PUBLICIS GROUPE

2009 Corporate Social Responsibility Report

Sommaire

Social

Cultural

Governance

Environment

Opening by **Maurice Lévy**

Today Publicis Groupe is the world's third biggest communications group. Our business has always been to help our clients (such as companies, brands, and institutions) with development strategies for their products or services. We work to build their image and reputation by managing relations with their target audiences.

The value of our service offering lies predominantly in our ability to fully grasp and anticipate our clients' needs, as well as our extensive knowledge of consumer behaviour, various market trends and changes in public opinion. We are therefore able to offer our clients the most relevant, appropriate, creative and effective communication plan to help them reach their goals.

Ever since its foundation, our company has overseen its growth and its economic and social development with a constant focus on durability. Durability of communications campaigns developed for our clients, of concepts and, of course, of client relations. It was only natural that this same principle - one that is synonymous with sustainability - would inspire our internal relations and our development.

Our very future depends on the quality of our employees, their motivation, the quality of teamwork, and individual as well as collective creativity. We have successfully developed tools, methods and

technology - after all, technology not only strongly influences consumer trends and behaviour, but also shapes the society of tomorrow. It is the men and women of Publicis Groupe, however, that truly bring the solutions to our clients, and this is why we believe everything happens through them. As our corporate purpose states, "nous croyons en l'homme". We certainly do, and we have established a framework of values, which are the pillars of Publicis Groupe's true purpose.

The critical issue for all of us is to work towards preserving the planet through the principles of sustainable development. At Publicis Groupe, we want to contribute as best we can.

In 2008 we defined the four pillars of our Corporate Social Responsibility (CSR) policy:

- Social: what we do for our employees,
- Cultural/Communities: what we do for our communities,
- Governance/Economics: running our business in an ethical and profitable way,
- Environment: doing our part to help protect the environment.

We have to be able to juggle these goals while ensuring the Groupe's development, for this – and this alone – leads to job creation. This is our mission during, and despite, the crisis.

Maurice Lévy
Chairman and CEO of Publicis Groupe

Social

Cultural

Governance

Environment

Keynote remarks

Since 2008, Publicis Groupe has undertaken a more structured approach to Corporate Social Responsibility (CSR) reporting and, in 2009, this resulted in its first formal report. This new approach meets two requirements: firstly, the Groupe, its networks and agencies have, for a number of years, engaged in a wide range of initiatives which have resulted in a number of best practices that are now focussed on the same objectives; secondly, it was necessary to adopt a recognized method of CSR reporting in order to make these actions and the results achieved more visible.

The Groupe's CSR vision is in line with the strategy it has adopted since its creation. As Maurice Lévy recalls, the notion of durability has always been a strong pillar, guiding not only the spread of our activities and new undertakings, but also our growth (both internal and external), relationships with our clients, our employees, our shareholders, our suppliers and with all other stakeholders.

15 years ago, the Groupe issued its code of business ethics entitled Our Principles and Values. This code is circulated to all employees and is accessible on the Publicis Groupe website; its 14 chapters outline the fundamental principles of a strategic vision, a responsible policy, and a position aiming to leave its mark on history. In 2000, the Groupe published its PCPs (Publicis Groupe Corporate Policies, volumes I and II), today known as Janus, which bring together all the elements of the Groupe's Code of Conduct and the internal rules concerning the management, organization and operation of the units (agencies) and the Groupe. This document is a reference for all managers, who are responsible for sharing it with their employees, according to the adage "Ignorance of the law is no defence". Although the Groupe is very decentralized, Janus creates a solid basis for the processes and rules of management.

This approach takes into account recent developments in sustainability challenges, both at a regulatory level, as well as those at the very heart of society in numerous countries. In 2008, the Groupe chose to articulate its Corporate Social Responsibility policy around 4 major axes: social, cultural/ communities, governance / economics, environment. We consider our CSR

Social
"Increase Skills"

Work Efficiently and Feel good

Environment
"Consume Less"

Care for our Environment and Ourselves

Governance & Economics
"Ensure an ethical and profitable management"

Anticipate and Control

Cultural/ Communities
"Participate in Society"

Be an Active Citizen

Social

Cultural

Governance

Environment

activities to be part of a long and ongoing process. They respond to the logic of permanent progress – a *continuum* – in which Groupe initiatives are combined with a number of actions taken locally, at the level of each network, agency or unit.

