission - to support the professional and personal development of women - VivaWomen! favors an approach where men and women must work together.

- **To gain more relevance**, VivaWomen! now concentrates its activities around three key pillars: **“Career Development”** (leadership training, Lunch & Learn programs, coaching ...); **“Worklife Integration”** (coaching workshops, regular testimonials from both women and men role models ...). It also continues to organize meetings with inspiring individuals and implements a **Mentoring Program**. In each city, the priorities are adjusted in accordance with the expectations of local teams.

- **VivaWomen! Is also involved in a number of activities with other women’s networks** and various local institutions and associations, involved in gender-related themes (such as the “equality” lab in France). Spurred on by VivaWomen!, women delegations from our Groupe also participate in international conferences, such as the Women’s Forum in Deauville, the 3% Conference or Black Enterprise Women of Power Summit in the United States.

Égalité

All US agencies are part of our “Égalité” network, which also extends to Europe.

Launched in the United States four years ago, the network brings together agency employees to support the LGBT community (Lesbian, Gay, Bisexual, Transgender), and is supported by the Groupe’s CSR Management committee. This network is present in several cities in the United States - from Boston to Los Angeles - and, since 2015, in London and Paris, as well. Equality also provides expert advice to our clients on LGBT issues.



WOMEN@DIGITASLBI



DigitasLBi

VivaWomen! Is also an “umbrella” network that is proud to see agencies mobilized around local projects. In 2015, Women @ DigitasLBi was able to build a powerful network dedicated to women across the United States. Its three key objectives are to Attract, Retain, Expand. The network is extremely active both internally and externally. Internally, efforts are resolutely focused on career development, mentoring and sponsorship, and the development of its future leaders’ network. Women @DigitasLBi pilots training programs throughout the year, to ensure that women and men are committed to making DigitasLBi a workplace for all women.

Externally, the Women @ DigitasLBi team also helps build critical partnerships with other organizations, such as *Girls Who Code*, 3% Conference and Makers who are all focused on creating even greater opportunities for women.



Diversity in age and skills

35 years is the average age of our employees:

- 35 years for men and 34 years for women (same numbers in 2014). Publicis Groupe has many young professionals, as reflected in the age distribution across the Groupe. The success of our agencies is based on our profile diversity – in terms of age and skill – and on intergenerational cooperation.

The age pyramid, calculated in 2015, takes into account approximately 80% of the workforce (via the internal P-Talent tool, versus 70% in 2014). It reflects the demographic structure of the entire company that has evolved with the integration of Sapient (please see page 39).



PUBLICIS GROUPE IS A PARTNER OF THE ALLIANCE FOR YOUTH

Launched in 2014 by Nestlé, the initiative aims to bring together companies and organizations around the subject of youth employability. Publicis Groupe joined this movement and contributes to the overall effort in different ways: by offering digital communications expertise and tools (creation and presentation); management mobilization: Groupe general Secretary and the Human Resources Director in France participate in different activities to implement concrete solutions. Agency managers have also been mobilized in Europe.

Viva la Difference!

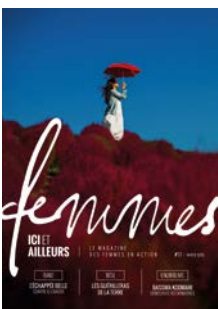
The American tradition of peer networks (*Employees' or Business Resource Groups - BRGs*) has spread to other countries. It is based on the internal networks principle, and is sometimes connected to external networks.

The objectives of affinity networks

Internally, the aim is to effectively support employees with their professional careers and create real inclusion within the company. Externally, the aim is to continue to raise awareness of the different profiles and talents across the Groupe and its businesses. Approximately 70 peer local affinity networks are active on five continents where the Groupe has a presence. They create places of sharing and exchange, offering help and support, as well as action groups with the common goal of strengthening the inclusiveness of the company.



THE MAGAZINE "FEMMES ICI ET AILLEURS" OFFERS UNIQUE INFORMATION



"Femmes ici et ailleurs" ("Women here and elsewhere") is a general interest magazine created by the eponymous association which highlights the work of women that are active across the world. It is a quarterly publication, unique to France, which offers original information about women who work for peace, justice, solidarity, equality ... with exclusive reports, news from around the world and portraits of iconic women.

Last February, the magazine was awarded the gold Top / Com award by a panel of media professionals in France, in the external magazine category. This award was obtained jointly with our agency Verbe Publicis Consultants which - as part of a skills sponsorship initiative - spearheaded the redesign of the magazine. The project was a success thanks to VivaWomen!

VIVA LA DIFFERENCE!

The Groupe's local affinity networks are active worldwide thanks to more than 70 local offices.

WOMEN
53

- VivaWomen!
- Women Leadership Networks
- VivaTech
- BurnKnitters
- ParentKind
- VivaMama

ETHNICITY
10

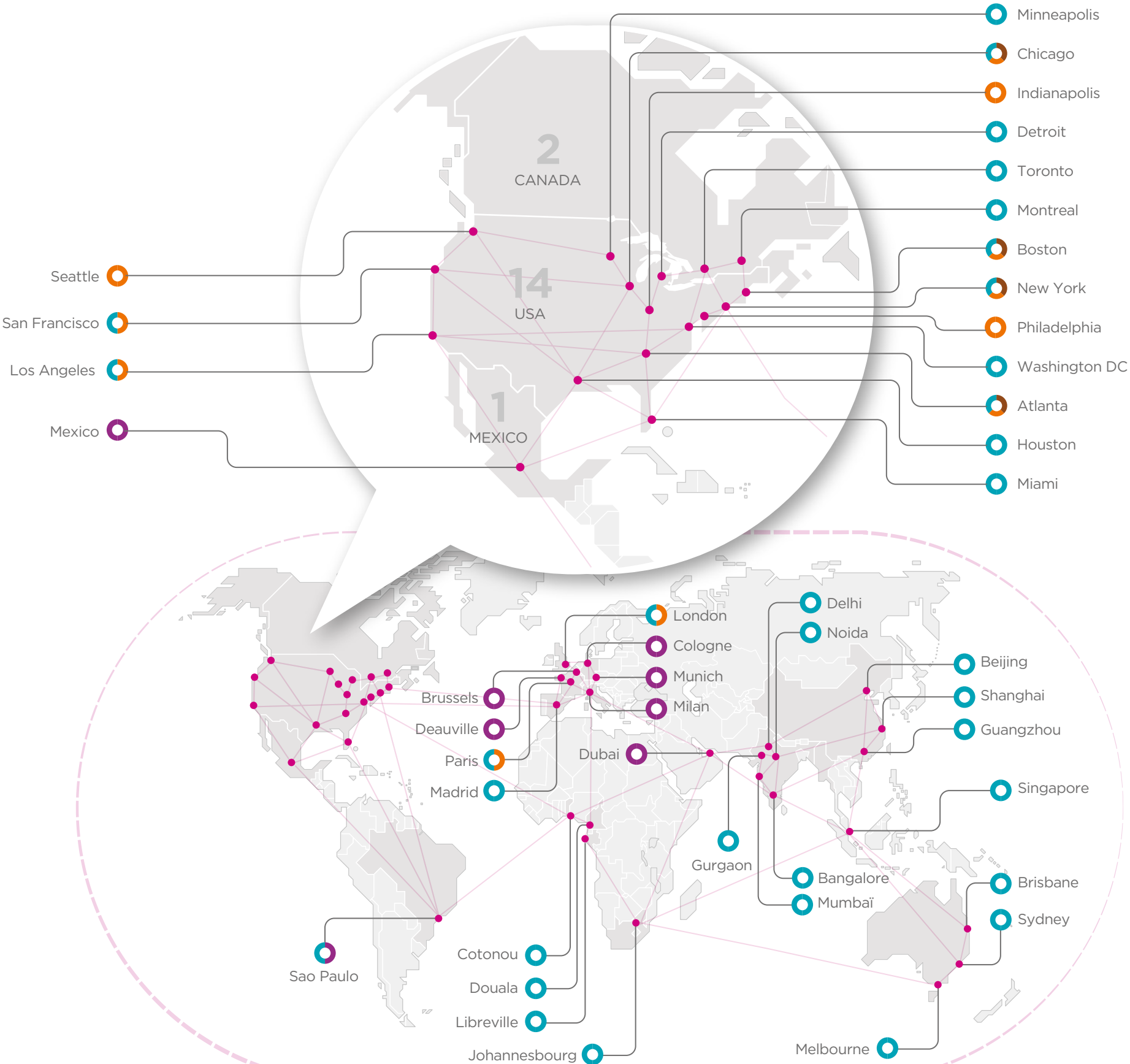
- Adelante
- Hola
- MERG
- MOCA
- Panasian
- The Link
- VivaBESA

LGBT
9

- Égalité

WOMEN'S
FORUM
9

- Global Meeting Deauville
- Myanmar
- Brussels
- Dubai
- Italy
- Brazil
- Mexico



Everyday Diversity

More than anything else, the Groupe's diversity policy is local because it takes into account the legal and regulatory framework of different countries, as well as different cultural dimensions.



"Building a culture of inclusion across Publicis Groupe agencies in the USA concerns everyone: to emphasize this, the Diversity & Inclusion Team evolved in 2015 to become the Talent Engagement & Inclusion Team. We have expanded our internal sphere of influence and our various activities. Recruit, retain and develop talent and engage leadership, these are our four main focus areas. We continue to build on the positive results we observed in each area, while strengthening our commitment to serve as a 'connector' - that is to say, a common contact point for further engagement. We measure involvement in the following way: Over 800 participants attended workshops and conferences; Membership in the BRG has exceeded 2000 members and is growing; 38 events were sponsored by 68 agencies, attracting the attention to the leaders of these agencies. This growing interest is a powerful platform on which to build a truly inclusive groupe."

Sandra Sims-Williams, Chief Diversity Officer @Re:Sources USA

IN THE USA

The US regulatory framework actively promotes policies in favor of diversity. The Groupe's "Diversity Council" which unites all agency leaders in the field of diversity was renamed the "Talent Engagement & Inclusion Council" in 2015. This reflects stronger integration in terms of attracting talent, recruitment, loyalty and progress. Members of the "Talent Engagement & Inclusion Council" meet quarterly and, once a year they meet in the presence of the Groupe's General Secretary. This is an opportunity to share best practices, to take part in workshops and activities together and to take part in training

programs, such as Unconscious Bias, Straight Talk, Efficacy session... Agencies also maintain real autonomy in the implementation of targeted actions in keeping with their recruitment needs, even if the common actions enhance diversity throughout the different businesses and show development potential within the Groupe. For example, by participating in conferences, such as the Black Enterprise Women of Power Summit, 3% Conference, Out & Equal Summit For Workplace Equality, Diversity Woman, Odyssey New York, AdMerica ,Adcolor, ColorComm.



"BEING CONSCIOUS OF THE UNCONSCIOUS BIAS" TRAINING PROGRAM AT MSLGROUP

Priya Namjoshi, Senior Vice President, @MSLGROUP

"In today's globalized world, we are in contact with people of different cultures and different backgrounds who enter the workplace with new perspectives. The 'Being Conscious of the Unconscious Bias' ("unconscious Prejudices") training highlights all the assumptions and ideas' associations that we make unwittingly based on our own experiences and pre-conceived notions. We therefore create a prism through which we see the world, and this prism can influence our decisions and interactions in our daily work, whether it be choosing a new team member, working with a particular client, assessing performances, or speaking with a manager."

IN FRANCE

Diversity is at the heart of Publicis Groupe's values, it's the cornerstone of our company, particularly in France. The Group continuously expands and enriches its partnerships with several recognized associations:

- The Frateli Association - Founded in 2004, Frateli develops and supervises the professional sponsorship of young scholarship students with high potential. In March 2015, as part of National Youth Day, ten young people from the association came to meet professionals at ZenithOptimedia, to discover the media, communications and advertising business.
- The C'possible association, founded in 2008, aims to promote the employability of young students, offering technical advice (preparation for internship and job interviews, interventions from personalities in the world of business, etc.).

A reminder of other commitments that we have practiced for several years:

- The "Nos quartiers ont des talents" association, which aims to help young graduates from disadvantaged backgrounds gain professional employment.
- The "Baisser les barrières" association, which supports blind children during their university studies, and helps them enter the workforce
- The B.A.b.a Solidarity Association, which unites companies in the fight against illiteracy and illiteracy in the workplace, and is rolled out in partnership with subcontractors assigned to building maintenance.

The VivaWomen! network! has also been active in France for 5 years and every month it organizes the "Meeting with ..." event or training of some kind (notably "Lunch & Learn"). It also organizes the annual Mentoring program for women in the Groupe. The Egalité Network has also started to carry out activities in the country.

IN THE UK

We are constantly evolving practices towards even greater diversity, but the indicators' monitoring continues to be difficult due to the country's current legal framework. The advertising profession (IPA www.ipa.co.uk), aware of the challenges and the need to improve, is intentionally encouraging all agencies to be more active in promoting diversity within their teams, and the agencies are adhering to this process. Internally, legal teams continue their advocacy work and train management in non-discriminatory practices and the need to consider the diversity of talents as an imperative that has positive impact across all levels of business.

Also, in 2015, Equality UK was revived with new priorities, to support our workforce.

DISABILITY

Disability is one of the topics where progress has been more moderate. (France is far from its legal obligations with less than 1% of employees with disabilities). This is due to several reasons: firstly, legal constraints in some countries mean that indicators are not measurable every where in the world, secondly, the subject remains highly sensitive for individuals because we see that people with disabilities do not dare speak out, and can not be supported properly. Finally, in terms of recruitment, some agencies are successfully proactive in the hiring process but we are still very far from what we would like to achieve. However, the substantive work continues in terms of raising awareness amongst management and teams, and also in terms of projects.



A practical and pragmatic disability guide for French communication agencies ...

In France, the Groupe actively participated in the drafting and rollout of the Disability Guide, published by the AACC's (French Advertising and Communication Association) Sustainable Development Commission. This guide gives leaders the tools to develop a simple and concrete approach through four components:

- Key information on disability and how to respond in terms of planning, organization and professional behavior, depending on the types of disabilities,
- A reminder of the laws and obligations that our agencies are subject to;
- Ways to behave and how to establish Disability frameworks, illustrated by concrete examples;
- Key partners to support agencies when implementing actions on disability.

The profession commits to disability in Russia

VivaKi in Russia is an active member of The Business Union for Disability Issues and serves as an example to companies who don't respect principles of diversity and inclusion. Since 2011, we have taken part in many sizable social actions in partnership with Microsoft, PwC, Nike, KPMG, etc. Amongst these actions: "We are equal but different" and "No limits" which are social campaigns that focus on the employment of people with disabilities. Their success has been broadcast across social media networks, on on-line TV channels, during the annual "Path to a Career" initiative that helps young people with disabilities succeed in job interviews, as well as at Career Orientation Day which provides an overview of marketing and media professions.

ENGAGE OUR TALENTS IN DIVERSITY, INTERNALLY AND WITH OUR CLIENTS



A RUNAWAY SUCCESS:

+ 76 million

views: #LikeAGirl is the most watched video in P&G's history

+ 150 countries

have seen it: it's the 2nd most viral video in the world (AdAge Viral Chart – July 2014)

+ 200 awards

for #LikeAGirl including an Emmy (for an exceptional film), 14 Cannes Lions (including Titanium and Glass Cannes Lions awards, as well as the "Grand Prix"), the Global Effie, the prestigious D&AD Black Pencil award, 2 Eurobest awards, an Epica and many others (in 2014 and 2015).

“#LikeAGirl”

Leo Burnett, Starcom, MSLGROUP USA-Canada for Always

In 2014, the #LikeAGirl campaign, made for P&G's Always sanitary towels' brand, successfully addressed gender stereotypes. More than a campaign, it is a social experiment, carried out to illustrate the role played by companies on stereotypes. They are often conveyed subconsciously, by means that we pretended not to see, such as through the use of language. When adults were asked to act "like a girl", they waddled comically, while young girls reacted with confidence when asked the same thing. Through this widely acclaimed campaign, Always aims to restore women's confidence and ensure that girls around the world remain confident during and after puberty.

"The first time I saw the '#LikeAGirl' campaign for Always, I got chills. It completely changed things. It is a bold and daring campaign. The success of #LikeAGirl stems from true reflection, not only at the creative level but also through the cooperation of agencies and the Power of One."

Mark Tutssel, Head of Global Creative Board @Publicis Communications



“Celibacy Challenge”

Saatchi & Saatchi New York for GLAAD GMHC

"Stereotypes have no place when it comes to saving lives." A coalition of organizations, including GLAAD (GLAAD) and GMHC (Gay Men's Health Crisis), have launched a new campaign on TV and across social networks, with actor Alan Cumming in the lead role. The objective is to raise public awareness about discriminatory policies against gay men when it comes to blood donations via the FDA (U.S. Food and Drug Administration's). #CelibacyChallenge is pushing the FDA to develop a donor control system, based on the risk of HIV transmission, regardless of sexual orientation or gender.



“Women should not be worth less”

Publicis Suisse (Switzerland) for Frauenzentrale Zürich

Women in Switzerland still earn up to 20% less than men for the same job. The campaign “Women should not be worth less” highlights this shameful situation. It highlights salary inequality/ price of consumer products by giving them a men and women form - the latter is obviously 20% cheaper.

The campaign reached over 12 million views, with extensive advertising for Frauenzentrale (Women's Center) in Zurich – it resulted in a 17% increase in donations and a 32% increase in new sales.

“Invisible Careers”

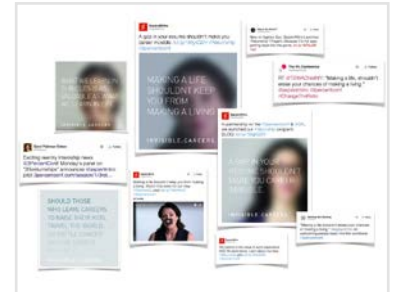
Career tracking program with Sapientnitro USA – New York

“A gap in your CV should not render your career invisible.” Diversity within leadership teams is not only an option, its imperative - this is the conclusion confirmed by Sapient in 2015 - for two reasons. Firstly, studies have shown that shareholder returns are higher for companies with a balanced mix within management teams.

Secondly, it has been proven that diversity in the workplace can produce more innovative and creative work – both of these are pillars of our success. Studies also show that people taking breaks in their careers, particularly women, face difficulties when they want to get back to work. In response, SapientNitro is committed to facilitating the return to employment through a career revival program, “The Career Return program”. The objective of this program is to support talented professionals who want to resume their careers after a prolonged absence in the company, and to embody our values - we believe in the professional experience and the life experience. This does not only enable us to address a problem with our business, but also to put our values in action.

The “invisible” campaign was launched at the 3% Conference in New York, an event organized to mark the under-representation of women in creative management positions in the advertising industry, and provide solutions. A key film called “interview” was broadcast during the opening speech, so that the audience opened its eyes to the struggle of those trying to resume their careers.

The question is asked: why is professional experience diversity deemed more valuable than the diversity of life experience?



“Vote For Us. We’ll Vote For You.”

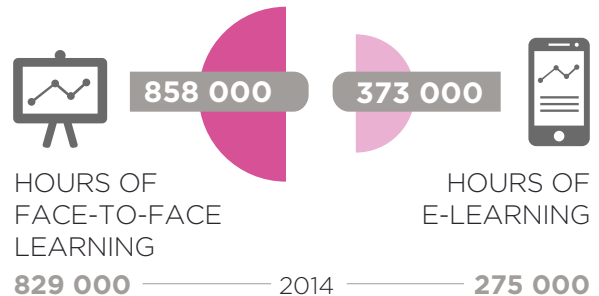
Leo Burnett Beyrouth for Kafa

In Lebanon, there was no law protecting women against gender violence within their family. Kafa, a major NGO in the struggle for women's rights, drafted a law against domestic violence but this text had been neglected by members of Parliament for years. Since the drafting of the law, women represent 52% of votes, and these same members are represented in the legislative elections. We decided to defy the deputies with the only weapon that could make the difference, OUR VOTES.

DEVELOPING SKILLS

Today more than ever, continuous training is an important requirement and a key internal priority: it goes hand in hand with the pertinence and performance of the services we offer our clients ... but it is also important in terms of our attractiveness as an employer. The good news is that the increased training effort made by our agencies is tangible. The numbers speak for themselves ... as do our employees!

Of the 5900 programs¹, it is appropriate to identify those related to digital skills - from basic knowledge courses to the most advanced technological innovations, and numerous modules on innovation platforms and the Groupe's partners; management and leadership courses that support responsibilities undertaken by managers and future leaders; as well as the many programs aimed at integrating new employees ("On Boarding programs"), including training to stimulate the creativity of teams, operational training, courses that deal with compliance matters (whether they be internal rules of ethics outlined in Janus, or issues of local self-regulation and regulatory changes), and specific business training ... Not to mention the practice of foreign languages, which is crucial !



THE GROUP'S EXECUTIVE DEVELOPMENT PROGRAM (EDP) FOR FUTURE LEADERS

Launched eight years ago, the EDP unites dozens of future managers for a week of training and workshops. It takes place three times a year in the United States, Europe and Asia. In total, more than a hundred men and women benefit annually from this unique program. Under the responsibility of the Groupe General Secretary EDP participants are selected by their managers and HR departments. The goal is twofold: to share the culture of the Groupe, and interact with peers from other subsidiaries and businesses; dynamically address modern and effective management methods. A follow-up program also enables the EDP community to keep in touch after the program has finished.

¹Training by an expert third party and / or as part of knowledge sharing sessions organized internally. These courses can be deployed in partnership with clients.

Training programs

Some examples of training programs and methods that illustrate the plurality of what we offer our employees for professional development purposes.

DIGITAL

Trainings and courses are numerous and very strategic for the Groupe. They are rolled out in different ways: as well as basic training, there is training carried out by cutting edge external experts, who share the latest in technological advances for example; a third of them skilled in specific technical fields; we also involve specialists from major partner platforms with whom we work daily, as well as researchers, teachers, industrialists ... As everything moves so quickly

today, these courses make our Groupe stand out, and benefit not only our employees, and our clients, but our company as well.

CREATIVITY

It is very important to follow specific approaches to be aligned with the local needs of the teams. The following example from Saatchi & Saatchi highlights the ways we operate in Hungary.

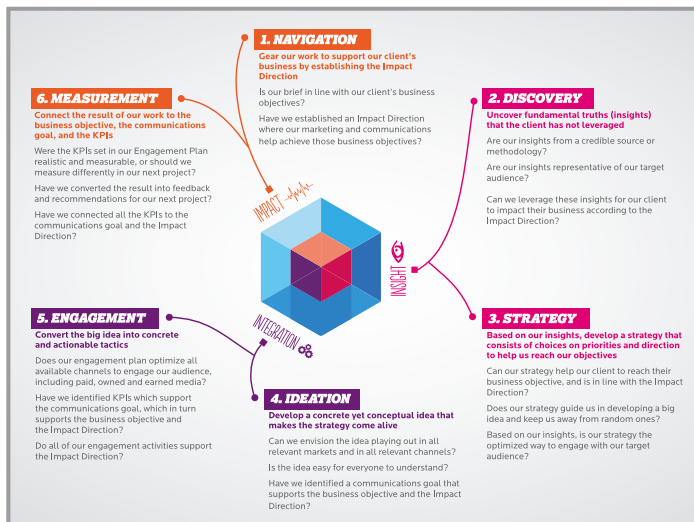


“SAATCHI IDEAS ACADEMY” IN HUNGARY

The program structure is based on creative research and analysis, which is then followed by an exercise undertaken by the creative team on case studies.

“Fun is a vital component in any creative process. During training, I saw that being a child, or to act / think like a child can be very useful for any creative process. Presenting ideas is also vital and we learned to present our ideas in a very limited time. That took us out of our comfort zone, and so we had the chance to immerse ourselves in real life situations. I learned that above everything else I had to believe in my ideas, I had to be sure of myself, and I had to be very clear and direct.”

Dóra P. @Saatchi & Saatchi Budapest



IQUBE WORKSHOP, MSLGROUP INDIA

iQube is a new way of thinking and imagining strategic solutions for our clients, in a constantly changing environment. It's a program that changes attitudes. The iQube workshop is an intense program, which has high impact, supported by case studies and particularly well thought out simulation exercises. Our aim is to identify client projects and solutions. The iQube philosophy is now part of MSLGROUP India's DNA.

“It was an exciting experience, which presented interesting views on how to address new business. iQube helped us to see beyond the obvious and explore prospects that we would have otherwise ignored. This has completely changed our way of thinking.”

Amrita C. @MSL India

PROFESSIONS

PUBLICIS MUNICH-PIXELPARK: CRISIS COMMUNICATION IN THE ERA OF SOCIAL NETWORK

Management is aware that this type of training improves the professional skills of its team (as well as of individuals): it also proves to be immediately useful to our business and our clients. It is vital that we listen to our teams and collect their feedback. Two testimonials from participants:

“The training was very interesting from a strategic point of view. It was extremely useful to learn how companies can avoid getting lost in a whirlwind of social networks, simply because of some thoughtless statements. We learned a lot from case studies on how to be well prepared in cases of emergency on social networks. More importantly, it gave us a different vision of our knowledge of social networks so we can better advise clients. The goal is to help them anticipate any problems.”

Ronny B-H, Senior Consultant

“Crisis Communications is an extremely important aspect of corporate communication. As I work in project management for a large international company, I wanted to learn more about my role and responsibilities, to ensure effective communication during crises. In my opinion, e online communication is both a blessing and a curse - it is certainly possible to react quickly to crises, and benefit from a platform to reach a large number of people at once. But digital communication on social media can also be the source of a crisis if it's going in the wrong direction. Thanks to this training and the interesting practices and views it presented, it will definitely help us bring value to our clients.”

Ina G., Project Manager

MANAGEMENT & LEADERSHIP

The common challenge for the whole Groupe is to support employees in taking greater responsibilities and helping them in their professional development. It is a challenge because changes in positions and responsibilities can happen very quickly.

DigitasLBi Digital Academy

The DigitasLBi Digital Academy is active in all agencies and offers an impressive range of open-access e-learning sessions with internal and external content, which is continuously updated. In terms

of leadership, there are also many approaches based on classroom sessions, including the following two:

Futures leaders



The Future Leaders Program gathers Associate Director level employees from all agencies and all profiles, for an intensive two-day workshop designed to develop their strengths, skills and enable them to develop high performing teams. During this session, participants interact with more experienced leaders, they get to know their colleagues and participate in training that focuses on effective communication, on problem solving and team development.

The LEAD program



The LEAD program: Leadership, Empowerment (accountability) and Development, is a platform that supports the professional development of women leaders in DigitasLBi. Forty women leaders from all of its agencies are selected every year to participate in this program. This training is carried out both nationally and internationally, and encourages women to work on the development of their own image, to be more assertive, and identify and apply different leadership styles and management coaching tips.

SAPIENT SURVIVAL ACADEMY



The Survival Academy tailors trainings to boost SapienNitro project leaders' self confidence, to develop their knowledge, improve their success in their job, while ensuring they systematically respect compliance practices and methodologies that apply at international level. It's a broad program that includes more than 100 courses, both in e-learning and classroom sessions. Several skill categories are addressed: definition of project scope, project execution, delivery methodologies, commercial and financial activities, consulting, leadership and management, implementation of specific skills.

"INFLUENCING WITHOUT AUTHORITY"

In today's world, individuals are in search of a work environment where authenticity and honesty are key, where they can have positive and collaborative experiences, regardless of the country or hierarchy. Influencing without Authority (IWA) promotes industrial relations based on mutual objectives and the creation of work environments based on respect and trust. In this workshop we explore different ways in which different personalities and character traits can be useful, and how employees can expand their spheres of influence, by analyzing:

- What is real influence,
- How they manage and achieve their commitments,
- How they exploit their network,
- How they build coalitions and communities.

Learning objectives

In this session, we look at how adaptation / flexibility in behaviors and actions (application of models) can successfully increase the radius of influence. At the end of this session, participants are able to:

- Apply stakeholder analysis tools, in order to help with influence exercises
- Identify and overcome obstacles that may arise in their spheres of influence
- Evaluate and adjust their current environment to achieve their influence objectives
- Analyze and apply elements of the formula to improve their influence
- Explain the advantages and disadvantages of using various influence techniques

LEO BURNETT UNIVERSITY



LBU has existed for many years; every program is unique because they are continuously updated in keeping with the constantly changing needs of businesses, client demands and expectations.

LBU's educational objective of the People Management Program (PMP) is to provide management with the knowledge and skills necessary for business. A Senior Management Program (SMP) was also successfully launched in 2008, but it was quickly realized that certain team management content needed to be addressed earlier in careers. Therefore, specific management content was transferred to the PMP program. To ensure SMP content is not repetitive, the SMP has been reformatted with a new objective: to develop the knowledge and skills required to lead an agency or a large client budget.

The two programs – PMP and SMP – have been developed and implemented by Professor Richard Jolly, of the London Business School. Since 2008, Richard Jolly has taught the SMP program and participants always recognize the quality of his advice, deep industry knowledge and understanding of Leo Burnett's culture.

Launched in 2015, PMP is representative of the key phrase at Leo Burnett: "It is clear that the success and growth of a company is proportional to its employees." PMP assists employees across three key dimensions:

- Developing self-awareness and increasing managerial skills (motivation, inspiration, dialogue ...)
- Establishing and leading effective teams (knowledge sharing, strategy, effectiveness ...)
- Attracting and retaining talent (mobilization, assessments, good 'manager coach' practice)

SUPPORTING INTERNAL MOBILITY

Our employees express the desire to explore new professions or new activities and to discover unknown professional cultures. In order to meet these expectations, in 2013 the Groupe set up a mobility portal:

LionTalent now covers a large part of the Groupe. It helps candidates interested in interacting with their direct management on career development projects, and facilitates mobility.



LionTalent

Internal mobility¹ is a key talent retention tool, which also facilitates the creation of social links and cohesion between agencies. It is also a strategic tool that supports the creation of multidisciplinary and multicultural teams. Internal mobility enriches the personal journey of our talents and the content of services we offer to our clients.

In parallel, networks and agencies have their own internal mobility experiences, through customized programs, which are always popular because they offer professional exchange opportunities in truly unique conditions. The most well-known being: Live My Life at ZenithOptimedia and Saatchi Switch at Saatchi and Saatchi.

Initiatives

LIVE MY LIFE, ZENITHOPTIMEDIA



ZenithOptimedia network's "Live My Life" Program has just celebrated its 5th anniversary. It enables employees to "live the life of another employee from the ZenithOptimedia family" in a foreign country. Since its inception, 432 employees have benefited from this exchange program, being completely immersed to a colleague's live - across 50 cities worldwide. "Live My Life" has three objectives:

- Bring international experience to our young talents
- Create meaningful connections across cultures
- Build a global network of talent

In 2015, 1500 employees applied, with enthusiasm, sharing, cohesion and motivation, which will undoubtedly increase next year and go way beyond our expectations. Through the "Live My Life" initiative new bonds are created, lives change, there's greater diversity, cultural awareness is nurtured and a strong community of peers connected professionally and personally worldwide is built. It also has a key

business aspect in that each participant must carry out a research project during their stay, which often generates ideas and unique skills that strengthen our consumer insights and improve our client performance. This program is original and rewarding for young talents, who benefit from it every year.

ASIAN MOBILITY EXPERIENCE, MSLGROUP

In 2015, around 20 employees participated in this pilot program at MSLGROUP with employees from US agencies, Taiwan, India, Hong Kong and China, Japan, Sweden all crossing paths. The successful experience has generated a huge amount of interest and candidates have already come forward for 2016. More than ever employees want to experience change, something new which takes them out of their comfort zones!

¹Represents employee movements between different Publicis Groupe agency networks worldwide.

SAATCHI SWITCH AT SAATCHI & SAATCHI WORLDWIDE



“The ‘Saatchi Switch’ program was one of the most important turning points of my career. I was selected to participate, after being nominated by my manager. When I received a congratulatory note and a copy of ‘Lonely Planet’ telling me that I was chosen for an exchange with an agency in Sydney, I can’t tell you how excited I was! My trading buddy, Fiona H., and I took the initiative to make contact with each other to develop a plan. With the help of our in-house HR team and the ‘Exchange Committee’, we quickly took the necessary steps, chose the exchange dates and found housing.

My exchange experience with the Sydney office has been absolutely fabulous. Experiencing the differences between one agency to another, whether from a management point of view and / or employee perspective, has really taught me a lot. Ultimately, I realized that Saatchi’s strength, wherever it may be in the world, is the quality of its employees, who are funny and intelligent people. In short, they are its essence.

This experience has helped me at different levels of my career. It changed the way I viewed my career development by giving it a more international dimension: I’ll keep my momentum and try my luck elsewhere abroad. ‘Saatchi Switch’ has changed my perception of things both in my personal and professional life.”

Shaleen S., Saatchi & Saatchi

“Some of the things I learned during the Saatchi Switch ... It’s often said that when you’re out of your comfort zone you learn the most: the Saatchi Switch took me 10 000 km from home. My name is Andrea and I am a copywriter at Saatchi & Saatchi Singapore. In 2015, for six weeks, I changed city, time zone, office, colleagues, friends, travel card... I found new favorite places to drink coffee, mostly with Ben, another copywriter at Saatchi London. Here’s what I learned during this experience: every time a creative says ‘no’, there is a bright idea waiting to happen. When I was first asked if I was interested in this exchange, I knew I had to say yes. Even though it worried me and I had my doubts. Creatives know that their ideas come from their experiences. The Switch was a unique opportunity for new experiences: so I could not pass it up. Magic happens when people from different backgrounds tackle the same problem. Everyone should work together! Last year, Ben and I collaborated on a project and the result was extremely positive. Proof: The project won at the Cannes Lions and at the Clios.”

Andrea S – Saatchi & Saatchi Singapore

IMPROVING WELLBEING AT WORK

The flexibility of new collaborative ways of working, brought about by new technologies, and the unparalleled flexibility they grant everyone, means we must be extremely attentive: sedentary work, intense visual activity in front of screens, possible musculoskeletal disorders... we are particularly vigilant in the implementation of *ad hoc* prevention methods and always propose new ways of working, whenever possible .

Flexibility at work

Flexibility is a key component in our approach to meeting employees' expectations when it comes to well being.

The nature of our business requires reactivity, availability and speed. These characteristics are strengthened through the digitalization of work patterns. Result: the management of work time is complex and requires increasing flexibility on the part of our employees and our managers. Experience has shown that flexibility based on volunteering is effective for everyone and allows a better balance between personal / professional life, and across the various stages of our employees' work life. Flexible working arrangements are made in a specific framework, consistent with local regulations, which determine the conditions (workload, role in the team, client mission, performance...) and the eligibility criteria for employees.

Maternity and paternity leave is aligned with local legal frameworks, the social policy here in France enables parents, for example, to receive additional leave. In 2015, 3,500 employees took parental leave (our indicator is currently being improved).

Health protection

Daily wellbeing at work is also a work health and security policy adapted to our businesses. The key word being: prevention.

Stress Prevention (e.g. psychosocial risks - RPS), prevention of musculoskeletal disorders (MSDs) and visual fatigue is one of our major health challenges.

- **Many initiatives have been implemented in the agencies, case by case, depending on the needs and context:** onsite ergonomics intervention, adaptation of materials when necessary, eye exercises with support from an Optician or webinars to learn how to rest the eyes; gym classes (or yoga or relaxation ...) privileged access to nearby sports facilities, meetings with nutritionists, massage sessions (physiotherapist, chiropractor, osteopath, masseur ...) on site; team building to participate in races on foot or by bike (or even marathons, half marathons) or in other team sports.
- **To prevent seasonal diseases, agencies act in support of national screening plans or fights against certain diseases** (e.g. vaccination against influenza). In countries that have collective agreements or professional agreements, the issues of "health prevention" are sometimes subject to specific provisions. All employees in these countries then benefit from these agreements, whatever form they may take.
- **We work with health partners, such as mutual funds or insurance companies as well as with certain health professionals** – and we continuously strive to measure their positive impact. For example in France, we offer two options for the anti-smoking program: patches (followed by help from an occupational physician); or the Allen Carr course; in each case, we partner with a 'mutual' / health insurance company to absorb related costs. In the US, under the EAP initiative (Employee Assistance Program) coordinated by Re:Sources USA, employees can benefit from a number services to support health protection, that offers them free care from health professionals to support them in the careers. This is by no means a substitute for individual medical monitoring, but rather it facilitates access to quality support. Employee satisfaction levels are very high (rated between 8 and 10 out of 10).



"My job includes many responsibilities, and like most other positions, it takes you in a multitude of different directions. I found 'Calma' particularly useful because it allowed me to take a break in order to regroup and be ready for the next challenge, in the midst of a very hectic day. Ok, it's only a half-hour break but be aware that just 10 minutes of meditation a day (minimum) can help you feel better. Outside the meditation itself, we were shown all kinds of stretches, which we then put into practice. These are particularly useful for people who are sitting at their desks all day, and can relieve tension in the neck, wrists and hips. Both the body and the brain benefit!"

Katy B., Creative Resource Manager @BBH

DIGITAS MIND+BODY



The Digitas Mind + Body program set up in Boston, promotes good physical health, nutrition, and the emotional wellbeing of employees. These types of seminars are regularly offered to teams, and they occupy a central place in Human Resources' activities.

"As part of our annual Health and Wellbeing week, we partnered with Kitchfix to organize an hour-long information session on nutritional wellbeing. They helped our teams understand that diet can help achieve and maintain a healthy weight, reduce the risk of chronic diseases, and contribute to good health in general. They reviewed the changes to the food pyramid, suggested lists of balanced meals and snacks; they also showed how to move from a simple weekly plan to a complete change of lifestyle. For me, the questions and answers session was the highlight of the afternoon, as I was able to explore in depth nutrition in the workplace and learn how to cook simple and healthy meals at home."

WELLBEING IN COLOMBIA

It is interesting to see how two agencies are addressing the same subject, with their own cultural approach and with the same degree of success.

Leo Burnett: In 2015, after a finely-tuned assessment of health conditions and well-being, the Human Resources team concluded that more than half of Leo Burnett's Colombia employees showed stress levels ranging from medium to high – sometimes resulting in contractures and back pain caused by mental stress and the high demands of a working day. The HR team has implemented an Agency-wide "Ergonomic Program," and as part of this, a physiotherapist visits the agency every month to help prevent these problems by focusing on five key activities: posture, prevention exercises, taking active breaks, postural risk examinations, and a prevention program. All Agency employees benefited from these activities and their feedback was extremely positive from the start.

Publicis Worldwide: inspired by internal research that focused on difficulties met by employees in the workplace, the HR department decided to devote an entire week of activities to the body and mind, as part of an initiative to encourage everyone to take better care of themselves and adopt new habits: visual and hearing tests to understand potential problems caused by bad habits, nutrition, physical activity, relaxing moments, sports competitions, fit- boxing, etc. Not only were employees happy to learn and adopt new habits, they also felt much better in themselves. For some, the program has changed their lives!

“TAKE OUR DAUGHTERS AND SONS TO WORK FOR A DAY,” AT MSLGROUP NEW YORK

**Margarita M-A,
SVP Consumer, Project leader**

“In April 2015, the Agency participated in the ‘Let’s take our daughters and sons to work day.’ The event, celebrated at national level, allows employees to bring their children to work with them for a day. It is extremely instructive for children, who can learn about different careers, observe how businesses operate, participate in some of the projects and see their parents in action!”

Working with young minds, is always refreshing! The program not only allows children to see how and where their parents work, but they can also learn a little more about what we do: and we, as professionals, can also learn from them. With older children, it can be a real exchange of creativity. We treat them as PR experts and give them a brief. We guide them and they build ideas and projects. Ultimately, their work is a plethora of brilliant ideas, coming from minds without complex – and they can be proud of the results. As the old saying goes, this special day helps us to “see the world through the eyes of a child.”



THE BENEFITS OF A CHIROPRACTIC AT ZENITHOPTIMEDIA NEW YORK

**Kurt G. W.
Executive Assistant & Creative Associate**

“For years I have consulted chiropractors Dr. Melinda Keller and Jared Hoffman, who have offices in our building. They are extraordinary people, who are warm and caring, and who do much more than putting your spine back in its place. They have amazing expertise and do their job with passion. They constantly remind me of the importance the nervous system has on our health and well-being. Every week they do wonders to clear my tension and my back pain, helping me to eliminate much of the stress and discomfort caused by working on a computer all day. The fact they are on the floor just above our office, that they have flexible agendas, and appointments are and quick and efficient, means I’m able to receive the treatment I need while managing my daily schedule.”

Health and safety

Nearly 100% of employees receive social protection (social security-type health insurance).

Health protection, as with hygiene and security regulations, depends on local legal contexts.

This protection applies whatever the local social security system (state, joint state-business-employee, private company-employee, or the sole responsibility of employees ...).

The workplace accident rate¹ is 0.3% and remains stable (2014: 0.4%). The main causes of occupational accidents are related to transport accidents (commuting and business trips); The frequency rate² was

1.77 (2014: 1.93); the severity³ rate is 0.03 (2014: 0.03); these indicators will be refined further in the coming years.

In all health and safety matters, The Groupe vigorously follows local regulations. In the US, there are federal laws (Occupation safety and Health Administration), which may be supplemented by the laws of each state and possibly reinforced at municipal level. In Europe, these matters are entrusted to local committees (“Health and Safety committee”) rather like the Hygiene and Working Conditions Security Committee (CHSCT) in France.