At this stage, the Groupe has chosen to focus on applying CSR principles to its own organization, without including products and services provided to clients. It did so by activating and/or prioritizing various projects, and implementing methods to evaluate and measure what the Groupe is already doing. A summary of the GRI (Global Reporting Initiative) indicators used for this first exercise can be found at the end of each chapter, with reference to the equivalent elements in the French 2002 NRE law, and references to the 10 Principles of the United Nations Global Compact, which the Groupe signed in 2003.

Methodological note:
In 2009, Publicis Groupe chose to follow GRI (Global Reporting Initiative) guidelines.
At the end of each of the 4 chapters there is a table summarizing GRI indicators used by the Groupe, with the equivalent items in the French NRE law and in the United Nations Global Compact.
*The quantitative data in each of the four chapters of this CSR report was calculated using two different levels of coverage: the basis for calculation was either the entire Groupe – representing nearly 700 units - that is 95% or more of its employees (in which case the figures are followed by A), or a second calculation basis covering between 85% and 95% of employees (indicated by A'). This variation in reporting is due to the fact that the reporting is in its first year. Finally, statistics followed by an * mean that the 2009 figures refer back to the figures under the same item in the 2008 Annual Report but with a coverage which is not comparable, either in terms of method or spread.*
This CSR report should be read along with the Publicis Groupe 2009 Reference Document (accessible on www.publicisgroupe.com). This public document includes a significant amount of information required in the framework of the GRI model, in

particular in relation to the description of the organization, its activities, its markets, its financial accounts and its risk factors. For some questions, we therefore refer back to the 2009 Reference Document, in order to avoid repetitions.

Comments:
The following will be quoted on several occasions:
- *Our Principles and Values, the Publicis Groupe internal code of business ethics, written 15 years ago, circulated to all employees and available publicly on www.publicisgroupe.com*
- *Janus, which is the new name for "Publicis Groupe Corporate Principles" (PCPs volumes I & II), the internal code which brings together all the operational and organizational rules of the Groupe and applies to all managers and their teams. This document is for internal use only. The "Code of Conduct: Groupe Standards of Conduct and Behavior", and the "Code of Conduct: Specific Standards for Groupe CEO, Groupe CFO, and Brand CEOs and CFOs" are accessible publicly on www.publicisgroupe.com*
- *The 2009 Reference Document, the official report on the company, is also publicly available on www.publicisgroupe.com*

Chapter 1 – **Social**

What the Groupe / networks / agencies are doing for their employees.
Our policy: to increase our teams' skills
Our objective: to ensure that employees can be efficient and feel good at work.

1.1 Main Key Figures:

2009: Publicis Groupe has **45,000** employees, a figure that remained almost unchanged from 2008 as a result of two factors: Firstly, overall headcount was reduced due to decreased activity during the economic downturn, and employees who left the company voluntarily were not replaced. The crisis was managed on a case-by-case basis in order to avoid large scale layoffs, and a hiring freeze was put into place in 2009. Secondly, this reduction in staff was compensated by the Groupe's acquisition and integration of new entities (such as Razorfish).

Breakdown of employees by geography:
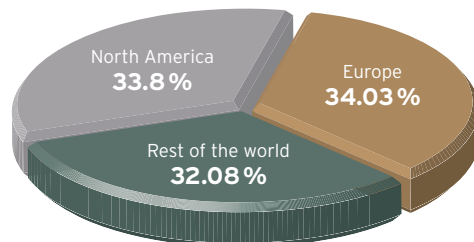
Average employee turnover is **26% (A)***.

Gender Balance (A):
Women **52%**   Average age: 32 years
Men **48%**   Average age: 34 years
(NB: in the top 20 countries in which the Groupe is present, the breakdown is 55% women and 45% men)

Number of women in senior management positions:
On 31st December 2009, the Supervisory Board, chaired by Ms Elisabeth Badinter, included 5 women among its 14 members, representing 35.7% (Ms Noëlle Meyer resigned in November 2009; prior to her departure, the Board included 6 women among 15 members, amounting to 40%)
The Management Board (*Directoire*) is composed of 5 men of 3 different nationalities.
The P12 (Executive Committee) includes 2 women among its 13 members (15%) and 4 different nationalities are represented.
The Management/Executive Committees of the networks and agencies throughout the Groupe are **42% female (A)**.