¹Work accident rate calculated in 2015 = 92 % [2014 = 91 %]. ²Calculating the frequency rate of accidents at work: total working days lost multiplied by 1 million divided by the working time. ³Calculation of the severity rate: total lost work hours times 1000 divided by the actual working time of the year in hours calculated with the 2015 conversation rate = 92% [2014 = 91%].

DIALOGUE WITH EMPLOYEES

Internal satisfaction surveys

In 2015, 40% of employees participated in an internal satisfaction survey (2014: 50%). This drop is linked to the change in our structural approach. The decision to carry out this exercise - or not - is left at the discretion of the network. Comparing one year to another is difficult - some agencies, for example, carry out more locally focused studies. Always with the shared goal of checking in with employees regularly. The year 2015 also marked a turning point, insofar as new evaluation methods that increasingly incorporate elements related to internal climate, internal and external collaboration and responsible management. Other tools are currently being tested and teams are working on the launch of a satisfaction survey, which will be carried out across the Groupe.

Performance review

Annual employee performance review remain an internal obligation and an imperative of human resource management. Some agencies carry out performance and evaluation methods more frequently and others have implemented a quarterly exchange, for example.

- **52% of employees** have had an annual appraisal / evaluation meeting. It is difficult to compare the rate with 2014 (65%) due to the changeover to a new tool, called "Fidello", which should have integrated all solutions by 2017. Fidello has been deployed across several networks after a year of testing in 2014 and should gradually be extended to the entire Groupe. It is based on 360° evaluation, which can be used throughout the year and facilitates discussions between managers and employees at all times. These new practices will change the nature of the consolidated indicator.

Social dialogue policy

Our social dialogue policy is supported and included in our code of conduct. Freedom of association and negotiation are part of our fundamental rights and the Groupe is careful to respect them¹. Staff representatives, as well as employees, are generally consulted and regularly informed about projects and developments that may occur in agencies and/ or within the Groupe (see Chapter 1 of the Registration document). In France, European country benefitting from collective labor agreements, for many years the Groupe has enjoyed quality dialogue with staff representatives and union representatives. Most notably, it has signed:

- The Generation contract agreement, which was the subject of lengthy negotiations – and includes focus areas, such as training and sustainable inclusion of juniors in the workforce, as well as progress made in terms of the employment of Seniors.
- Renewal of the Groupe Committee;

Other points that are under negotiation or are about to be signed, include:

- Collective Groupe agreement on an Economic and Social Database (ESD);
- Renewal of the collective Groupe agreement on professional equality between men and women;
- Renewal of the collective Groupe agreement on incentives.

¹The Groupe signed up to the United Nations' Global Compact which principles derived from the Universal Declaration of Human Rights and the International Labour Organization's Declaration on Fundamental Principles and Rights at Work.

REWARD AND RECOGNITION

This is a local approach, which takes into account industry trends. All information relating to the salaries of Publicis Groupe executives is detailed in the Registration document 2015 (Section 2.2). Information relating to various subscription plan options or share acquisitions, and Publicis Groupe's bonus share plans are also explained in the Registration document (Chapter 4, note 28).

The Company doesn't have a consolidated indicator to measure employees' salaries, mostly because of the wide disparities between countries. A global approach is therefore not really pertinent. However, we ensure that we:

- **Remain competitive and attractive locally** and avoid disparities within the same market;
- **Are in line with Groupe practices** particularly in terms of equity based on individual and collective performances - to ensure balanced and fair compensation;
- **Strengthen social safety nets** where appropriate.

Incentives: In France, the Groupe's employee incentives policy is linked to economic performance. The agreement, signed with the Unions for the years' 2013, 2014 and 2015, has enabled the distribution of bonuses based on the Groupe's organic growth in France and across the world. Its renewal will be negotiated in 2016 for a period of three years, with the same objective. The employee savings policy is also continuing, with matching contributions of the Groupe and 2,952 employees in France benefitted from this in 2015.

"JOB GRADING"

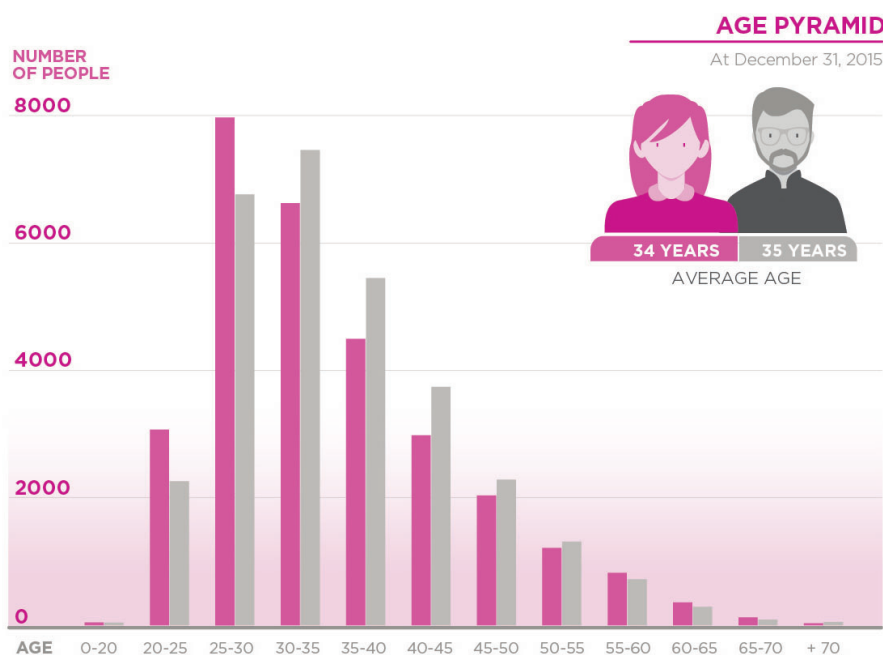
This methodology has been implemented by the General Secretary for the sake of consistency and fairness. It assesses the level of responsibility for each position and compares salaries with market practices, despite the decentralization of the Group.

The tradition in advertising is to participate in Awards competitions, which honor the work of all our teams: creative, commercial, technical, support ...

This is our opportunity to celebrate the creativity, imagination, inventiveness of our teams and also to take into account the effectiveness and impact of a campaign or communication project. This year, Leo Burnett is leader in the world rankings by Gunn Report (www.gunnreport.com) that identifies the most awarded campaigns.

SOCIAL INDICATORS SUMMARY

	UNIT	2015	2014	2013
Employment		77,574	63,621	62,553
Women	% of total headcount	49.3	52.3	53.4
Men	% of total headcount	50.7	47.7	46.6
Average age of women	Years	34	34	34
Average age of men	Years	35	35	35
Women in Agency Executive Committee	%	38	39	39
Women in Solutions Executive Committee	%	22*	26	32
Skills development and training				
Training	Million hours	1.2	1.1	-
Employees trained	% of total headcount	71	63	57
Face-to-face learning	Hours	858,000	829,000	-
E-learning training	Hours	373,000	275,000	-
Training programs	Number offered	5,900	4,900	-
Social Climate				
Performance review	% of employees	52	65	69
Internal Satisfaction Survey	% of employees	40	50	58
Absenteeism rate	% of employees	2 %	2 %	2 %
Health & Safety				
Injury rate ¹	%	0.3 %	0.4 %	0.4 %
Injury frequency rate ²		1.77	0.40	-
Injury Severity ³		0.03	0.03	-



* This figure applies to the new organisation, non-comparable with preceding years.¹ Injury rate calculation: number of employees that declared a work accident divided by the total number of employees. ² Injury frequency rate calculation: total work days lost multiplied by 1,000,000 and divided the number of hours effectively worked during the year [2015 coverage= 92%]. ³ Severity rate calculation: total work hours lost multiplied by 1, 000 and divided by the number of hours effectively worked during the year [2015 coverage= 92%].

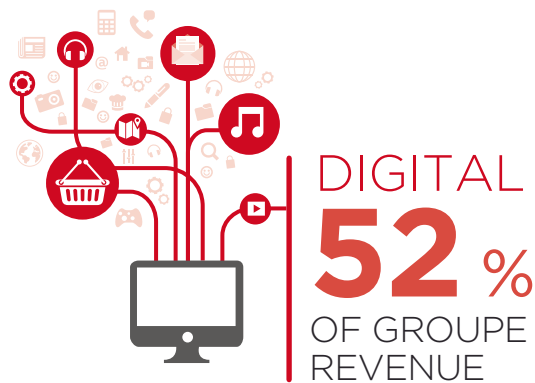


- 42. Our clients, our “raison d’être”
- 43. Responsible communication and marketing
 - Principles
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- 48. Innovations and partnerships
 - Agency Innovation Labs
 - Publicis Groupe and startups
- 51. Responsible Procurement
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 - Groupe assessment as a supplier
 - Supplier diversity

Digital upheavals impact society as a whole. They change the way we live, work, communicate, consume ... Our clients are all different in size, in industry, in geographical location ... and face unique challenges.

But they all share a common goal – to be increasingly vigilant on sustainable development matters. Also, they are all increasingly challenged by current developments, which are disrupting relations with citizens and consumers.

KEY INDICATORS



OUR CLIENTS, OUR “RAISON D’ETRE”

The transformation of our Groupe puts our clients at the center of what we do, and aims to bring them improved expertise by providing them with the full experience of Publicis Groupe’s know-how and skill in a simple, flexible and efficient manner. The Groupe is strongly committed to the quality of its relationships with clients both past and present, as it is the key to fruitful collaboration. In 2015, the top 30 clients represented 37% of our consolidated revenue.



LAURA DESMOND

Chief Revenue Officer @Publicis Groupe

Our clients always ask us to do more. Have you seen requests for new forms of communication – including digital of course, but also taking into account new challenges, such as sustainable development?

The dramatic rise in adoption of social platforms and mobile technologies has empowered consumers. They are hyper-connected, informed and in control. This reality places new demands on what brands need to communicate and how they engage.

How to best communicate sustainability initiatives is a growing concern for our clients as they are an increasingly important factor in the decision-making process for consumers. This is true across varying regions, income levels and age ranges - especially Millennials and Generation Z who, studies show, are willing to pay more for sustainable goods and services.

In a world where the consumer is in control and demands transparent and accountable business practices, next generation and future focused brands need a partner that can help them communicate their sustainability practices effectively and identify ways they can win and grow from innovations that positively impact society and the environment.

How can we better advise our clients when communicating on sustainable development issues?

It all comes down to building brand trust. As a result of corporate negligence and rising economic and social inequality, consumer trust has diminished and brands must work hard to combat skepticism.

We must help clients understand it is not enough to win over consumers by promoting corporate social responsibility (CSR) initiatives through ad-hoc campaigns or during times when their reputation is at risk. Trust in a brand’s commitment to sustainability is demonstrated by making it a core component of their business strategy and actively communicating across relevant consumer touchpoints with honest, clear and accountable proof of progress.

Clients are asking for more responsible communication and consumers are increasingly committed to responsible consumption: is it a sign of a major change in our profession?

Yes - This represents a significant shift. Brands can no longer successfully communicate their sustainability agenda through broadcast messaging or sponsorship alone. Engaged consumers seek continuous information, proof of impact, and desire innovations that will continue to drive positive environmental and societal returns. We now need to support our clients with a range of specialists and capabilities that not only help them market their current commitments but can also invent with them, new ways for them to sustainably grow and win in the future !

CLIENT SATISFACTION

In 2015, our agencies conducted more than 8,500 client surveys (2014: 8100). These surveys are conducted through questionnaires carried out by agencies, or in the form of interviews and

annual performance reviews. Several large international clients carry out satisfaction surveys themselves. Therefore, some of these surveys escape the attention of agencies.

RESPONSIBLE COMMUNICATION AND MARKETING

The communications industry is changing. While important ethical issues remain the same (respecting people, ensuring privacy, protecting personal data), the ways in which we respond to them are evolving, as are technological breakthroughs. The technology and creative choices we make must be a guarantee of responsibility, implementing the best possible communication activities that go beyond expectations, and have positive impact.

Principles

Responsible Marketing and communications is a major issue that corresponds with the high expectation of our clients and citizens-consumers. Our agencies are actively involved in innovating new forms of communication in close collaboration with businesses. The key to success is based on establishing trust between brands and consumers. It must be solid, real trust, supported by concrete facts, and proof. It is also fragile and agencies must work hard to ensure that this trust is built over time, in a sustainable manner, through transparent and clear conversations. We must do this through well thought out messaging and clear opinions.

- An example: in 2009 Maurice Lévy, CEO of the Groupe sent out a “Greenwashing statement” to creative and sales teams. It included specific recommendations and best practices to avoid “Greenwashing” – in other words purporting to be “green” – an over easy claim, which is often inaccurate. This approach was very useful in converging client insights and those of the agency and inspiring the search for more pertinent arguments. This experience has been very useful and has inspired teams to be more vigilant about the risks of “Social washing”. We have a duty of care to exercise, which should not however curb creativity.

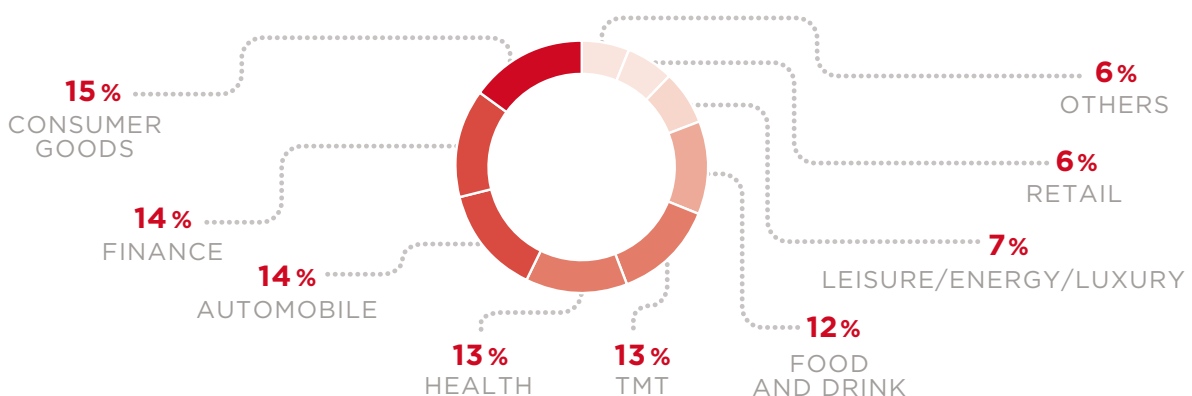
The new challenges of automated digital advertising: programmatic, Real Time Bidding (RTB) and Online Behavioral Advertising (OBA) ...

With the explosion of digital marketing and communication, and all new multi-channel communication methods, other issues appear linked to the speed of execution, propagation and monitoring the effectiveness of campaigns. In the new media, everything is now done in real time.

For non-intrusive digital advertising

This is a daunting challenge given today’s rapid technological advances. But we are committed to this principle more than ever. This has also been stated and reiterated by the CEO of Publicis Groupe, Maurice Lévy. It translates to real creative ambition - one capable of attracting attention - and through technical choices and approaches ensures the protection of privacy. Today, an internet or cell phone user, naturally leaves traces on the sites they visit, by shopping online, or through preferences shared across social networks, so it is easy to know the interests of an individual. However, we never know their identity.

REVENUE DISTRIBUTION BY CLIENTS BUSINESS SECTORS (% of Groupe Revenue)



The diversity of activity sectors and the issues they submit to the agencies compel the Groupe to be in a permanent state of innovation with clients. (See client portfolio in the 2015 Registration Document,

Chapter 1.4.5) The revenue distribution by sector on the basis of 3057 clients represents 84% of the Groupe total revenue.

“Creativity for Good”

We have asked two of the Groupe’s experts to share their vision of how to meet the challenges of integrating sustainability criteria into our work and how they envision the future. They confirmed the power of responsible marketing practices and the benefits we can all draw from it. «Creativity for Good» is not only a slogan but above all a business practice and philosophy.



MARK TUTSSEL

**Head of Global Creative Board
@Publicis Communications**

“I believe that powerful ideas can change the world.

The most game-changing work transcends advertising, creating something far more valuable (true and useful!) for people and the society. People respond to that; they choose to connect with and buy from brands that share their values. It’s evident that purpose-driven brands have been succeeding. It makes perfect business sense; it makes perfect human sense. The work that we’ve created and the impact we’ve experienced have proven that belief.

That is why it’s so important that we as an industry strive to work with brands to do valuable and meaningful things for the world we live in. This is not only a question of ideas but it has to be true and real! The good news is, visionary brands understand that. And fortunately for us, our clients understand that.

In 2015, we partnered with our clients to produce brand activations that have impacted human lives in various ways.

So Yes, our main role as marketers is to improve our clients’ business through “responsible communications.” We expand on the value we provide when we provoke mass participation and change human behavior for the better, on behalf of our clients.

For all that we do, we need to hold true to the belief that the power of creativity can be used as a force for good. Not only with words but with tangible acts! And this is the ultimate goal we should all aspire to achieve in our work. When that happens, everybody wins.”



NIGEL SALTER

CEO @SalterBaxter MSLGROUP

The international consulting firm SalterBaxter MSLGROUP based in the UK, is deeply engaged in and committed to helping clients respond to the challenges of sustainability, purpose and corporate responsibility.

“We see this as one of the global agenda points that is driving change in what our clients need and, therefore what we need to do for our clients. We are helping companies all around the world in this field and we have dedicated expertise in every region of the globe in nearly every aspect from strategy development through to social media for sustainability, and in the full spectrum of business sectors.

Overall, 2015 was a strong year in this area and we have numerous examples of where our work has helped to transform business and the world and helped to shape more sustainable outcomes. We also had a major presence in Paris at the time of COP 21 where our ‘ChanceForChange’ initiative brought together stakeholders, businesses and millennials in an online dialogue and live event focused on the role of business in delivering the new climate commitments. Salterbaxter MSLGROUP also held three thought leadership conferences in Amsterdam, London and New York on the role of science in supporting sustainability for business transformations.”

WORKING WITH OUR CLIENTS FOR MORE RESPONSIBLE MARKETING



“Safety Truck”

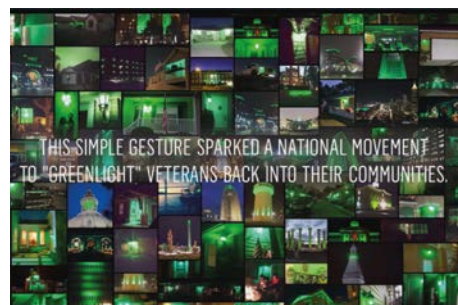
Leo Burnett Buenos Aires for Samsung

With a death recorded almost every hour on an average day, road accident statistics in Argentina are among the highest in the world. Samsung and Leo Burnett combined technological ingenuity and creativity to tackle the issue of road safety in the country. The “Safety Truck” was equipped with a wireless camera providing images of roads in real-time. Projected on to the back of the truck, the images gave motorists who were behind them unprecedented visibility of the road, helping them make safer driving decisions. Thanks to the “Safety Truck” Samsung has established itself as a brand that creates technological applications that enrich the lives of citizens, and winning as a result, the coveted Lion’s Titanium award and the ISSAC Project Gravity Award from Adweek.

“Greenlight a Vet”

Saatchi & Saatchi New York for Walmart

In the US, we are surrounded by veterans. However, it is difficult to express our gratitude, because when they do not wear uniforms, they are more camouflaged than ever. The campaign “Greenlight a Vet” aims to provide national support for our veterans by encouraging people to put a green light bulb in one of their lamps. Because even if we do not always notice them, they should always see our support. The starting point for this movement was a simple logo, both unique and eloquent: a perfect logo.



“Intimate Words”

Leo Burnett Mexico for Always (P&G)

The aim of the “Intimate Words” campaign was to help women in the Oaxaca region of Mexico, to be informed about cervical cancer - the leading cause of death in their community. Because of cultural taboos, this was a real problem as these women did not have the words to explain their symptoms and as a result could not receive the necessary treatment. A team of sociologists, doctors and linguists, was formed to work with these women to help them find the words they needed to express themselves. The words and illustrations were compiled in a book that women can pass on from generation to generation. The film won the Health and Wellness award at the Cannes Lions festival and another award in El Ojo.

WORKING WITH OUR CLIENTS FOR MORE RESPONSIBLE MARKETING



“The Hero”

Publicis Milan for Heineken

Heineken, the leading premium beer, leveraged this campaign to convey a strong message about moderate alcohol consumption. “The Hero” is the story of beautiful and confident women, who - in the nightlife of modern cities - are desperately looking for men that drink moderately ... set to Bonnie Tyler’s famous anthem - I Need A Hero. The campaign, broadcast across 30 national markets, Was inspired by a study that looked at the habits of 5000 premium beer drinkers, aged 21 to 35 years in five different countries. This research shows that moderate alcohol consumption is considered to be “cool” and distinguished amongst generation Y.