1.2 Diversity

The Groupe views the challenges of diversity in the widest possible sense. More than just a signature, *"Viva La Difference!"* is an inherent reality guiding the development of Publicis Groupe. The Groupe has

always encouraged diverse and multidisciplinary teams, and every employee – both male and female – has his or her place within it.

In its internal code of business ethics *(Our Principles and Values)*, as in Janus, Publicis Groupe stresses the fact that employees must be chosen *"for their professional qualities without any exclusion, preferential treatment, or discrimination"*. Diversity is an essential part of "La Difference" for the Groupe.

However, the notion of diversity is analyzed or understood differently according to each country: it can be based on precise, yet varying, evaluation criteria, making Groupe-wide reporting particularly challenging.

Some important Groupe diversity initiatives:

• **In France**, the Groupe adheres to the French Diversity Charter (www.charte-diversite.com), which can be summarized as follows:
[NB: the Groupe has not signed the Charter because it considers the wording of article 3 too restrictive].
  1. *Raising awareness and training managers and employees about the principle of non-discrimination; [...]*
  2. *Respecting and promoting the application of the principle of non-discrimination; [...]*
  3. *Aiming to reflect the diversity of society; [...]*
  4. *Informing all employees about the commitment to non-discrimination; [...]*
  5. *Diversity policy: a matter for dialogue with employee representatives; [...]*
  6. *Including a chapter on diversity in the Annual Report; [...]*

• **In the United States**, Publicis Groupe established the Groupe Diversity Council, in 2007. This council is an internal committee consisting of approximately 20 managers from different networks, each with an active role in terms of diversity, recruitment and integration of units.

The council meets roughly every 2 months and has two key objectives: firstly to increase the ability of each network to improve in terms of diversity, and secondly to lead joint initiatives on behalf of the Groupe. Members of the committee include Leo Burnett, Publicis, Saatchi & Saatchi, Kaplan Thaler Group, VivaKi - Digitas, ZenithOptimedia, StarcomMediavest Group - Publicis Healthcare Communications Group, and the MS&LGroup.

The Groupe Diversity Council began by working on compiling best practices and common definitions in order to focus thoughts and guide its actions.

In 2009, it concentrated efforts in five main areas:

• **"Leadership Commitment Involvement"**
This council allows network managers to be regularly informed and involved in different diversity initiatives. Managers from several networks have participated in training programs on diversity. Projects collaborating with non-profit organizations have been launched, establishing a number of constructive relationships between agencies and diversity experts.

• **Education/Training on Diversity**
Each network has developed its own diversity employee awareness program, in line with its corporate culture. For example, 50% of Saatchi & Saatchi's teams worldwide have already participated in a general awareness session; at the Kaplan Thaler Group, all employees are able to benefit from an online program; at Digitas, 100% of senior

managers and 50% of mid-level managers have participated in awareness/information sessions.

Several initiatives involving small groups of women Groupe-wide were set up at the Black Enterprise Women of Power Summit, linking agencies and clients.

Finally, a number of different cross-brand "Affinity Groups" were created in several networks: GLBT (Gay, Lesbian, Bisexual, Transgender), New to New-York, Women's Group, Mothers' Group, and Multicultural Group, to name a few. These were in line with the Starcom MediaVest Group L.I.N.K.S. programme (Lifestyle & Interest Networks for Knowledge and Support).

• Recruitment
In 2009, despite the hiring freeze, emphasis was on promoting our industry with the U.S. trade organization, the American Advertising Federation (AAF). For example, the "Most Promising Minority Students" were able to learn about the sector and have meetings and discussions with managers from the Groupe's networks and agencies. Leo Burnett should be mentioned in particular: in 2009, the Chicago agency, together with the AAF, welcomed a group of 320 students from all over the United States, for a "discovery" day about the communications industry.

Publicis Groupe also participates, through all its networks, in the "Multicultural Advertising Internship Program" (MAIP) which allows interns from varied cultural backgrounds to be taken on.

Finally, more traditional programs are being pursued with schools and universities (similar to the Mosaic "program").

• Business Imperative
A collaborative operation involving all of the networks was initiated to establish relationships that allow discussions and action on diversity with some of the Groupe's clients. These discussions make it easier to integrate the clients' expectations of their agency, and for clients to better understand the organization of the agency, its policy and its needs; then for the two to consider joint initiatives together.

• Corporate Responsibility & Community Involvement
A roundtable was organized in partnership with Howard University, bringing together several agencies to review the development of industry-wide best practices. Agencies were then free to adjust the initiatives to their local communities.

At the same time, a number of different actions were taken with American professional trade organizations to extend work started in 2008, aiming to facilitate the "discovery" of our profession through meetings with students at specific events.
Finally, the Groupe was actively present, through its networks, at events such as "Ad Colors Awards" or the "Black Enterprise Women of Power Summit".

Examples of concrete actions taken in specific countries include the following:

• In Spain, the law now requires companies of a certain size to put into place an action plan concerning "Equal Employment Opportunities". **Leo Burnett Spain** was inspired not only to work on the challenges of equal male/female recruitment but also to look for concrete solutions to improve the work/life balance for everyone.

• **In Germany**, **Publicis agencies** sent 20 interns taking part in a "discovery" program, on a real journey during the course of their internship. The interns spent one or two weeks at another agency in Germany, and the experience allowed them to see the same organization in a different light and to learn about flexible corporate culture.

• **In France**, the law requires companies to implement initiatives in favour of "senior" employees (those over 50 years old); **the Groupe** has therefore signed a commitment aimed at maintaining the number of posts for senior employees within its units.

• **Saatchi & Saatchi Los Angeles** ensured that 200 employees (2/3 of its workforce) participated in the "Multicultural Advertising Training Program", allowing them to improve their awareness of the different communities in the city, and establish a relationship with them.

1.3 Employee Evaluation

The employee evaluation process is not carried out with the same regularity in each agency. We continue to work on standardizing the different evaluation criteria from one network to another, while preserving elements and priorities specific to each network.
In 2009, more than **67%** (A')* of employees had a formal evaluation.

1.4 Internal Mobility

The size of the Groupe allows for numerous opportunities concerning internal mobility. The chance to evolve within the company is a very appealing aspect to employees, and also enables the Groupe to maintain its staff's loyalty. Transfer requests can concern increased responsibility, change of discipline, as well as geographical mobility. The Groupe's decisions are made on a case-by-case basis.

A new indicator will be tested in 2010.

1.5 Training

2009 was paradoxical: because of the economic crisis, some training programs were put on hold, while others were expanded. However, in spite of economic constraints, Groupe networks and agencies are eager to re-run training programs, and initiate new ones. These programs are a professional necessity for employees and they also demonstrate the Groupe's strong commitments to its teams.

As an extension of the major training directions already undertaken in 2008, the acquisition of digital skills is still a major priority, as is the improvement of managerial skills in general.

The Groupe has continued with one of its two programs: the Executive Development Program (EDP), which brought together 105 employees during the year, with 3 sessions; on the other hand, the Peak Performance Program (concerning the culture of the Groupe) was suspended.

In 2009, more than **47%** (A')* **of employees received training** either internally or externally.

• **Some of the biggest or most original training programs of 2009:**

• **Saatchi & Saatchi** rolled out a major campaign through its Lovemarks Academy. A dozen countries were covered in 2009; 600 employees received two days of training based on case studies, on sharing best practices and on the network's "Lovemarks" culture. This year, Saatchi & Saatchi introduced a new element around the idea of sustainable development, dedicated to the "True Blue" approach – it not only applied to the life of the agency, but also to the work carried out for clients: "No Sustainability, no Lovemark".
In the digital field, in 2009, 300 employees, notably in Europe and in China, participated in the "Sisomo" session, a two-day workshop on creativity applied to digital techniques.

• **Publicis Germany** carried out a significant digital training campaign for teams (on a range of new applications and solutions) in a module designed over several days with the Berlin Institute of Electronic Business (IeB)/University of Arts, which allowed 300 participants with different roles, to acquire new skills and to master a larger number of digital approaches and techniques for marketing and communication.

• **Leo Burnett USA** maintained its efforts by allowing nearly 2500 employees, from 44 countries, to benefit over the year from an internal training session on different themes linked to the culture of the network (2 to 3 days/session).
Leo Burnett USA rolled out its existing "TANK" module into a longer 10-day version, allowing 50 employees (mainly new recruits) to familiarize themselves with the culture of the network, to master all levels of the "HumanKind" philosophy and to learn to use it in a business context. The goal is for the team to adopt the HumanKind principles and learn to visibly integrate the philosophy into recommendations made to clients.
One effort centered on two more specific workshops that brought together 60 network employees, "HumanKind Mindset, Ways and Means Workshops" and "HumanKind Train-the-Trainer ".
Leo Burnett also focussed on leadership sessions for its senior management.