“#Feed The Good”

Starcom Brisbane for Mars Pedigree

PEDIGREE, leader in dog food, works to “make the world a better place for ALL dogs.” By installing PayPass technology on interactive billboards - a first in the media - consumers were able to donate \$2 to the association’s Petrescue Adoption Drive via a contactless payment system. Consumers are able to immediately see the result of their generosity: with just one donation a dog is given a bowl of Pedigree food, and Rex or Fido begin to eat.



“Safety Wi-Fi”

Leo Burnett São Paulo for Fiat

Buckling a seat belt can reduce the risk of a fatal accident by up to 75%. Yet, it is something Brazilians, especially taxi drivers, rarely do. Recognizing this risk, Fiat and Leo Burnett invented “Safety Wi-Fi.” Since Brazilians are constantly in search of free Wi-Fi access when they’re on the move, we offered them free connection as soon as they buckled up. Just days after the launch of the program, Fiat taxis had transported 4500 passengers and 100% of them had put their belts on. “Safety Wi-Fi” is an idea that could be applied globally. In addition, this program has promoted Fiat as a brand concerned with road safety and is willing to act accordingly.



“Sunset Relay”

Publicis Conseil Paris for L'Oréal the European leagues in the fight against cancer

To educate consumers about the dangers of the sun on the skin, Garnier and the European leagues in the fight against cancer organized the “Sunset Relay” in Sweden on the longest day of the year. For 96 hours under constant sun, 35 athletes from nine different countries took turns to do laps and noted the challenges posed by the sun and UV rays. Publicis Council broadcast the race live on its website, as well as on Periscope, Twitter and Instagram. 9 million people watched the race, 15 million learnt about it through social networks, with 5 million people commenting on Twitter. European primary schools took part in the event - they received educational brochures and could communicate with athletes.

“#PassionProject”

Digitas LBi Boston for American Express

For over half a century, American Express has been a symbol of success. However, nowadays the definition of success has changed: the new generation is now focused on their passions, not possessions. To prove our commitment to them, we launched the #PassionProject. The campaign illustrates how American Express can accompany the younger generation on their the paths to success, whatever their definition of success may be. This was done through a multitude of projects, including the creation of jobs in Detroit, building wells in Africa, as well supporting professional projects.



“Maestros Academy Master’s Degree”

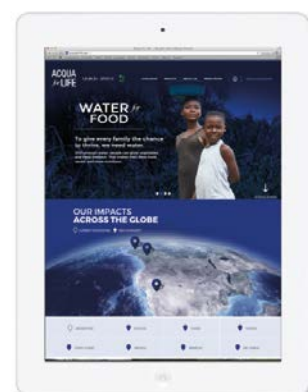
Leo Burnett Milan for Samsung

The Samsung Maestros Academy is a digital platform that connects young Italian artists with renowned master craftsmen, to ensure that products made in Italy continue to respect the traditional standards of excellence, while continuing to evolve through new ideas and techniques brought about by a new generation of artisans. In 2015, Samsung leveraged the success of last year’s program that connected eLearning with a real laboratory. This unique immersion in a learning environment is the source of some revolutionary ideas that have were developed and presented at the “Milan Design” show in 2015. “A creative brand can help develop ideas and nurture the talents of twenty-first century craftsmen.”

“#1dayon10liters”

SalterBaxter - MSLGROUP London for Giorgio Armani

Water access problems are different according to the region of the world. In certain regions, living with 10 liters of water a day is a luxury. What is your daily water consumption? That is the question the #1dayon10liters campaign - organized by Salterbaxter MSLGROUP et Giorgio Armani - asked internet users. The project, which echoes an awareness campaign launched in 2014, collected 850 million impressions worldwide, and its number of followers increased dramatically thanks to social media engagement and key decision makers who supported the challenge #1DayOn10liters. #acquaforlife #helpgivewater



INNOVATIONS AND PARTNERSHIPS

With the integration of Sapient, Publicis Groupe has access to an exceptional and unparalleled level of expertise and digital technologies – unlike any other group. We also work with major digital platforms and continue to strengthen technological partnerships with various key players. Our objectives? Find together the most relevant, elegant solutions ... as well as the “smartest” solutions in terms of client expectations and consumer reactions.



RISHAD TOBACOWALA

Chief Strategist Officer @Publicis Groupe

Our business transformation is moving extremely quickly: in your opinion, is this frenetic pace compatible with new sustainable challenges faced by our clients?

Yes, through awareness and conversations. Today people are more aware about the companies behind brands and products and how they behave due to social media. They know more and are more educated. Today consumers want brands that have clear purpose and behave responsibly, and, will call out brands that do not. Risk of poisoning or of pollution, people now can react immediately. Information is accessible in real time. Consumers can make quick decisions – and share them immediately and broadly. The whole situation is changed by speed and the breadth of audiences. The situation dictates an honest, transparent, efficient and rapid response.

Digital innovation is booming everywhere, not only the heart of our company, but amongst Groupe Employees and in terms of sustainability: what role can we play in continuing to encourage this?

Access versus Ownership is the ultimate in sustainability: Digital Innovation is serving this goal. Imagine consequences if Uber existed hundred years ago (actually it did and was called jitneys but were legislated out because of tram drivers protesting). Car sharing like BlaBlaCar reduces the need for individual cars, oil consumption, parking lots. Airbnb and others allow people to share things they need only a few times and therefore offset massive overproduction. Think also of applications in the field of health that contribute to profitable prevention, as opposed to traditional medicine ...Not to mention everything that the circular economy will bring us in the future! Our employees also have good ideas: it's up to us to provide them with an internal ecosystem to develop their projects. We have been doing this for several years. We must continue to encourage new ways of thinking and living that will help to preserve all of our resources.

Agency Innovation Labs

The Groupe has always invested in research and development to implement tools that match its ambitions and requirements. The growing number of tools developed each year testifies to this. Under pressure from the digital revolution, needs are growing (see R & D sections of the Registration Document over the last few years). Several Groupe agencies have developed cutting edge analysis methodologies, research studies (notably with a focus on consumer behavior and sociological developments) and tools (software or specific systems) that are useful for client missions.

A large number of topics are studied. Our agencies are going beyond data intelligence tools to enhance navigation and the user-consumer experience, to explore innovative offers that incorporate artificial intelligence and virtual reality. Virtual reality and augmented reality are transforming the communication and advertising industry. They represent the ultimate immersive experience.

As a result, our agencies have created real “Labs” where they test technological innovations and new devices in real situations.

INNOVATION LABS



“Objectable” a humanist approach to computing

What if we can empower daily objects with ambient intelligence, make them multi-sensory and let the user journey be in a stream of consciousness mode?

In our opinion, humanistic approach to computing is going to be the future of experience, irrespective of the trajectory adopted in future. Hence, any new experience should be created keeping in mind the human desire. Human desires are directly linked to emotions and in order to connect at the emotional level, the technology interface must be natural and appeal to human senses.

We picked a day-to-day object like a table to create an immersive experience combining all the above-mentioned elements. We deliberately picked day-to-day objects because in the human mind it has a defined purpose and people know what it stands for. A table is an object on which you have food, study, work or even play. We converted this table into a platform to create various applications be it related to music, travel, games or even a remote control app. Taking a cue from the stream of consciousness technique, we designed a cube to bring the application alive. The cube when placed on the table brings the application alive. The cube acts like a switch and is intended to allow the user to control it. We then picked a few daily objects and trained the computer to learn those objects and added contextual meaning to them with the help of machine learning. With the help of a camera placed above the table, table is now able to recognize the objects and understand our context.

Keypler Lab @Sapient India

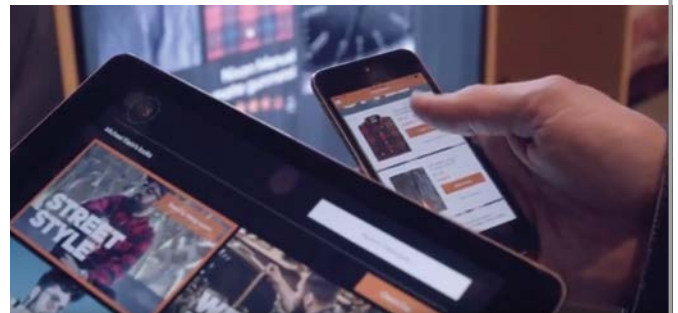


“Bespoke virtual reality combining hearing and vision”

With its creative audacity and conquering spirit, Dior widens the gap in the digital innovation field by creating its own virtual reality headset called “Dior Eyes”, the world’s first combination of VR imagery technologies and sound recording in 360°.

Client experience is now about consistency and emotion, because emotions are more profitable than messages. People don’t want reasons to buy products, they want true bonds. Client behaviors around the world have seriously evolved: they talk, they share, they comment. We decided to create a genuinely thrilling experience that would give Dior clients the physical sensation of living the Dior show backstage. We knew that people are very intrigued by what’s happening behind the curtains, so we decided that we wanted to give them the opportunity to see it all, something that would truly give a glimpse into the backstage. BACKSTAGES IN 360° VIRTUAL REALITY Dior’s customers find themselves backstage at the recent Ready-to-Wear fashion show, entering the intense world of the make-up artists as if they were right there.

Dior Eyes @Digitas Labs Paris



“Razorshop” The future of retail is now

The new connected retail experience, designed by Razorfish’s Commerce & Emerging Experience Practice, is powered by Adobe’s Marketing Cloud and the agency’s proprietary BLE Experience Platform. Through the pairing of a BLE-powered customer loyalty application and a connected ecosystem of marketing, live data, commerce and analytics, retailers can now connect the associate, customer and store to drive revenue, better experiences and gain market share.

EmergingExperiences @Razorfish

Publicis Groupe and startups

Publicis Groupe strengthens its presence alongside startups.

The impressive surge in startups, particularly in the field of technology and digital, could not render us indifferent ... Moreover, we believe that startups and large companies must join forces to enable beginners to develop, and transform in seconds. Publicis Groupe has therefore actively put its money where its mouth is: we get close to, and welcome young pioneering companies, to encourage their growth and their innovations. Several initiatives illustrate this...

The Drugstore incubator



INCUBATING RADICAL INNOVATION

Launched in late 2014, our incubator hosted 80 startups in 2015. It has been rolled out in London, Zurich, Sydney and Johannesburg. Its mission: enable the emergence of new concepts and new activities, and facilitate the relationship between startups, agencies and major clients.

VivaTechnology Paris from June 30 to July 2, 2016



Publicis Groupe, in association with Les Echos, wanted to create a global opportunity where digital transformation stakeholders could meet and exchange ideas, with a double objective: promote innovation and growth by pooling ideas, resources and technology. In continuation of the e-G8 organized by Publicis Groupe in 2008, which united some of the biggest names in the digital world in Paris, VIVA TECHNOLOGY marks another important milestone for the future of startups: 5000 startups will have the possible opportunity of working with tens of thousands of leaders, investors, academics and thought leaders from around the world and participate in the transformation of large enterprises, in one place over three consecutive days.

Publicis90 ... 90 years / 90 startups



Being old means being younger for longer ... To celebrate its 90th birthday, Publicis Groupe has chosen to look to the future and invest in future younger generations by supporting 90 projects in the digital domain. It is also a way to honor the entrepreneurial spirit of our founder Marcel Bleustein-Blanchet. More than 3,700 applications were submitted. Following a rigorous selection process, conducted by digital experts and Groupe employees, 90 projects will receive €500,000 from Publicis Groupe as well as benefit from its skills. Through this global initiative to promote the emergence and growth of promising projects, Publicis Startup celebrates 90 years with 90 talents of the future.

IRIS CAPITAL: INVESTMENT FUND OF THE DIGITAL ECONOMY

In 2012, Publicis Groupe - together with Orange - forged a strategic partnership with Iris Capital, an investment fund specializing in the digital economy and especially in new digital and social media, the Internet and new generation mobile services; cloud computing and new network technologies and software, etc. The motivation of both groups was to financially support innovative companies by creating one of the major European players in venture capital for the digital economy. www.iriscapital.com/

RESPONSIBLE PROCUREMENT

Over the last two years, the Groupe has strengthened its monitoring of suppliers. 100% of the Groupe's buyers have been trained in CSR issues and are involved in the supply chain evaluation program that is aligned with CSR procedure reviews already in place. In 2015, 150 suppliers were invited to participate in the evaluation of suppliers' sustainable development performance on the EcoVadis platform. Efforts have been backed up with a three-year plan, aimed at more than 500 suppliers across all kinds of activities, of different sizes, from many countries. The challenge is to ensure that our suppliers are also active and engaged in CSR and that we share a common vision in this area.

“CSR Procurement Charter”

The internal ‘CSR Procurement Charter’ has been revised. Aimed at the Groupe's International Procurement team, it draws on our “CSR Procurement Principles” that are shared with our suppliers during tendering.

The Groupe's major suppliers are also the subject of an *ad hoc* survey (“CSR Procurement Questionnaire”).

For its part, the Groupe's Internal Procurement Board follows several indicators. These include:

- Systematic internal integration of CSR questionnaires during calls for tender (RFIs / RFPs) – these are managed both centrally and regionally;
- Taking into account answers to these questions when rating suppliers' offers;
- Suppliers' acceptance of our own internal clauses on important topics related to Human Rights, labor rights, and environmental impacts.

Supplier diversity

Matters surrounding “Supplier Diversity” are closely monitored internally.

Monitoring is carried out either by dedicated teams in direct contact with clients in the United States or with the support of external experts working with the Groupe's agencies.

The challenge is to promote diversity across the companies that our agencies work with, in terms of size (including SMEs / Micro companies), profiles of entrepreneurs, originality, exemplarity...

In terms of outsourcing, agencies often work with external parties, such as experts in a particular field, freelancers or smaller companies that possess the skills we need. When we outsource, it is often done with certain constraints applied by our clients. As a result, we are very attentive when working with providers to limit the time needed to complete projects and ensure timely payments.

Groupe assessment as a supplier

For more than 10 years' our agencies (or the Groupe) have been regularly assessed by our clients, keen to ensure our CSR commitments and actions. As a result, and independently of our Groupe's annual CSR reporting, we regularly inform our clients about our efforts and progress. This is vital as each of our clients have their own priorities. We apply different approaches to do this: external evaluation platforms (such as EcoVadis, Sedex, ... CDP), internal questionnaires, on-site audits ...



lpedis, championing digital e-accessibility for people with disabilities.



‘SUPPLIER DIVERSITY’ PROGRAM AT LEO BURNETT USA

For years, Leo Burnett has successfully followed this subject thanks to efficient internal organization. In 2015, the agency organized the first “Medley Showcase” forum, to ensure that their relationship with these types of suppliers is as dynamic and fruitful, as possible. The “Medley Showcase” is a sort of an internal tradeshow, designed to promote mutual understanding between internal agency “buyers” and certain suppliers. This is how the team works in Chicago:

The “Supplier Diversity” team has continued to focus on an efficient identification process of diversified suppliers ahead of the referencing process - therefore, offering valid options to support our creativity. We offer expertise, advice, and support to various suppliers and always request third-party certification. We inform them about the value of such a certification process and its long-term value. We have not wavered in our support of clients and their efforts to diversify their supplier base. We have participated in several client events that focus on recognition, feedback and specific economic opportunities for suppliers, who hold the “Supplier Diversity” certification. The dedicated team at Leo Burnett has demonstrated leadership by serving on several spe-

cialized committees at both local and national level, such as the “National Minority Supplier Development Council” (NMSDC), the “Women Business Enterprise National Council” (WBENC) and the “Institute for Supply Management” (ISM). Our vision, our active participation and collaborative work has led to the emergence of new ways to protect, assist and provide training opportunities for actors of diversity suppliers. These efforts have enabled us to identify and assess areas that may offer opportunities for growth and to partner with actors certified by a third party, particularly in the advertising entertainment, media and sports (AEMS) industry. The team’s efforts were rewarded by the American Advertising Federation (AAF) in 2015, who presented Leo Burnett with the “Mosaic Award for Supplier Diversity” and also recognize our “Showcase Medley” that provides a highly qualified, certified and select group of suppliers, with the opportunity to present their expertise to key stakeholders across our agencies.

**Joel Boysen, VP, Strategic Vendor Management Director
@LeoBurnett Chicago**



- 56. Protecting Data
 - Personal Data Protection
 - Data security
 - Complementary mechanisms
- 58. Responsible and sustainable consumption
- 58. Create & Impact 2015: Groupe, agencies and employees engagement
 - *Pro bono* campaigns
 - Volunteer actions
 - Donations and charitable actions
- 66. Human rights
 - Women's Forum

Publicis Groupe operates in a complex ecosystem. Consumers play a key role amongst our many stakeholders: they are the clients of our clients. Interactions are now direct, permanent and demanding! Consumers are also the citizens we work directly with when carrying out our societal commitments.

KEY INDICATOR



COMMUNITY ENGAGEMENT

Pro bono campaigns and volunteering

PROTECTING DATA

Experts from across the Groupe take part in various working groups that are held at both national or international level. Always multi-stakeholder, these working groups debate good practices, as well as normative issues and regulatory developments. The complexity, the expectations in terms of transparency - and the speed of technological change - has led us to review how we manage this subject.

In 2015, we established a working group comprising operational employees, engineers and lawyers. The year's program was dense, including: responsibilities, ethics, procedures and internal organization ... The teams in charge of data protection now work closely

with our Chief Security Officer, appointed in 2015. A digital security awareness program has also been set up for all employees and dedicated training sessions are regularly carried out for engineers and IT employees, who are most exposed to this type of challenge.

Personal Data Protection



MARKUS RUHL

Global Data Privacy Officer @Publicis Groupe

You are responsible for data protection: What is your role within a highly decentralized Groupe, such as ours?

My main role is to manage the Global Data Privacy Office (GDPO), and oversee and update as needed, Publicis' global data privacy program with the aim to have the respective policies, procedures and tools in place to ensure compliance with applicable data privacy laws worldwide as well as compliance with our client requirements. Additionally, my role includes ensuring that our staff are trained accordingly and I am working very closely in that regard with our Global Security Office as well as our local compliance teams at the agency level. The Global Data Privacy Office and the Chief Data Privacy Officer are typically the organization's first point of contact for internal and external inquiries about data privacy-related matters. At Publicis Groupe, compliance in this respect is paramount.

Data protection and confidentiality are sensitive topics in our business: society as a whole, along with citizens are concerned. What are we doing in our communication activities and in our Groupe to preserve end consumer privacy?

We (as individuals, companies ...) are "becoming" increasingly digital social entities, meaning that protecting our private lives is a cause for concern. According to a recent study published in January 2016 by the World Economic Forum (Digital Media and

Society - Implications in a HyperConnected Era), there are more than 3 billion people online, 2 billion folks have social media accounts and people spend more time online than sleeping. According to the survey, people want to control their privacy and data and 70% of people globally have the expectation that companies will look after their data. On top of this, the data privacy landscape is changing dramatically, with for example the "Safe Harbor" decision recently made by the Court of Justice of the European Union, declaring that transfers of personal data from Europe to the US cannot be based on the Safe Harbor Framework any longer, the new General Data Protection Regulation coming into force in Europe sometime in 2018 as well as the discussion around the new EU-US Privacy Shield. If you consider all these factors, it is key that we keep our people informed about the recent changes as well as carefully monitor the data privacy landscape and work closely with the authorities, our agencies as well as our clients to ensure that we are and stay compliant with the data privacy laws. It becomes more and more important to be as transparent as possible in any communication with our employees, clients and the customers of our clients with regard to the collection of data and for what purposes it is going to be used.

Data security



THOMAS LANGFORD
Global Security Officer @Publicis Groupe

IT Security is not new in our business but what new technical or behavioral challenges are you facing?

With the advent of the Global Security Office (GSO) last year, we have seen a shift away from one dimensional thinking, and also see security as a people and process, as well as a technology challenge. The key for us is the establishment of fundamental practices, such as education and awareness, security risk assessments, and business continuity that engages not just IT but also HR and Facilities. One of our objectives is to ensure that people have the skills to successfully identify the attacks and respond accordingly. It's challenging because technology is moving extremely fast!

Data Security covers the relationship between us and our client, and our clients' clients. But it's also a large and complex ecosystem with many players. How are we working with them on a daily basis and also working on potential risks?

Information security is even broader than just between us and our client and our customers and our client. It covers the relationship with our competitors, our Groupe employees, our employees friends and family, and so on.

GSO's position, much like any good doctor's, is to support the person not the incident. In this way we provide people with the tools they can use to behave in a security conscious manner whatever the threat. This is vital given the increasingly rapid changing nature of the security threats that they are exposed to. In practical terms this means GSO is not only building a global education and awareness campaign, but also offering services such as security risk assessment for "risky" projects, business continuity support, security testing of code and websites, and even a refreshed and simpler set of security policies that are easier to read and understand.

Complementary mechanisms

As detailed in previous reports, dedicated procedures are developed internally to enable all our stakeholders, clients, partners and employees to work with confidence. Our Groupe agencies have adopted "seven self-regulatory principles for online behavior" established by the US advertising profession ("Self-Regulatory Principles for Online Behavioral Advertising") and its European counterpart the "Best Practice Recommendations for Online Behavioral Advertising".

Internally developed procedures meet Online Behavioral Advertising challenges (OBA) or Audience on Demand (AOD) and are complemented by work carried out more locally in collaboration with regulatory or self-regulatory authorities. Among key tools used are the "Quality Index", a tool designed to help marketing professionals evaluate the performance of websites that they want to work with (traffic, visitors and real-time interactions campaign effectiveness, conversion rate ...). This tool is essential to programmatic development - automated media buying platforms and "Real Time Bidding" (RTB) - to help determine the real-time efficiency of sites.

With the explosion of Big Data, how it's used, and the demultiplication of stakeholders, professionals in the digital ecosystem work together using strengthened risk analysis logic, almost like a precautionary principle. It is in this way that the chain of responsibility becomes clearer and that further collective work can be done. Within the Groupe, this work is jointly overseen by the Global Data Privacy Office and Global Security Office.

RESPONSIBLE AND SUSTAINABLE CONSUMPTION

This is not new: for decades, we have known that the lifestyles and consumption patterns of developed societies must evolve towards greater simplicity. At the same time, a part of humanity aspires to a better life.

In this context, how can we, along with our clients, encourage new ways of sustainable and responsible consumption?

Advertising and communication remains essential for companies to advertise their products and services, to develop and sustain their activities and jobs. The competition is increasingly fierce in all sectors and the end-user/ the client is highly volatile. Clients are increasingly informed and have become demanding. What is important to us in our job is to ensure that the citizen-consumer can always exercise free will and make an informed choice.

Changing consumption patterns is not as simple as it sounds because everyone must play the game. In recent years, we have seen how new responsible products or services can quickly win over consumers (Take as an example the major revolutions in packaging reduction and improvement in terms of readability): in other cases, change will take time. We want to be supporters and facilitators of this behavioral change.

CREATE & IMPACT 2015: GROUPE, AGENCIES AND, EMPLOYEES ENGAGEMENT

Traditionally, agencies have always been involved in society, making available their skills and time to general interest causes. This has resulted in hundreds of *pro bono* campaigns, skilled-sponsorship and volunteer actions.



Since 2010; the Groupe has wanted to commit even further, which is why it rolled out Create & Impact to facilitate employee involvement both inside and outside their agencies. Due to the great number of agencies involved in this initiative (more than 150), and the variety of activities carried out, Create & Impact has driven great change, and now covers all our community and society focused campaigns including all *pro bono* campaigns, volunteering and charitable activities.

Pro bono campaigns

440 *pro bono* campaigns in 2015: our agencies are committed more than ever!

Defending Human Rights... protecting women's and children's rights, integration of minorities, public health, or the fight against cancer, AIDS, illegal drugs, environmental protection ... The themes are multiple and diverse. However, they all correspond with general interest causes that employees want to get involved in for proximity reasons or because of a particular affinity with the cause. They give the best of themselves each time, with all our clients and *pro bono* beneficiaries enjoying the same quality of service.

SUPPORTING BEHAVIORAL CHANGE



WWF ‘Just’

Leo Burnett, Australia – Sydney

It is often hard for people to see how, as individuals, they can play a part in helping solving these bigger than life problems. To make WWF's core message more relatable to Australians, we brought it into their everyday lives by creating natural alternatives to manufactured products. “Just” features common, natural ingredients – already found in most households – that can easily replace more wasteful and chemically intensive products. Our simple but powerful message grabbed people's imagination and has reached over 18 million people. It has been so well received that WWF is looking to rollout the campaign internationally across their global network.

“The challenge”

MSLGROUP, France – Paris “Zero Waste” for #IKEAduable

Ikea France's Sustainable Development Week was the perfect occasion to drive awareness on food waste among Ikea consumers and the general public. We invited 29 influential food bloggers to take part in a cooking contest, titled “Zero Waste”, in each of France's 29 IKEA stores. A video teaser drove interest and engagement, while a dedicated presence across all IKEA websites and social accounts helped spread the word to the general public.



“We feed the planet”

**Saatchi & Saatchi Italy – Milan
for the agriculture conference “Slow food”**

The ‘Slow Food Agricultural Conference’, gathers farmers, breeders, fishermen and students during three days of debate and discussion dedicated to issues at the heart of Slow Food's work, such as biodiversity and environmental protection; as well as specific activities in which cheese makers, bread makers and beekeepers from around the world can exchange ideas and find solutions to common problems. The campaign “We Feed The Planet” has been designed to support a fundraising campaign to help assist the smaller producers attend the conference and towards the 10,000 Gardens in Africa project, which is helping to change the future of many communities in the African continent.



PRO BONO CAMPAIGNS



“Great Nations Eat”

BBH, USA – New York

Great Nations Eat (part of Share Our Strength) is a non-profit organization dedicated to ending hunger in America. BBH New York and Share Our Strength teamed up to battle the issue of hunger in America. So we created a series of foreign Public service announcements where countries such as China, Slovenia and Germany, all of which have better statistics regarding access to food than the United States, appear to be offering to help America with its problem. These ads are part of a multi-platform media campaign for Great Nations Eat designed to awaken Americans to the terrible cost of hunger and inspire us to commit to a solution.

“Who runs NYC”

**Publicis Health and Digitas Health, USA – New York
for the American Heart Association (AHA)**

The “Who Runs NYC” campaign tapped into the intrinsic competitive spirit of every New Yorker, by turning a charity for the AHA into a challenge for a healthier New York. It got co-workers, companies, and industries to compete against each other to see who could raise the most for the AHA. By taking what could have been a typical charity drive, and making it into a full on competition, “Who Runs NYC” yielded recording-breaking results. It reached 100 corporations, drew over 11,000 participants, and raised \$2.5 million. The campaign has gone on to receive industry recognition, winning PM360 Pharma Choice Gold award, The Rx Club Award, and a Global Award.



“The Special Proposal”

**Saatchi & Saatchi, Italy – Milan
for World Down Syndrome Day**

The web is full of spectacular, funny, romantic wedding proposals. To bring attention to our cause, we decided to ride this wave and we filmed a proposal too. But not the usual kind. The protagonists have Down Syndrome. The proposal wasn't about getting married, but something even more important for people affected by this syndrome: to be given the possibility to live together and become independent. It got an immediate response by attracting the attention of the most influential media around the world and it also caught the interest of important international institutions such as the UN. The “Special Proposal” video reached over 3 million views without media investment.



“Donate Screen, find missing child”

Publicis China - Shanghai for OPPO

Today, we can see screens everywhere with hundreds of ads every day, but some problems are difficult to solve due to lack of publicity. Charity organizations such as “Baby Back Home” focusing on helping to find the missing child suffer from a lack of publicity due to limited resources. As a well-known mobile phone brand in China, OPPO decided to take more social responsibility. On June 1st, Children’s Day, OPPO donated all its mobile phone screens on real products, print ad and outdoor ads to “Baby Back Home”, displaying the photo of a missing child. Leveraging advertising screens, OPPO didn’t incur extra expense and won more publicity for helping to find the missing child.

“Best toy in the world”

SMG Mediavest, Thailand - Bangkok, for I’Unicef

Thai families place high value on maintaining family connections, but as parents spend more time working to better their lives and careers, parents and children end up spending less time together. In particular, only 36% of Thai fathers spend time with their children. We designed a candid camera emotionally charged moment by juxtaposing a giant toy box in a toyshop. While unsuspecting children and their mothers walked in to select any toy they wanted from the shop – only to find their father, who was disguised as a toy. We received 100% ROI as the viral clip received earned media from influential Thai outlets.



“Days of Silence”

**Optimedia, USA - New York for GLSEN
(Gay, Lesbian & Straight Education Network)**

GLSEN’s 2015 campaign raised awareness about the negative impact of LGBT bullying and harassment, embodying its mission of ensuring that students are safe, affirmed and respected, regardless of sexual orientation or gender identity. Partnering with vendors including AOL, The New York Times, Yahoo, MTV and more, Optimedia introduced GLSEN’s mission to media partners in order to obtain approximately \$1.3 million in *pro bono* media, deepening GLSEN’s brand awareness with teenagers, educators and adults around the country.

PRO BONO CAMPAIGNS



“Siew Fang, ‘Last Day of School’”

BBH Singapore for OrangeAid Singapore

The short film created by BBH Singapore for Orange Aid is based on the true story of a destitute student. The objective is to highlight the primary cause of NTUC Income's CSR arm – Orange Aid – that supports underprivileged children and youths in Singapore. The film, 'Last Day of School' specifically targets the OrangeAid Future Development Programme that supports students from low-income families who are likely to forgo tertiary education in favor of entering the workforce to support their families. According to NTUC Income, her story was one of many similar stories that are brought to light by the OrangeAid programmes, targeting both NTUC Income's policy and non-policyholders.

“Hope lives among us”

Sapient Consulting, USA – Washington for The Children's Inn du Programme des National Institutes of Health (NIH)

Sapient Consulting's partnership with The Children's Inn at the National Institutes of Health (NIH) included delivering a comprehensive story-based event experience for The Inn's largest and most important annual fundraiser. The Inn is a no cost living facility on the campus of NIH that provides a warm environment for children receiving groundbreaking treatment at NIH. From the creation of digital content and video to the on-stage production of a live event for over 750 people, our creative approach set a new benchmark in fundraising to support The Inn's mission.



“Just One Look”

Publicis Conseil France – Paris for Depaul

In France, the number of homeless people has increased by 50% in the last 11 years. Every year, we dedicate more than 5 billion euros to our pets, this is more than 12 times the amount dedicated to social assistance. Depaul, an association helping homeless people, decided to open the eyes of Parisians to this reality by communicating this very strong message “Sometimes, we'd rather be treated like animals”. Publicis Conseil decided to shoot a social experiment in Paris demonstrating that we pay more attention to animals than to homeless people. This experiment was broadcast on the net, was strongly relayed and most importantly donations were 360% higher than the previous year.





“Funtastic Hand”

Publicis Colombia – Bogota for the Cirec Foundation

In Colombia, more than 5,400 children a year lose one of their limbs in accidents or violence from armed conflict. Existing prostheses are not suited for child development since they are mostly designed for adults. Publicis Colombia in association with the Colombian designer Carlos Arturo Torres, developed a social project, featuring children without disabilities helping disabled children to reintegrate into society. This was done by asking for a brick from their kids Lego to create the first playful prosthesis that the disabled children could build themselves. This made these bricks become their new hands, so they can play and cease to be the rejected and isolated child in the class. Today, the Colombian School of Engineering is developing 15 more of these prostheses.

“Humans for Humans”

Leo Burnett Canada – Toronto for Raising the Roof

It's a lot easier to say hurtful things behind someone's back — or more commonly today behind the guise of a Twitter handle — than it is to do so in person. But what happens when those biting words reach the person being attacked? In “Humans for Humans” campaign, homeless people read mean tweets about themselves and reveal just how much those messages hurt. For the spot, Leo Burnett Toronto utilized Jimmy Kimmel's #MeanTweet social phenomenon, in which celebrities are recorded reading mean Tweets about themselves. Here, the effect is less comical and more poignant, bringing awareness to how some people so easily talk negatively about people living with homelessness — almost as if they weren't people.



“HIV+”

Saatchi & Saatchi, Switzerland – Geneva for Vanguardist Magazine & LifeBall

Lifeball is devoted to raising awareness of HIV/AIDS and to keep the discussion up and going over the last 15 years, but Vanguardist wanted to add some momentum to this. Vanguardist Magazine released a special edition of their publication to fight against the stigma surrounding HIV. What better way to connect people to the issue than by printing their whole edition using the cause of the stigma itself – HIV-positive blood. By further putting the issue into a sealed wrapper, people picking up the magazine were confronted with an additional personal dilemma – break the seal and break the stigma, or ignore the issue.

“Memories Matter”

SMG, UAE – Dubai for We Forgot

On World Alzheimers Day 21st September, we launched #MemoriesMatter in partnership with Getty Images. Drawing parallels between Memory loss and disappearing images, we created 3 Snapchats featuring memories in the form of nostalgic family photos which disappear in a few seconds and are then followed by the message ‘Alzheimers Erases Your Memories, Let's Erase Alzheimers’. Our campaign reached a total of 88,000 people with the combined reach of Snapchat & Instagram. The awareness increased to 8% in just over a month as young people started to talk about the subject.



Volunteer actions

The number of volunteer projects increased by nearly 30% in 2015 (310 in 2015 against 240 in 2014).

Concretely, the idea is to provide operational support for general interest causes or to help realize certain projects for associations or organizations, by providing a team or a numbers of teams for a certain amount of time. Our actions can be carried out in addition

to a *pro bono* campaign. Some operations may include a fundraiser involving employees. For this type of intervention, we also talk about “skills sponsorship” or “dedicated voluntary work” (Volunteering activities). This practice has become widespread in the world ... The actions and their results speak for themselves.



DIGITASLBI GETS INVOLVED

Chicago

Chicago, July 2015 - more than 350 employees from DigitasLBI, accompanied by volunteers from the school and the community, took part in a day of transformation at Lowell Elementary School in 2015-2016. With the help of CorpsGiving - an organization that coordinates volunteer activities between communities and employees - it took barely five hours to restore the school! The James Russell Lowell Elementary School is a K-8 public school (primary and secondary) of the located in Humboldt Park, Chicago. Of the 552 students enrolled in Lowell, 92% receive the free or discounted lunch program. Nearly 30% of pupils do not speak English fluently. The school's administrative system strives to offer these students the best education possible. Gladys Rivera, the school's head teacher, has received the “CPS Principal Achievement Award” from, Mayor Rahm Emanuel, for two consecutive years by. This award is

given to the directors of Chicago District schools that demonstrate significant progress in reading and math.

“We hope our efforts will prove to Lawndale Community Academy students that we care about them, and their school and that they are looking forward to the start of school,” said Doug Ryan, President of Digitas LBi Chicago and San Francisco. ‘Day of Caring’ is essential to our agency’s culture because it helps us see the impact of our help in just one day. It also encourages a philanthropic spirit that goes beyond the volunteering event itself. “This is the third time in less than two years that Chicago DigitasLBI talents have devoted a whole day to reviving one of the school’s in the Chicago district. In October 2014, DigitasLBI renovated the James Otis Elementary School in the West Town neighborhood, and the Lawndale Community Academy in North Lawndale, in July 2015”

Brittney Deaver, VP, Talent Director @ DigitasLBI

Donations and charitable actions

Donations and charitable actions for communities: our teams are available in cases of emergency.

Our agencies and their staff are always very responsive when a tragic event occurs in their country, region, city (whether it's close or not),

be it a natural disaster or tragic accident. Experience shows that in such exceptional circumstances, proximity remains a key success factor: that is why we favor a decentralized approach.



SAPIENTNITRO'S CSR TEAM

Udaan in Gurgaon

Udaan teamed up with the Rotary Club to refurbish toilet facilities in the Government Girls Higher Secondary School. It is a small, autonomous school located in the village of Gurgaon, in sector 5. The school can accommodate 1,800 students and has only two toilet cubicles that work properly. The need for renovation of plumbing, tiling and toilet tanks was urgent. The project was completed in two phases over a period of 12 weeks. We are grateful to our volunteers Parag, Jyoti, and Gunjan Inderjeet who were able to complete this project on time, through regular monitoring of multiple suppliers and construction companies. Seamless cooperation established between them and Yogesh, who is a member of Team Sapient Udaan, and responsible for ensuring quality services, along with the timely delivery of the project. The team managed to keep the project a surprise for students returning from summer vacation.

The project was a great success thanks to the advice and supervision of the agency's management. The inauguration took place on 29 July 2015. The children were able to interact with the management team over snacks and drinks.

Prayaas à Bangalore

Our teams are involved in a number of initiatives, such as: "Sports Day" for the Aashayein Foundation, which involved 25 volunteers from our agency; or "the talent hunt" which enabled 300 children to come and present their ideas over a two-day period, to NGOs that we work with. Our 50 volunteers were amazed by the quality of these very young artists! Thank you to Bhaumik S., Sreenivas N, Kameshwari R., Srinivas LR, Sivasankri R., Vivek P., Nupur A., Jagadish R.

HUMAN RIGHTS

Respect for Human Rights is considered a “duty of care” wherever we operate. But our campaigns *pro bono* for organizations or causes of general interest related to human rights are perhaps the best illustration of our efforts in these areas.

Respect for Human Rights is an indispensable and legitimate part of our Groupe values. We constantly remind our employees about these principles, and share them with new employees during welcome sessions. Janus, our internal code of ethics, is given to managers and their teams. It is also available on the intranet of our networks and agencies. The Groupe is also a signatory of the Global Compact of the United Nations.

Our *pro bono* campaigns concretely demonstrate our commitments in this area. Putting our skills at the service of a cause is for us one of the best ways to engage effectively on matters such as the rights of men, women, children or the fight against all forms of exclusion and discrimination. It is the same for campaigns conducted on behalf of major international organizations (with the United Nations, for example). The mobilization of our teams to support local and national associations and organizations, also enables us to demonstrate the long-term commitment of our Groupe, agencies, and employees, in terms of defending Human Rights.

We encourage our suppliers to mobilize in favor of Human Rights. Contracts signed with the Groupe’s major partners (central or regional) have different criteria for this. Beyond our internal “CSR Procurement Charter” that binds the Groupe’s various buyers on these issues, there is the “CSR Procurement Questionnaire” which

has been given to all suppliers, for the last several years, when tendering and also annually. The EcoVadis platform enables us to track the commitments and actions of suppliers in this area. Finally, “CSR Procurement Guidelines” are given to companies requested to tender, and are also available on www.publicisgroupe.com

We also act in a more direct manner, with certain activities such as the Women’s Forum (an annual Women’s Forum on issues of economy and society). Defending Human Rights, women’s rights, freedom and gender equality, is particularly reflected in the programs: testimonies from women on the frontline, support for personalities involved in Women’s Forum in various countries around the world (Burma, Brazil, ...), public speaking around serious subjects as well as on unknown issues. The Women’s Forum is not just about an annual Forum in Deauville, it goes way beyond this ...

The Women's Forum: serving women, economy and society ... and Human Rights



WITH OLIVIER FLEUROT

**Senior Vice-Président @Publicis Groupe
Leader of the Women's Forum CEO Champions**

How does the Women's Forum, which some may see as elitist, contribute to the fight for human rights and women's rights?

The Women's Forum is a sounding board that gives a voice to women, in their dialogue with men. Whether in France, Brazil, Myanmar or Dubai. The fundamental challenge is simple: women, who account for one half of the world's population, are not considered to be equal to men in many parts of the world - far from it, in fact. Everyone agrees that women's rights are fragile and are even regressing in certain areas of the world. Our intention, through the Women's Forum, is to create opportunities, highlight critical issues, and discuss the dynamics of progress, resistance and innovation. Well-known women take part in the forum, often talking about their roles as leaders, and come face to face with other formidable, yet unknown women, admired for their actions and the results brought about by their actions. Our modern societies need the full contribution of women, whether it be at an intellectual, economic, scientific, social, political, or artistic level... and this contribution must be recognized and valued. The Women's Forum, along with its partners and participants create favorable conditions to help women offer their point of view and their vision of societies issues.

What is the aim of the regional Women's Forums?

A few years ago we deliberately chose to go to countries where the situation for women is complicated, regardless of the cultural, social reasons ... In Brazil, the challenge was to show that in this country, which has fantastic potential, women want to take their destiny in their hands. Two years ago in Burma, with the support of Aung

San Suu Kyi, women had the courage to testify, to share their situations and their aspirations, and to show that it's possible to make things happen. Recently in Dubai, more than 2,500 women came to the UAE and the Middle East, to share their experiences and their projects, with the clear determination to influence their leaders. The Women's Forum serves to bring together ideas, provide an intelligent platform for discussion, and to break down barriers. It is a real place of cooperation. It's a long road but each and every Forum helps to promote the progression of women's status.

The situation of women will change if men also accept that they are their equal. As leader of the CEO Champions program, how do you see things evolving from a male perspective?

CEO Champions was created 5 years ago to increase gender equality in the private and public sectors. CEO Champions is also implemented regionally. It is a place where people can share experiences and work as the aim is to promote progress and make things happen. It is also a place of commitment where both men and women business leaders, can participate. It is during the CEO Champions program that some companies have decided to be more active in the areas of recruitment, internal promotion and career development, establishing more comprehensive HR analysis and support programs for women at various levels of responsibility, as well as commitments on numbers ... a CEO always leaves our sessions with an action plan. Furthermore, groups of CEOs continue to meet regularly after the Forums.



Women's Forum Global Meeting 2014



Women's Forum Dubai 2016



Women's Forum Myanmar 2013

CAMPAIGNS THAT SUPPORT HUMAN RIGHTS



“Stand #WithMalala”

SapientNitro Campfire USA – New York
in partnership with National Geographic for the Malala Foundation

Globally, over 60 million girls are not in school - banned from access to a quality education. Campfire proudly worked with National Geographic Channel and The Malala Fund to advocate for girls' education and celebrate the world television premiere of “He Named Me Malala”. We created a tool that makes it easy for everyone to support The Malala Fund and girls' education everywhere. At www.supportmalala.com, fans can create a custom video to share across social platforms. For each person that creates and shares a video, National Geographic Channel and 21st Century Fox will donate \$1 to The Malala Fund. #WithMalala. The best part? You can still participate! Go to www.supportmalala.com to make your video and \$1 will be donated to The Malala Fund.

“Human Rights Appeal”

#HeresToYou – Saatchi & Saatchi, Italy – Milan and Rome
for Amnesty International

On the occasion of the publication of their 2015-2016 Report, Amnesty International is launching an appeal for more people to unite in the global fight against injustice, with Saatchi & Saatchi and author Roberto Saviano. The author of Mafia exposé ‘Gomorra’ and ‘Zero Zero Zero’ Roberto Saviano, denounces years of violence of the state and of criminal organizations in a video appeal made for this campaign. The #HeresToYou campaign will invite people to lend their own voice and sing ‘Here’s to You’, a Joan Baez and Ennio Morricone song dedicated to Nicola Sacco and Bartolomeo Vanzetti, who became a symbol of the fight for human rights. The song was released in 1971 as part of the soundtrack to the film ‘Sacco e Vanzetti’, directed by Giuliano Montaldo.



“Suffocation”

Leo Burnett, UK – London for Karma Nirvana

Several British women have become “lost victims” of honor killings — murders committed by family members for unsubstantiated crimes like shame or dishonor. Cosmopolitan magazine and nonprofit Karma Nirvana wanted to shed light on this troublesome subject matter. Leo Burnett London crafted a compelling package design that illustrated the tragic story of Shafiea Ahmed — a young girl who was suffocated by her parents with a plastic bag for refusing an arranged marriage.

“No more tears”

Starcom Mediavest, UAE – Dubai
for Behind the Façade

Domestic abuse is a taboo subject in the UAE. It's a taboo to even admit to yourself that you are a victim, let alone talk about it in public. So how do we bring such a private sensitive issue to the surface? We created a spot and disguised it as a live call-in conversation between an RJ and a caller named Sara. In reality, there was a message hidden inside a message. Using sub-audible frequencies, we inserted a low volume message inside a louder message, which could only be heard if you listened carefully or used headphones. The left speaker played the audible message and the right Speaker played the hidden message - so we hear the real story at low frequency.





- 72. Ethical Principles
 - Janus, our code of ethics
- 72. Professional practices
 - Professional code
 - MediaSmart European program
 - Professional Certifications
- 73. Groupe Governance
 - More independence, greater expertise and international culture
 - Managing Risks
- 74. Re:Sources : the Shared services
- 74. Shareholder and Investor Relations
- 75. Relationships with other stakeholders
 - Media
 - Academic world
 - Administration, self-regulators and interprofessional bodies
- 76. Compliance

Respect for others, information confidentiality, prevention of conflicts of interest, refusal to participate in partisan campaigns (which is in itself a unique position in the communications sector) ... The Group's ethical rules are the basis of our corporate culture.



ETHICAL PRINCIPLES

Janus, our code of ethics



A revised edition of Janus, our Code of Ethics, was sent to all of our employees in April 2015.

Janus, is based on a number of key principles. The rules of behavior apply to all of our employees when they are working. A revised edition of Janus, included a message from Maurice Lévy, CEO of the Board. A summarized document can be found on www.publicisgroupe.com in turn, the agencies continue to improve their

internal awareness and information programs on the corpus of ethical principles and rules of operation detailed in the Code of Ethics. Dedicated sessions are planned especially for newcomers, no matter what their function.

Our anti-corruption policy has been strengthened. In continuation of the work done in previous years, our anti-corruption policy was revised and strengthened in 2015. Lawyers from the Groupe continue

to play an important role in raising awareness of, and applying laws and regulations dealing with bribery and corruption. They are instrumental in adapting compliance procedures to local markets. The objective is to maintain very strict standards that meet regulatory constraints. Because these are complex issues, we organize awareness sessions for our employees in a bid to make anti-corruption policies and Groupe procedures clearer for them.

The anti-fraud alert system (“whistleblowing”) has been active for several years. All alerts received (mail, email, ...) are centralized by the Groupe’s General Secretariat, if any investigations are required. It is the responsibility of the Internal Audit Department to carry out the investigation, using the appropriate methods to preserve confidentiality. The Internal Audit Department will then convey the results of this investigation to the Board, and a report is made to the Audit Committee. (See chapter 2.1.4.3 of the 2015 Registration Document).

PROFESSIONAL PRACTICES

Professional code

Internationally, work around the ICC’s professional code (International Chamber of Commerce) continues.

This code is the international benchmark for best practices in advertising and marketing (“Advertising and Marketing Communication Practice - Consolidated ICC Code”). It incorporates digital communication and mobile applications. The Code is the basis of many self-regulatory codes in the world, and provides us with a reference while acting as an indispensable international professional code.



Similarly, on issues related to data protection, for example, Groupe experts will get involved in major meetings and working groups on related subjects (“4A’s Privacy Committee” and “Advertising Self Regulatory Council” in the US, as well the “European Advertising Standards Alliance,” “Online Behavioral Advertising,” and “Native Advertising” meetings, for example). This mobilization with all the professionals and the competent authorities of the ecosystem on every continent reflects a constant commitment to good practices and improvements needed.

The Trustworthy Accountability Group (TAG)

TAG is a first-of-its-kind cross-industry initiative to fight criminal activity in the digital advertising supply chain. TAG’s work focuses on 4 areas: eliminate fraudulent traffic, combat malware, fight Internet piracy and promote transparency. In 2015, Publicis Groupe, along with major companies throughout the digital ad supply chain, signed the TAG Anti-piracy Pledge.

MediaSmart European program



Publicis Groupe has been involved in Europe's "MediaSmart" campaign for the last six years ("PubMalin" in France)

Designed to help instructors and schoolteachers to educate children aged between 8-11 years about decoding advertising, this program involves many partners, media representatives, teachers, consumers associations, supervisory authorities. (For more information go to: www.pubmalin.fr) We also participate in the "MediaSmart Plus" program for middle school students and their teachers.

Professional certifications

Our strict certification policy is tailored to our business and to local contexts.

Beyond voluntary certifications that set the standards and good practices in the advertising and communications' industry, or the certifications of technology platforms, more than 170 agencies have technical or professional certifications of different kinds.

33 agencies are ISO certified, primarily in the United States, the United Kingdom and in France (19 are ISO 9001 and 14 are ISO 14001).

GROUPE GOVERNANCE

More independence,
greater expertise
and international culture

THE DIRECTOIRE AND THE DIRECTOIRE +

Chaired by Maurice Lévy, the Directoire (Management board) is composed of four members (one woman and three men), and together the Directoire and the Directoire + is made up of nine members (two women and seven men).

THE SUPERVISORY BOARD

As of 31 December 2015 the Supervisory Board, chaired by Élisabeth Badinter is composed of 11 members,¹ five men and six women, accounting for 54% of the board. We are constantly trying to improve, enrich and diversify our governance so that it best reflects the profile of the Groupe and its ecosystem. Our corporate governance rules and our members' independence criteria² are detailed in the 2015 Registration document chapter 2.1.1.1.

On 25 May, 2016, at the Groupe's General Meeting, the entry of two new members³ to the Supervisory Board, André Kudelski and Tom Glocher, was subject to shareholder approval (The supervisory board has gender parity, with six women and six men, and is also 50% independent members). In keeping with our commitment to the continuous improvement of the quality of our governance, their technical expertise and international experience are major assets. Furthermore, the Supervisory Board has opted to adopt four committees including a Nomination Committee, a separate Compensation Committee, and a Risk and Strategies Committee, distinct from the Audit Committee. Activities are presented in the 2015 Registration Document Chapter 2.1.4.

Managing Risks

We map out risks, a process which involves examining risks linked to the communications sector, regulatory and legal risks, risks related to mergers and acquisitions, risks related to the Groupe's international presence, financial risks. This is presented in chapter 1.8 of the 2015 Registration Document.

The Risk Strategy Committee has reviewed the Groupe's risk mapping and implemented measures to limit them. Every 15 days, a Groupe Committee including our the Groupe's CEO, the Groupe's CFO, the General Secretary, the CEO of our Shared Service Centers (Re:Sources), the Executive Vice President of Emerging Markets, the Chief Strategist Officer and the SVP Communications, draw up a status report of the major risks attached to the Groupe's activities.

¹The list of Supervisory board members can be found in Chapter 2.1.1.1 of the Registration Document. ² Afep-Medef excluding the criteria for a maximum twelve-year duration (See Chapter 2.1.1.4 of the Registration Document). ³ See the convening notice for the 2016 Annual General Meeting.

RE:SOURCES: THE SHARED SERVICES

Re:Sources, our Shared Services centers are present in 60 countries and have more than 4000 employees worldwide. They operate from a single platform exploitable in all of our major markets - they cover most of the support functions essential to the activity of all our agencies: accounting, treasury, tax, legal, real estate, purchasing, payroll and benefits, insurance, information technology ... They work to improve processes and bring their expertise to local regulations and internal guidelines. These centers go beyond professional standards and internal control implemented within the framework of client audits and external audits. They also guarantee the observance of strict standards of measurable productivity.

Migration to Altaïr (ERP) continues, half of the Groupe having already switched to this common platform. The aim is to harmonize processes around client services and administrative functions in all countries, where the Groupe has agencies, in order to eliminate

doubling up services, and to get rid of redundant methods at an international level. The roll out will continue, and our Business Intelligence (BI) units will be put in place. To facilitate the transition, programs that drive change and training have been developed. Both teams (agencies plus Re:sources) are working closely to ensure the migration of various systems into the future ERP.

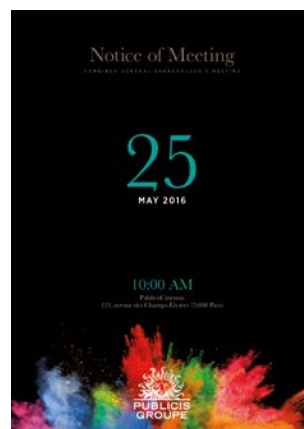
Optimization of information systems continues to increase agility and address security issues. Publicis Groupe continues to implement collaboration tools (portals, messaging, instant messaging, telepresence, VoIP). The development of these private clouds provides our businesses with the necessary reactivity to meet security challenges and the protection of proprietary data.

Since the creation of Re:Sources, the robustness of our infrastructures and the strong commitment of its teams at the service of our Groupe's agencies and their clients has been clearly demonstrated.

SHAREHOLDER AND INVESTOR RELATIONS

The Investor Relations Department communicates proactively¹. Numerous meetings with investors and shareholders are organized in different countries. As a CAC 40 company, Publicis Groupe is regularly subject to extra-financial ratings conducted on the basis of published information and statements. In this context, and when the Groupe is invited to take part in the rating or assessment process,

the Investor Relations Department and the CSR Department join forces to better respond to the rating agencies, institutional investors, corporations management and other interested parties. Press Releases and presentations sent by the Investor Relations' Department throughout the year are available on the Groupe's site: www.publicisgroupe.com



¹See Registration Document 2015, chapter 6.4.2

RELATIONSHIPS WITH OTHER STAKEHOLDERS

Media

The media (in all its forms) are key partners for buying media space; they are our suppliers and work with our media agencies in different countries.

Our Corporate Communications Department supports our calendar of official announcements' made by our Chairman and Top Management. Much of this work is done in close consultation with the Investor Relations Department. Our agencies' communication is usually carried out in close cooperation with their clients. They share their achievements, campaigns and awards on their websites. The Group's Communications Department also informs all stakeholders: employees, shareholders, the public and institutional bodies; through various international communications (media, website, social networks ...), working closely with the Groupe's Corporate Departments (finance, investor relations, human resources, audit, legal, mergers and acquisitions, and CSR).

Authorities, self-regulators and interprofessional bodies

Due to the current collaborative tools used in most countries, regular cooperation with the various industry regulatory and / or self-regulatory authorities exists, by way of interprofessional and intersectoral work that can be done to solve common problems. The issues around the protection of personal data are an illustration of this: advertising is a relevant actor among many others. It is necessary, therefore, to work in collectivity, including representatives from these aforementioned authorities, as well as consumer representatives.

Academic world

Permanent relationships. As mentioned in Chapter 1, the agencies work closely with hundreds of universities and schools, in order to anticipate future needs and occupations. Some managers are regular or occasional players in certain disciplines. Our agencies participate in activities designed to introduce certain professions to young students, and also host students through open days, or *ad hoc* visits (study trip, projects and work as part of the curriculum ...)

COMPLIANCE

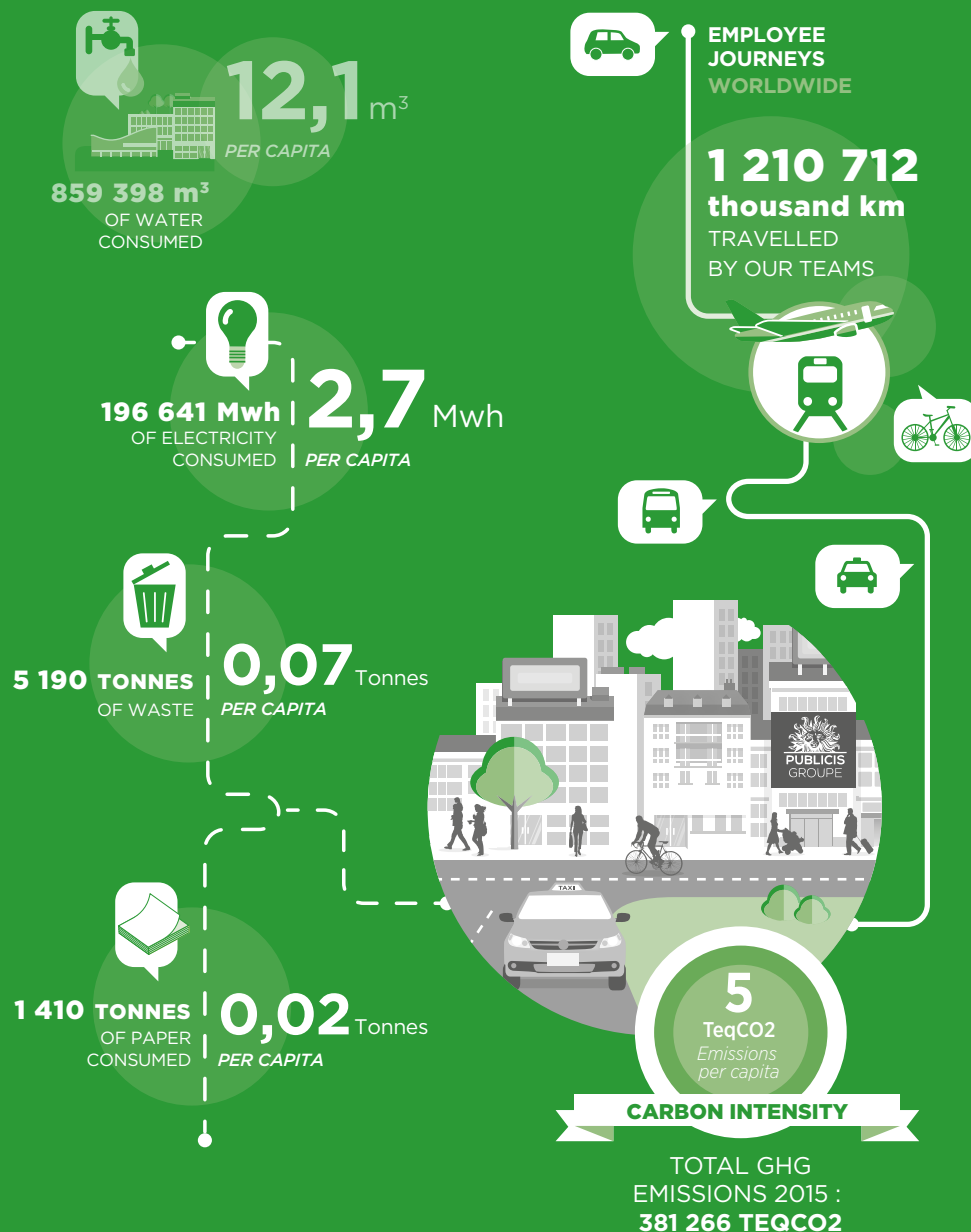
- Publicis Groupe, whose core activities are intellectual service delivery, has never had to deal with any incidents involving child labor, forced or compulsory labor, or the violation of indigenous people's rights, or human rights' complaints.
- Current complaints include: legal proceedings that involved a former MSLGROUP associate in the United States, a case that has been reported in CSR reports since 2010, is ongoing. In March 2014, the US Court denied that this case falls within a class action, which was a positive step. In 2015, the parties agreed to settle the matter amicably. A final hearing on the settlement happened in May 2016 and the court gave its final approval.
- Publicis Groupe has had no known incidents of non-compliance with regulations and voluntary codes concerning:
 - Impacts on the health and safety of consumers;
 - Information about its products and services;
 - In terms of availability and use of its services.
- Publicis Groupe has not been the subject of complaint for invasion of privacy or loss of client data.
- In 2015, a very small number of agencies (less than 10) had to explain incidents of non-compliance with regulations and voluntary codes related to communication, resulting most often by opinions or notifications from the supervisory bodies or self-regulating, giving rise each time to immediate changes.
- Publicis Groupe has not had to face legal action for violation of antitrust laws, nor for anti-competitive behavior or monopolistic practice.



- 80.** Environmental policy
- 81.** Carbon footprint
- 84.** Consumption
 - Professional journeys
 - Energy, raw materials, waste
 - Real Estate
- 87.** Protecting biodiversity
 - Increasing awareness
- 88.** Environmental indicators summary

We remain true to our cause, “Consume less, Consume better.”
The momentum created amongst our employees, enables us to have greater involvement with our clients, suppliers, and partners... Despite the progress made by each of our agencies, increasing our workforce worldwide (+ 22% between 2014 and 2015) has impacted on the level of our Groupe’s emissions.

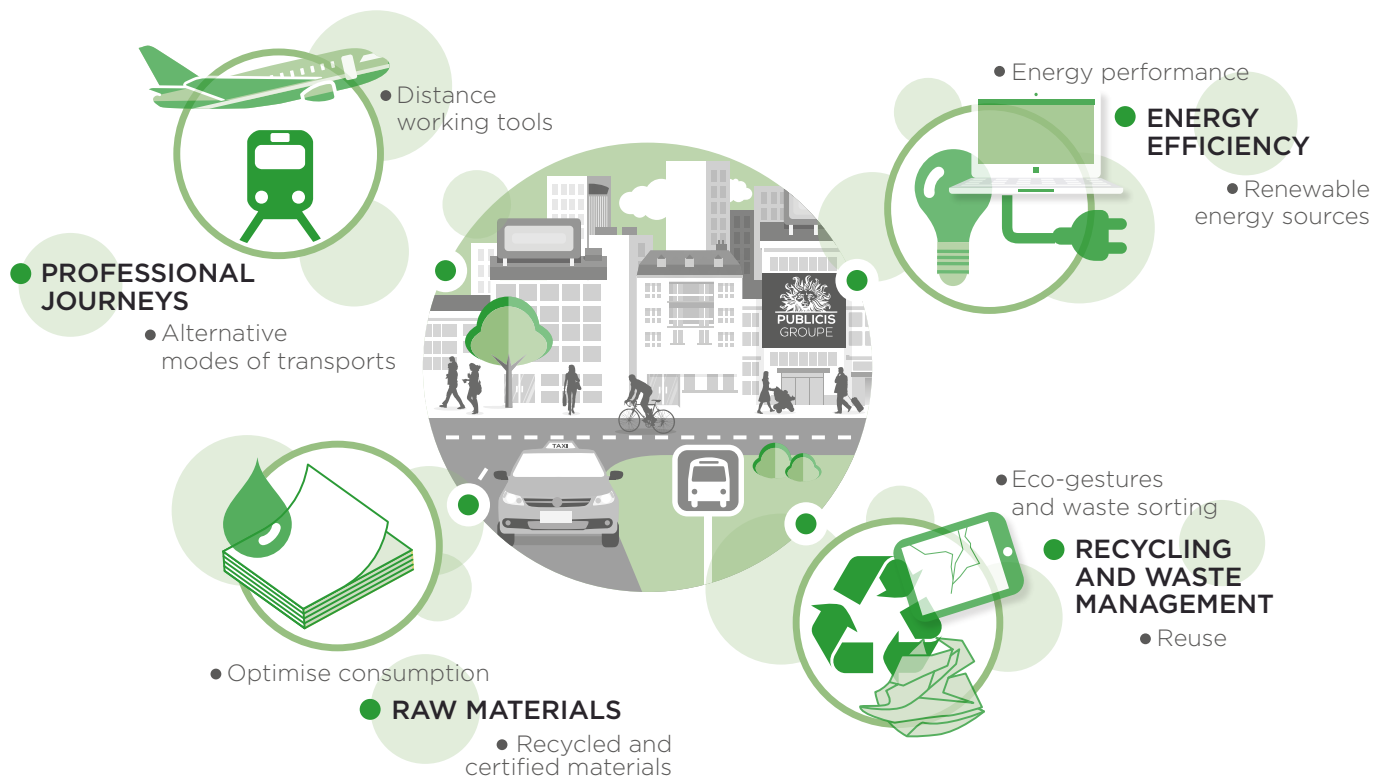
KEY INDICATORS



ENVIRONMENTAL POLICY

To always measure behavior more accurately in order to assess our progress,
accelerate behavioral change and communicate this ...
Our collaborative approach is part of a global process of continuous improvement.

Our 4 action areas are in line with pragmatic issues our business faces



Since 2007, the Groupe has been involved in the fight against climate change, by signing the United Nations' Caring for Climate initiative. In 2009, we voluntarily joined the Carbon Disclosure Project (CDP). The Group's environmental policy has since aligned with the European strategy called "20-20-20" (the 2020 horizon: reduce emissions of greenhouse gas by at least 20% compared to 1990; to increase to 20% the share of renewable energy in final energy consumption, a 20% increase in energy efficiency).

In recent years, the share of renewable energy exceeds 25%; emissions of greenhouse gases decreased slightly from 8% (2020 target: TeqCO₂ 4.37), with a carbon intensity of around 5 TeqCO₂ per capita; Finally, energy efficiency was significantly improved in different agencies: the energy intensity decreased by nearly 16% per capita over the last three years (see chart p. 88).

Internally, we favor synergies between local projects. The highly decentralized nature of our Groupe leads us to prioritize local projects adapted to the context of each agency. They are coordinated by the Groupe's CSR management committee and rolled out by CSR Teams ("Green Teams", "Blue Champions"...) comprising employees who have volunteered. Most global initiatives are initiated by the CSR Department, the Purchasing Department or with the support of shared service centers' local teams (Re:Sources).

Our certification policy is tailored to our businesses and to specific contexts. Beyond voluntary certifications that set the standards and good practices of advertising and communication sector, or the certification technology platforms, more than 170 agencies have technical or professional certifications of different kinds.

33 agencies are ISO certified, primarily in the United States, the United Kingdom and France (19 are ISO 9001 certified whilst 14 hold an ISO 14001).

CARBON FOOTPRINT

Carried out every year for the last seven years, our greenhouse gas emissions' reporting is driven at Groupe level. It follows GHG Protocol methodology and is calculated with the help of Bureau Veritas for processing data collected by all of the Groupe's entities (98%).



CARBON INTENSITY

TOTAL 2015
GHG EMISSIONS :
381 266 TEQCO₂

The greenhouse gas emissions report is consistent every year.

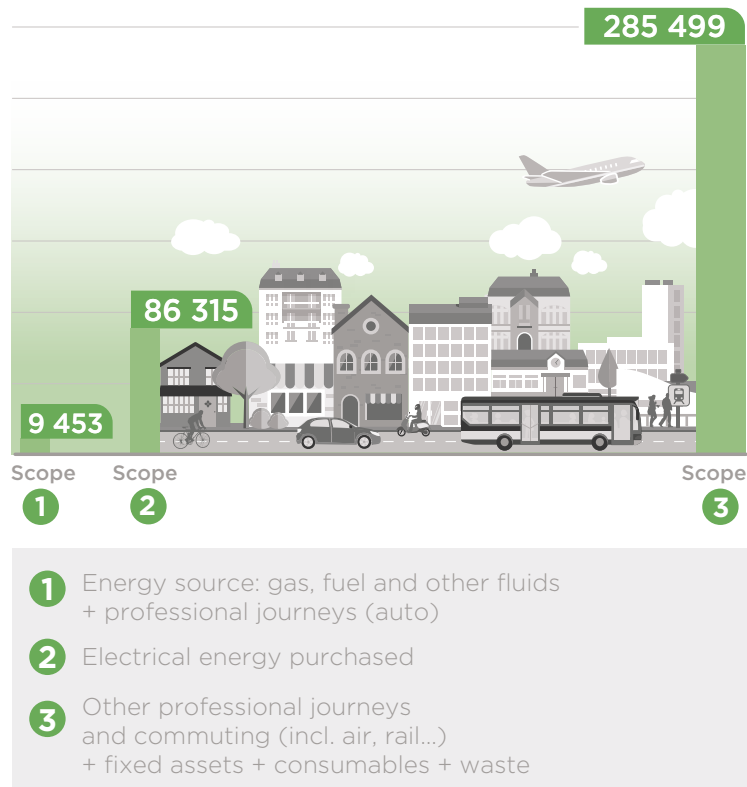
This year's report includes Sapient, which has just started to track its environmental impact. It will take at least another year to obtain more robust data from all of our entities.

For the 7th edition, our greenhouse gas emissions have increased +17% but our carbon intensity is stable at 5.0 TeqCO₂ per capita.

This increase reflects the growth of Groupe activities. The total scope 1+2+3 * is 381 072 TeqCO₂ (2014: 329 499 TeqCO₂).

GREENHOUSE GAS EMISSIONS IN 2015

GHG Protocol TeqCO₂



*Reminder: the average of our services activities: 5.3 to 8.8 TeqCO₂ – source Bureau Veritas

NB: the method for calculating GHG Protocol is based on average emission factors, thus representing a certain degree of uncertainty, it provides estimates in order of magnitude, to promoting measures to reduce greenhouse

gas emissions (GHG) and measuring progress. 20% of uncertainty remain unchanged (it is mainly the uncertainty of emissions' factors that set this rate, it is unchanged on the carbon balance tool). Freight is not included in this calculation for 2015 based on the last 6 years, it represents only 0.1% of emissions.

COP21: CREATIVITY TO FIGHT CLIMATE CHANGE



“Chance for Change”

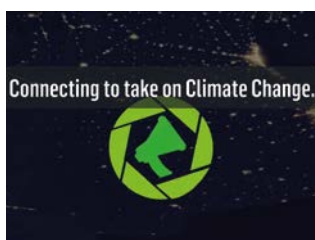
MSLGROUP, France – Paris

The “best of” event for Chance for Change was organized by MSLGROUP in partnership with Sciences Po. This event brought together influential Millennials and speakers from some of the world's leading companies, in order to think about how young people, as consumers, workers and innovators, can influence the fight against climate change.

During the COP21, “Noé Association” - a major French activist fighting for the preservation of biodiversity - decided to remind people that the fates of nature and mankind are interconnected. Who better to illustrate this, and to speak on behalf of nature, than Koko, the gorilla that can use more than 1000 words in sign language and has conversations with humans? With the help of the Gorilla Foundation, Koko has been familiarized with major environmental issues and then interviewed, addressing her message to the COP21 and the world.

“The Voice of Nature”

Marcel, France – Paris
for Noé Association



“Connect 4Climate”

Sapient Consulting,
USA – New York

Sapient Consulting's Public Sector team is honored to have had the opportunity to support Connect4Climate's mission: to raise awareness about the damage climate change creates. An advocacy program established by the World Bank, Connect4Climate connects students, other NGOs, governments, climate change experts and celebrities to take action. Sapient designed and built an entirely new website and integrated social media experience for the cause. The new website is highly interactive and content-managed; with redesigned navigation, reorganized content, and a refreshing look and feel.

For COP21, AAH wanted to communicate on the strong link between climate and world hunger. The impact of climate change on hunger is mostly forgotten and the direct causal link between these two phenomena is often completely forgotten by the majority of the population. However, if nothing is done, hunger caused by climate change could threaten an extra 600 million people in the future. Publicis Conseil launched a powerful film that shows - in both a poetical and dramatic way - the impact of climate change on food and humans.

“The feast”

Publicis Conseil France – Paris
for action against hunger



“2 degrees is too much”

Publicis Nurun France – Paris
for WWF

In 2015, the United Nations gathered all of the world's governments for the COP21 Climate Change Conference in Paris, in order to achieve universal agreement to keep the average global temperature from rising more than 2 degrees. A few weeks before the COP21, WWF France sounded the alarm with a poignant film, produced by Publicis Nurun, which raises public awareness about global warming and effectively illustrates the dangers we all face if we don't take action. +72,7 million printouts. +1,3 million views online. +340 000 #2CTROP on Twitter and Facebook. +5 000 profile pic #2CTROP in 10 days.

OUR AGENCIES IN ACTION



“Hi, this is Rosetta calling”

**Recycling electrical equipment
Rosetta - USA**

The Rosetta mobility team recycles used and broken cell phones through eCycle. eCycle reduces e-waste, saves energy and greenhouse emissions, and also keeps extremely harmful toxins, such as lead, zinc, mercury and flame-retardants from polluting our landfills and drinking water. In 2015, Rosetta recycled 187 devices, which saved the need to mine 26.72 pounds (11.8 kilos) of copper, gold and aluminum, prevented 3,816,317 gallons (14,446,332 liters) of water from being contaminated, and saved enough energy to power 45.94 households with electricity for a day. The Rosetta Green team has continued to look at where office-based environmental impacts can continue to be reduced, for example developing an initiative known as “community mugs” – providing reusable mugs for everyone to use, cutting down on the need for disposable paper or plastic cups. They have also monitored hand washbasin water pressures to economize water use and sourced eco-friendly cleaning products to be used that are LEED certified.

“Green Building Week”

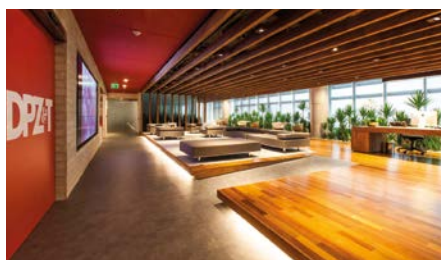
Saatchi & Saatchi Hong Kong

Organized by the Hong Kong Government, the Green Building Week campaign is in place to raise public awareness on green building development and a sustainable lifestyle. In Hong Kong, it is crucial to drive behavioral change on energy and resource consumption, so that a more livable environment for our future generations can be built. The Biz-Green Dress Day appeals to business communities to adopt a greener lifestyle starting in their workplace. Office workers are encouraged to follow the Biz-Green dress code by dressing lightly yet professionally in order to save energy through minimizing air conditioning consumption in the office. Buildings account for 90% of total electricity consumption in Hong Kong and contribute more than 60% of the greenhouse emissions, one-third of which are caused by air-conditioning. Saatchi & Saatchi Hong Kong has signed up to the Hong Kong Environment Bureau Energy Saving Charter, and by doing so pledges to maintain an average indoor temperature of between 24 and 26 degrees.



“Eco-Performance of building in Brazil”

Publicis Brasil, AG2 Nurun and DPZ&T



In June 2015, three Publicis agencies in Brazil relocated to a new building, São Paulo Corporate Towers – A brand new building, it is the first in Brazil to hold the LEED certification (Leadership in Energy and Environmental Design) at the Platinum 3.0 Core and Shell levels. The certification is a third party verification demonstrating the sustainability of the building across its lifecycle. The building is at the cutting edge of resource efficiency; focusing on reducing water usage, utilizing collection and re-use systems for wastewater, rain water and air conditioning systems.

CONSUMPTION

In order to reduce our carbon footprint, we must help to sustainably change behaviors and develop the way in which we work and collaborate to find alternative means (e.g. audio and video conferencing). Even if our total consumption levels increase, like our workforce, their level per capita remains stable and we are seeing the positive effects of our actions.

Professional journeys



Business travel is one of the worst culprits in terms of emissions.

Estimated at 1,210,712 thousand kilometers, business travel but also personal (home / work) travel is **up 14%** compared to 2014. They both remain a priority area for us. We are continuing to rollout teleconferencing rooms "Here & There" - 65 active teleconferencing rooms in 2015 - and individual remote collaborative work tools (audio and videoconferencing) to avoid travel as much as possible.



Energy, raw materials, waste

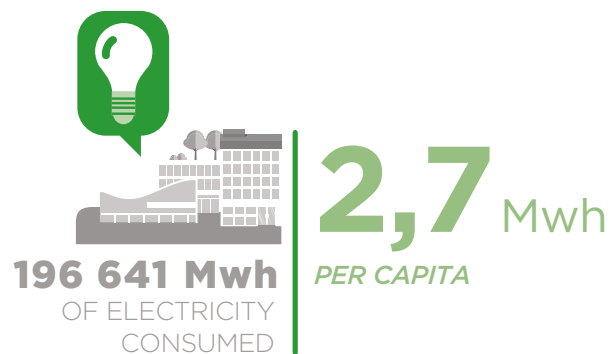
Energy and water consumption is rising in absolute value. These increases are directly related to the continued increase of our workforce (+ 22% between 2014 and 2015).

ENERGY

+ 16% for total electricity consumption compared to 2014. Consumption is estimated at 196,641 MWh. However, energy intensity (i.e. electricity consumption per capita) remained stable at 2.7 MWh and efforts on energy efficiency continues: policy of "switch off" computers, printers and lights at night and during weekends. When the Groupe considers a move, the energy efficiency of future facilities is part of the selection criteria.

Managers and their teams have put in place strategies and actions to reduce the demand for electrical energy, either by changing equipment use or behaviors. Energy efficient lighting has become

popular for example, with Saatchi in New York reporting a 6% overall reduction in energy costs since changing to energy efficient lighting. Other agencies are using strategies such as motion sensors and mandatory 'lights out' times to curb their usage, as well as calibrating printer and MFP settings to be more energy efficient.

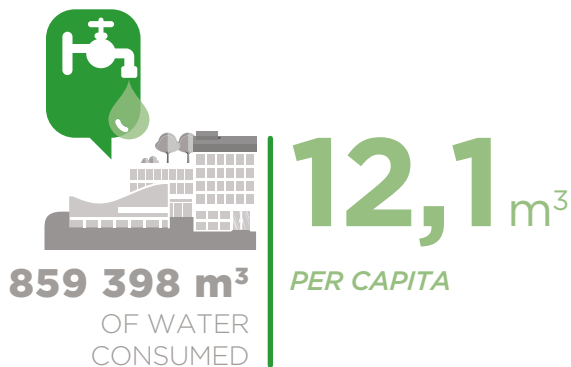


25% of the Groupe's energy consumption comes from renewable energies (this figure has remained constant for many years despite an increase in activity). Agencies have been exploring sources of renewable energy for their electricity supply. Publicis in Spain and Saatchi in New York switched to 100% renewable electricity supplies in 2015, and the Re:Sources building in London, UK benefits from the energy generated by 96 Solar panels.

Conducting **energy audits** continues: they are a valuable tool for determining progress plans for the coming years (improving facilities, strengthening of individual and collective eco-actions in particular). In 2015, seven French entities took part in energy audits

WATER

+23% for total water consumption, compared to 2014. Estimated at 859,398 m³ - 12.1 m³ per capita water consumption is actually somewhat similar to that of 2014 due to volumes underestimated that year. The collection of water consumption data is always complex, depending on the situation of the agencies (geographical area and high-tech monitoring devices, sharing premises with other companies ...). The main improvements relate to sanitary facilities (including proliferation of sensors) and closer monitoring of air conditioning use. Water use at Publicis Groupe was the focus of some environmental initiatives carried out in 2015. Reducing water usage initiatives have been rolled out by Zenith Optimedia in Atlanta, Georgia - reporting a water saving of 124,918 liters since installing waterless urinals at their premises. Water efficient dishwashers, aerators in washbasins and recycling water for use on site are other measures that have been adopted by the Groupe.



HEATING / COOLING

Air conditioning units can use gases that have a powerful greenhouse gas effect. To this end, agencies have been taking measures to reduce this impact and in turn reduce their carbon footprint. Measures include ensuring that air conditioning units are not operating outside of normal office hours, and are not used at all during winter. Measures to reduce heating impacts have also been examined, with Saatchi Fallon in Minnesota putting a system in place to ensure that during overtime, the heating systems are activated only where necessary.

PAPER

Paper consumption remains stable and awareness of its origin is increasing. Paper represents a considerable volume of waste generated in our agencies. The golden rule for best paper is: **Reduce, Reuse and Recycle.**

Reduce: The introduction of multifunction printers initiated several years ago by the Groupe's buying committee, has seen individuals change their behaviors. Beyond the use of default settings, which impose back to back, black and white or a limited number of copies, these appliances also optimize and reduce ink consumption. Some agencies, notably digital agencies, even favor a "O paper," policy, others centralize procurement to ensure that the volumes consumed reflect the real needs

Reuse: All our agencies prefer recycled or certified paper. In 2015, over 70% of this type of paper was purchased

Recycle: in the majority of our agencies an increasing number of separate wastepaper collection facilities were installed.



WASTE

Volumes lowered, recycling increased. Estimated at 5 190 tonnes, our waste volume is **down 15%** compared to 2014. But not all new agencies have followed this. In order to help agencies be more aware and favor waste selection, we have improved the level of detail asked for by this indicator.

The bulk of these volumes are made of paper and cardboard which are processed in recycling systems with traceability. Some agencies reach 100% traceability.

Electronic waste is taken by Electrical and Electronic Equipment Waste subsidiaries (WEEE), in partnership with suppliers under equipment take back contracts.

The question of food waste has also been debated for many years, encouraging employees to be more attentive on a daily basis, and strengthening sharing dynamics notably with associations.



Real Estate

Over the last five years, major efforts have been made in many cities in terms of agencies and their facilities. Whether it's a change of premises, consolidation of teams, renovation or adapting work spaces, particular attention has been given to many different elements: building accessibility, modularity, environmental aspects (HQE and LEED certifications), the choice of materials for furnishings and decoration, lighting, break areas, spaces for other activities,

services, etc. ... to create pleasant environments where people can work. (See the example of London, 2015)

Our employees are increasingly mobile and as a result, they have been accordingly equipped (laptops, cell phones, tools to connect...) In 2016, a major project will be launched in Paris, with PariSquare near Place de la Bastille to accommodate 1,000 employees.

ASSESSING OUR CONSUMPTION TO REDUCE OUR IMPACT ON THE CLIMATE

Publicis Groupe's CDP score has progressed over the years, both in terms of transparency and performance. This improvement is a direct reward of steps taken by the CSR Department and the strategy adopted by the Groupe in 2009, to engage all agencies in the initiative, even if even there is still room for even greater progress!

SCORE CDP	2013	2014	2015
Transparence	52	71	85
Performance	E	C	D

Remarks: Environmental impacts not applicable to Publicis Groupe under art. 225.

Considering the services and intellectual services of the Group activities, some information required in the implementing decree of Article 225 of the Grenelle II law are poorly suited, namely:

- resources devoted to prevention of environmental risks and pollution;
- the prevention, reduction or repair of emissions to air, water and soil seriously affecting the environment;

- the inclusion of noise or any other form of activity specific to pollution;
- land use;
- water supply according to local constraints
- the provisions and guarantees for environmental risks

RE:SOURCES COSTA RICA



Once again this year, Re:Sources in Costa Rica has been flying the flag for CSR activities in South America. The team is working on fostering an environmental awareness culture in the company, that the staff will find useful both in their home life as well as at work. To this end, some interactive sessions were organized to help staff classify recyclable waste that they could apply to the waste generated at work. The results of this are below:

RECYCLABLE MATERIAL	QUANTITY COLLECTED	EQUIVALENT
Paper & Cardboard	551 kg	9 trees saved
Plastic	98.5 kg	3867 liters of water saved
Aluminium	37.5 kg	600 Kw energy saved
Glass	37 kg	37 Kg new glass recycled

Furthermore, the team has worked on implementing a Carbon compensation scheme, and successfully compensated their 2014 carbon footprint, by planting 900 trees in different preservation zones in Costa Rica. In accordance with local legislation, the team is now working on achieving carbon neutral status. Certain staff members have received training to help put preparations in place.

PROTECTING BIODIVERSITY

Increasing awareness

Given the nature of our business, it is quite difficult to measure our ability to act directly in terms of biodiversity protection. However, while all our agencies pay particular attention to the consumption of their raw materials, many of them go beyond this and are working with dedicated local partners and others with suppliers engaged in a circular economy.

Today, our commitment to biodiversity and the preservation of the natural habitat is mainly reflected in choosing to use certified paper. With the COP 21 event, held in Paris in December 2015, the Groupe accelerated the identification of existing initiatives in this area. Some agencies are particularly involved in carbon offsetting, for example. We are currently in the middle of an audit to determine our work focus, and combine efforts in this area.

ENVIRONMENTAL INDICATORS SUMMARY

		UNIT	2015	2014	2013	YEAR OF REFERENCE 2009	VARIATION 2015-2009
HEADCOUNT			77,574	63,621	62,553	45,000	
REPORTING SCOPE		%	98 %	98 %	97 %	95 %	
GREENHOUSE GAS EMISSIONS SUMMARY	Carbon intensity (<i>per capita</i>)	TeqCO ₂	5.00	5.17	5.03	5.46	
	Carbon intensity n/n-1 (<i>per capita</i>)	%	-3 %	3 %	3 %	-	-8 %
	Scope 1	TeqCO ₂	9,453	9,386	9,140	27,749	
	Scope 2	TeqCO ₂	86,315	69,674	68,576	74,287	
	Scope 3	TeqCO ₂	285,499	250,440	240,446	143,734	
	Total Scopes 1+2+3	TeqCO ₂	381,266	329,500	318,162	245,770	
ENERGY CONSUMPTION	Electricity consumption	MWh	196,641	167,982	173,201	136,397	
	Energy intensity (electricity per capita)	MWh	2.70	2.7	2.8	3.03	
	Intensity variation n/n-1	%	0 %	-4 %	-13 %	-	-11 %
	Proportion of renewable energy	%	25 %	26 %	26 %		
WATER CONSUMPTION	Water Consumption	m ³	859,398	697,197	775,106	na*	
	Water Consumption <i>per capita</i>	m ³	12.1	11.9	12.4	na*	
	Variation n/n1 <i>per capita</i>	%	2 %	-4 %	4 %	na*	
WASTE	Waste volume	Tonnes	5,190	6,060	5,750	4,660	
	Waste Volume <i>per capita</i>	Tonnes	0.07	0.1	0.09	0.10	
	Variation n/n-1 <i>per capita</i>	%	-30 %	8 %	13 %	-	-32 %
RAW MATERIALS CONSUMPTION	Paper consumption	Tonnes	1,410	1,400	1,560	1,770	
	Paper consumption <i>per capita</i>	Tonnes	0.02	0.028	0.025	0.039	
	Variation n/n1 <i>per capita</i>	%	-29 %	10 %	-19 %	-	-49 %
PROFESSIONAL JOURNEYS	Total professional journeys		1,210,712	1,062,713	1,034,110	na*	
	Employee journeys <i>per capita</i>	thousands of km	15.6	16.7	16.5	na*	
	Business travels	thousands of km	707,804	588,196	590,153	na*	
	Commuting (home-office)	thousands of km	502,908	474,517	443,957	na*	

* For the published indicator, 2009 data is not considered sufficiently robust for inclusion here.

APPENDIX

- 92. Independent verification statement
- 94. GRI-G4 Index - Concordance table

INDEPENDENT VERIFICATION STATEMENT

Fairness opinion – audit report



At the request of publicis groupe, sgs ics carried out an audit of the information included in the corporate social responsibility (csr) report drawn up for the year ended december 31, 2015 in accordance with decree no. 2012-557 dated april 24, 2012 relative to companies' social and environmental transparency obligations, with regard to the application of article 225 of law no. 2010-788 dated july 12th, 2010 and article 12 of law no. 2012-387 dated march 22nd, 2012, which amended article l. 225-102-1 of the french commercial code, and the order of may 13, 2013 determining the procedure to be used by the independent third-party organization when conducting its mission.

It is the responsibility of the Board of Directors to prepare a report concerning the management of the Company including social, environmental and societal information; to define the appropriate standards used for the collection of the quantitative or qualitative data, and to ensure their provision.

The responsibility of SGS ICS, as an independent body accredited by COFRAC under the N°3-1086 (available to www.cofrac.fr), is to attest to the presence in the CSR Report of all information provided for in Article R. 225-105-1, express a reasoned opinion on, firstly, the sincerity of information, and, secondly, the explanations given by the company on the absence of certain information, and indicate the procedures implemented to accomplish our audit.

Nature and scope of the audit

SGS ICS' audit consists of:

- reviewing the statement on sustainable development policies, in relation to sustainable development as well as the social and environmental impacts of the Company's business activities, its cultural commitments and the actions that stem from these policies and commitments;
- comparing the list of information mentioned in Publicis Groupe's 2014 management report against the list set forth under article R. 225-105-1 and noting, where applicable, any missing information not accompanied by explanations as mentioned under the third paragraph of article R. 225-105;
- verifying that the Company has a data collection process in place to ensure that the information mentioned in the management report is complete and consistent, and identifying any irregularities;
- expressing, at the request of Publicis Groupe, a conclusion of reasonable assurance with regard to whether the CSR information is presented truthfully.

Tests

SGS ICS conducted its audit of Publicis Groupe on an international scale including its subsidiaries and controlled companies, which are included in the consolidated financial statements.

SGS ICS conducted its audit from December 21, 2015 to May 19, 2016 (69 days), by carrying out interviews with key individuals involved in the collection, validation and publication of quantitative and qualitative data from the Holding Company and several of its subsidiaries amounting to 53 agencies in France, Germany, Brazil, China, the United Kingdom, India and the United States, representing 35% of the total headcount*.

- SGS ICS reviewed the reliability of the internal CSR Reporting Guidelines, the internal control procedures and the data and information aggregation systems at each of the sites.
- With regard to quantitative data, we audited each site by using surveys, verifying the calculation formulas and comparing data with supporting documents for 22 indicators selected according to their degree of relevance (legal compliance and taking into consideration the business sector/industry), as well as their reliability, neutrality and comprehensive nature:
 - social indicators (94% to 100% of the sites): training hours, number of employees trained, training fees, turnover rates, annual assessment interviews, employee wellbeing, frequency and severity of accidents at work, diversity;
 - environmental indicators (85% to 100% of the sites): environmental protection, recycling and waste disposal measures, energy efficiency and use of renewable energy, energy consumption, use of videoconferencing and paper consumption;
 - Society indicators (72% to 100% of the sites): *pro bono* campaigns, employee volunteering, donations and charities, responsible procurement, actions taken to prevent corruption, stakeholder involvement, and socially responsible communication campaigns.
- Random checks were performed on quantitative and qualitative data during the final phase of consolidation of the Group's consolidation scope (98%) as well as on other required information.
- Ten auditors were assigned to this audit including a lead auditor.
- Nine interviews were conducted with Groupe management and with the Procurement, Internal Audit, Investor Relations, Human resources (compensation) and CSR departments.

We believe that the chosen sampling method and sample sizes for the audit allow us to formulate a conclusion of reasonable assurance.

Statement of independence and competence

SGS is the world leader in inspections, audits, assessments and certifications. Recognized as the global benchmark for quality and integrity, SGS employs more than 80,000 people and operates a network of more than 1,500 offices and laboratories around the world. SGS ICS is a wholly-owned French subsidiary of the SGS Group. SGS ICS declares that its audit and findings were prepared in complete independence and impartiality with regard to Publicis Groupe and that the tasks performed were completed in line with the SGS Group's code of ethics and in accordance with the professional best practices of an independent third party. Auditors are authorized and appointed to each audit assignment based on their knowledge, experience and qualifications. The COFRAC accreditation received by SGS is recognized in Europe by the EA (European Co-operation for Accreditations) and worldwide by the IAF (International Accreditation Forum). Additionally, third party Sustainability Report Assurance (SRA) checks carried out by SGS in 15 countries are based on AA1000 accountability principles.

Statement and reasoned opinion

Based on Publicis Groupe's presentation regarding sustainable development policies, the social and environmental impacts of the Company's business activities, its social commitments and the diligence implemented:

- we certify that the information included in Publicis Groupe's 2015 management report is in compliance with the list set forth under article 225-105-1 and that any exceptions have been duly justified;
- we declare that we found no significant irregularity that would call into question the fair presentation of the information included in the 2015 management report.

Observations

The CSR report subjected to this independent opinion, provides precisions and new insights into the group CSR framework implementation. Our observations are identical to those drawn up for the management report and included in Publicis Groupe's 2015 Registration Document.

- The social indicators: coherence tests between the two information systems should be improved for the calculation of training hours. Qualitative information on workplace health should be supported by quantitative data.
- The environmental indicators: the definition of data on energy consumption and waste should be subject to additional details and a change in scope, in order to improve the granularity, comparability and reliability over the five continents. The use of video-conferencing should be subject to monitoring improvements, in both qualitative and quantitative terms.
- The reliability and materiality of quantitative data and qualitative information, on a scope of over 780 sites, has further progressed.

Signed in Arcueil France, May 20, 2016.

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Director SGS ICS France

GRI-G4 INDEX – COMPLIANCE OPTION: ESSENTIAL CRITERIA

Concordance table

GENERAL ELEMENTS OF INFORMATION				Grenelle II	Global Compact	ISO 26000
Indicators and DMA*	CSR2015 Page	RD2015 Page	Sustainable Development Goals (SDGs)			
STRATEGY AND ANALYSIS						
G4-1	Statement from most senior decision maker	4-5	2-4		●	●
G4-2	Description of key impacts, risks and opportunities	4-5, 8-9	11-13, 28-33		●	●
ORGANIZATIONAL PROFILE						
G4-3	Name of the organization	1	1		●	●
G4-4	Primary brands, products and services	6	10-16		●	●
G4-5	Location of the organization's headquarters	88	246		●	●
G4-6	Number of countries where the organization operates	7	10, 16-18		●	●
G4-7	Nature of ownership and legal form	88	246		●	●
G4-8	Markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries)	6	16-18, 96		●	●
G4-9	The scale of the organization	7-8	1		●	●
G4-10	Total number of employees	7, 18	90	SDG8	●	●
G4-11	Percentage of total employees covered by collective bargaining agreements	37	94	SDG8	●	●
G4-12	Description of the organization's supply chain	51-52	97, 100		●	●
G4-13	Significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain	4-5			●	●
G4-14	Whether and how the precautionary approach or principle is addressed by the organization	73, 80	28-32, 101		●	●
G4-15	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses	13, 59-66	56, 89, 95		●	●
G4-16	Memberships in associations and/or national/international advocacy organizations	13	100-102		●	●
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES						
G4-17	Entities included in the organization's consolidated financial statements or equivalent documents not covered by the report	8	10		●	●
G4-18	Process for defining the report content	12	89		●	●
G4-19	Material aspects identified in the process for defining report content	9	88		●	●
G4-20	The aspect boundary within the organization for each material aspect	12	89		●	●
G4-21	The aspect boundary outside the organization for each material aspect	8	89		●	●
G4-22	The effect of any restatements of information provided in previous reports, and the reasons for such restatements	9	88		●	●
G4-23	Significant changes from previous reporting periods in the scope and aspect boundaries	12	89		●	●
STAKEHOLDERS ENGAGEMENT						
G4-24	Stakeholder groups engaged by the organization	8-10, 74-75, 77	88, 100-101		●	●
G4-25	The basis for identification and selection of stakeholders with whom to engage	8-10, 75-75, 77	88, 100-101		●	●
G4-26	The organization's approach to stakeholder engagement	9-10	88		●	●
G4-27	Key topics and concerns that have been raised through stakeholder engagement	9-10	88		●	●

GENERAL ELEMENTS OF INFORMATION				Grenelle II	Global Compact	ISO 26000
Indicators and DMA*	CSR2015 Page	RD2015 Page	Sustainable Development Goals (SDGs)			
REPORT PROFILE						
G4-28	Reporting period for information provided	1	238			●
G4-29	Date of most recent previous report (if any)	12	238			●
G4-30	Reporting cycle	12	238			●
G4-31	The contact point for questions regarding the report or its contents	13				●
G4-32	GRI content for "in accordance"	13		●		●
G4-33	The organization's policy and current practice with regard to seeking external assurance for the report	13	104-105	●	●	●
GOVERNANCE						
G4-34	The governance structure of the organization	13, 73	10, 36-55,99		●	●
ETHICS AND INTEGRITY						
G4-56	Codes of conduct and code of ethics	72	56, 89, 95, 99-100	SDG16	●	●
ECONOMY						
G4-DMA		55	98-99		●	●
ECONOMIC PERFORMANCE						
G4-EC1	The direct economic value generated and distributed	8	96-99	SDG2 - SDG5 - SDG7 - SDG8 - SDG9	●	●
SUPPLY PRACTICES						
G4-EC7	Development and impact of infrastructure investments and services supported	48-52	96-99	SDG2- SDG5- SDG7-SDG9- SDG11	●	●
G4-EC8	Significant indirect economic impacts, including the extent of impacts	48-50	96-99	SDG1 - SDG2 - SDG3 -SDG8 - SDG10	●	●
G4-EC9	Proportion of spending on local suppliers at significant locations of operation	51-52	97	SDG12	●	●
ENVIRONMENT						
G4-DMA		80	101		●	●
MATERIALS						
G4-EN1	Materials used by weight or volume	85	102	SDG8-SDG12	●	●
G4-EN2	Percentage of materials used that are recycled input materials	85-86	102	SDG8-SDG12	●	●
ENERGY						
G4-EN3	Energy consumption within the organization	84	102	SDG7 - SDG8 -SDG12 - SDG13	●	●
G4-EN5	Energy intensity	85	102	SDG7 - SDG8 -SDG12 - SDG13	●	●
G4-EN6	Reduction of energy consumption	84	102	SDG7 - SDG8 -SDG12 - SDG13		●
G4-EN7	Reduction in energy requirements of products and services	84	102	SDG7-SDG8	●	●
WATER						
G4-EN8	Total water withdrawal by source	85	102	SDG8	●	●

* DMA: Disclosure on Management Approach.
 CSR2015: Publicis Groupe CSR Report 2015
 RD2015 : Publicis Groupe Registration document 2015

GENERAL ELEMENTS OF INFORMATION					Grenelle II	Global Compact	ISO 26000
Indicators and DMA*		CSR2015 Page	RD2015 Page	Sustainable Development Goals (SDGs)			
BIODIVERSITY							
G4-EN12	Impacts of activities, products and service on biodiversity	87	102	SDG6 – SDG15	<div></div>	<div></div>	<div></div>
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope1)				<div></div>	<div></div>	<div></div>
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope2)						
G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3)						
G4-EN18	Greenhouse gas (GHG) emissions intensity	81	103	SDG13-SDG14-SDG15			
G4-EN19	Reduction of greenhouse gas (GHG) emissions	81	103	SDG13-SDG14-SDG15	<div></div>	<div></div>	<div></div>
EFFLUENTS AND WASTE							
G4-EN23	Total weight of waste by type and disposal method	85-86	102	SDG3 –SDG6 –SDG12	<div></div>	<div></div>	<div></div>
PRODUCTS AND SERVICES							
G4-EN27	Extent of impact mitigation of environmental impacts of products and services	43-47, 81-87	102	SDG8 –SDG13 –SDG15	<div></div>	<div></div>	<div></div>
COMPLIANCE							
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	73	102	SDG16		<div></div>	<div></div>
TRANSPORT							
G4-EN30	Significant environmental impacts of transporting products and other goods and materials used for the organization’s operations, and transporting members of the workforce	84	102	SDG11 - SDG12 - SDG13	<div></div>	<div></div>	<div></div>
OVERALL							
G4-EN31	Total environmental protection expenditures and investments by type	81-87	102	SDG7-SDG9-SDG12-SDG13-SDG15-SDG17	<div></div>	<div></div>	<div></div>
SUPPLIER ENVIRONMENTAL ASSESSMENT							
G4-EN32	Percentage of new suppliers that were screened using environmental criteria	51	97	SDG11	<div></div>	<div></div>	<div></div>
G4-EN33	Significal actual and potential negative environmental impacts in the supply chain and actions taken	51	97	SDG11	<div></div>	<div></div>	<div></div>
SOCIAL							
G4-DMA		16	90-95	SDG5 - SDG8		<div></div>	<div></div>

LABOR PRACTICES AND DECENT WORK

EMPLOYMENT							
G4-LA1	Total number and rates of new employee hires and employee turnover	18	90	SDG5 - SDG8	●	●	●
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operations	34-37	94-95	SDG5 - SDG8		●	●
G4-LA3	Return to work after parental leave	34	94	ODD5-ODD8	●	●	●
G4-LA4	Minimum notice periods regarding operational changes (i.e. collective labor agreements)	37	94	ODD5-ODD8	●	●	●
OCCUPATIONAL HEALTH AND SAFETY							
G4-LA5	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	34, 36	94-95	SDG3-SDG8	●	●	●
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	36	90, 95	SDG3-SDG8	●	●	●

GENERAL ELEMENTS OF INFORMATION				Grenelle II	Global Compact	ISO 26000
Indicators and DMA*	CSR2015 Page	RD2015 Page	Sustainable Development Goals (SDGs)			
G4-LA7 Workers with high incidence or high risk of diseases related to their occupation	36	94-95	SDG3-SDG8	•	•	•
G4-LA8 Health and safety topics covered in formal agreements with trade unions	34	95	SDG8	•	•	•
TRAINING AND EDUCATION						
G4-LA9 Training	28-31	91	SDG4 - SDG5 - SDG8	•	•	•
G4-LA10 Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	28-31	91	SDG8	•	•	•
G4-LA11 Percentage of employees receiving regular performance and career development reviews, by gender and by employment category	37	93-94	SDG5-SDG8	•	•	•
DIVERSITY AND EQUAL OPPORTUNITY						
G4-LA12 Composition of governance bodies and breakdown of employees per employee category	19-27	91-93	SDG5-SDG8	•	•	•
EQUAL REMUNERATION FOR WOMEN AND MEN						
G4-LA13 Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	19-27	57-81, 94	SDG5 - SDG8 - SDG10	•	•	•
SUPPLIER ASSESSMENT FOR LABOR PRACTICES						
G4-LA14 Percentage of new suppliers that were screened using labor practices criteria	51-52	95	SDG5 - SDG8 - SDG16	•	•	•
G4-LA16 Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms	76		ODD16	•	•	•
HUMAN RIGHTS						
NON DISCRIMINATION						
G4-HR2 Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations	66	95	ODD8 - ODD17	•	•	•
G4-HR3 Total number of incidents of discrimination and corrective actions taken	19-27	91-93	SDG5 - SDG8 - SDG16	•	•	•
G4-HR10 Percentage of new suppliers that were screened using human rights criteria	66	95	SDG8 - SDG17	•	•	•
G4-HR12 Communication and training on anti-corruption policies and procedures	76		SDG16	•	•	•
SOCIETY						
LOCAL COMMUNITIES						
G4-SO1 Number of grievances about human rights impacts filed, addressed, and resolved	20-27, 59-68	96-99	SDG1	•	•	•
ANTI-CORRUPTION						
G4-SO3 Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	72	100	SDG16	•	•	•
G4-SO4 Communication and training on anti-corruption policies and procedures	72	100	SDG16	•	•	•
G4-SO5 Confirmed incidents of corruption and actions taken	76	100	SDG16	•	•	•
ANTI-COMPETITIVE BEHAVIOR						
G4-SO7 Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	76	100	SDG12		•	•

GENERAL ELEMENTS OF INFORMATION				Grenelle II	Global Compact	ISO 26000
Indicators and DMA*	CSR2015 Page	RD2015 Page	Sustainable Development Goals (SDGs)			

PRODUCTS RESPONSIBILITY

COMPLIANCE

G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	76	100	SDG12		●	●
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SUPPLIER ASSESSMENT FOR IMPACTS ON SOCIETY

G4-SO9	Percentage of new suppliers that were screened using criteria for impacts on society	51-52			●	●	●
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GRIEVANCE MECHANISMS FOR IMPACTS ON SOCIETY

G4-SO11	Number of grievances about impacts on society	76	100	SDG16		●	●
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CUSTOMER HEALTH AND SAFETY

G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	43-47, 56-58	98	SDG12	●		●
G4-PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes	76	100	SDG12	●		●

PRODUCT AND SERVICE LABELING

G4-PR3	Type of product and service information required by the organization's procedures	43-47, 56-58	98	SDG12	●		●
G4-PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by types of outcomes	76	52	SDG16	●		●
G4-PR5	Results of survey measuring customer satisfaction	41-43	96	SDG12			●

MARKETING COMMUNICATIONS

G4-PR6	Sale of banned or disputed products	76	30	SDG16	●		●
G4-PR7	Incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes	76	30	SDG16	●		●

CUSTOMER PRIVACY

G4-PR8	Number of substantiated complaints regarding breaches of customer privacy and losses of customer data	76	98, 100	SDG16	●		●
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COMPLIANCE

G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	76	100	SDG16	●		●
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SECTORIAL ELEMENTS OF INFORMATION		CSR 2015	RD 2015	SDG
G4-MM1	Significant funding and other support received from non governmental sources	8		SDG2- SDG5 - SDG7 - SDG8 - SDG9
G4-MM2	Methodology for assessing and monitoring adherence to content creation values	72	100	SDG12
G4-MM3	Actions taken to improve adherence to content creation values, and results obtained	72	100	SDG12
G4-MM4	Actions taken to improve performance in relation to content dissemination issues (accessibility and protection of vulnerable audiences and informed decision making) and results obtained	43-49	97	SDG12
G4-MM5	Number and nature of responses (feedback/complaints) related to content dissemination, including protection of vulnerable audiences and informed decision making and accessibility, and processes for addressing these responses	76	100	SDG12
G4-MM6	Methods to interact with audiences and results	74-75	100-101	SDG12
G4-MM7	Actions taken to empower audiences through media literacy skills development and results obtained	73, 75	100	SDG4 - SDG17

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