• **MS&L** also concentrated its training workshops on digital and management. In the United States, 90 employees followed a session dedicated to social media on the use of new practices and on the new challenges in media relations. Elsewhere, across Europe and the United States, more than 150 employees (young managers) followed one of three programs dedicated to improving managerial skills. These programs taught basic techniques for taking responsibility, managing projects, identifying and implementing key factors for efficient collaboration with clients, and others.

• **Fallon** carried out a great deal of training through on-line applications. In the digital field, 60 employees followed several one-hour sessions, carried out over several days; some sessions were also open to external internet users (several hundred). This approach put employees in a situation in which they could directly experience the interactivity of social networks.

• **VivaKi/Digitas** continued its annual in-house program allowing each employee to keep up with new digital applications: this framework creates the strength of the Digitas teams. VivaKi developed another

program entitled "Management Development Services" aimed at increasing the management skills of its leaders with 5 modules (180 people benefitted in 2009).

• **VivaKi** greatly expanded its "Manager Mindset" in 2009, which translated into numerous internal workshops aimed at employees with managerial responsibilities, on the challenges of "mutual respect" and "inclusion" (400 employees participated across VivaKi: Digitas, Starcom MediaVest Group and ZenithOptimedia).

• **Starcom MediaVest Group** launched a "priority" program aimed at teams responsible for client projects (accounting for approximately 120 employees) to reinforce their skills, in order to better anticipate and accompany their clients' needs.

Finally, several agencies developed on-line training modules, with either proprietary content or content designed with third-party experts (universities, schools, experts, partners etc.).

1.6 Agency Climate

Internal "climate" surveys are carried out among employees annually or every two years, and the results provide our networks with an overview of employees' expectations, both from an individual and a collective point of view. The findings also indicate the degree of team cohesion and level of commitment.

In some networks, the results of the climate surveys are taken into account for managers' evaluations.

In 2009, **53% of Groupe employees** responded to the internal climate surveys carried out by their network.
(Surveys carried out in 2009 covered more than 70% of the Groupe workforce).

A qualitative and non-exhaustive summary of the main surveys carried out by the major networks in 2009, (noting that there are evidently discrepancies within the same network, and from one network to another on the same item) presents the following main findings:

Strengths identified:

• In general, managers are appreciated by their teams, and this is for a number of reasons: their vision and their management skills, their contribution to the design and execution of campaign projects, and their commitment (to employees, clients, etc.)

• There is a real pride in being part of the company, which is as high as 80/90% for some networks and/or agencies; and this pride can be due to inspirational management, the culture, the work achieved for clients, or the potential for professional development.

• For agencies that develop a new positioning, employee appropriation of these developments always takes a little time; however new positioning is eventually seen as something positive and reinforces employee cohesion.

• Employees appreciate autonomy in their work, regardless of the role and responsibilities given to them. This autonomy makes them feel genuinely responsible and in charge of their mission.

Weaknesses identified:

• Employee expectations were not always met in terms of recognition (not only financial).

• Limited means (teams, resources...). Meeting the increasing, and more exacting needs of our clients was particularly challenging during the economic crisis.

As a company providing intellectual services, we have always said that our raw material is the "grey matter" of our employees; this is the Groupe's fundamental asset.

The employment contract defines the relationship between any agency and any Groupe employee; it respects the framework of the local laws and regulations on workers' rights. Belonging to an international network allows employees to share a culture, a vision of their work and to work with common methods.

Working conditions and environment are important aspects. In the Groupe's internal code of business ethics, Our Principles and Values (chapter VI), as well as in Janus - Code of Conduct, our commitment to employees emphasizes 4 important dimensions:

1. The commitment to fulfilment: the Groupe's commitment to offer all its employees *"a humane environment and structure that will allow each person to be satisfied in their work, free in their expression, to be free to themselves, to progress and find fulfilment"*.

2. The commitment to truth: the commitment of the Groupe *"to keep its staff fully informed about its situation, its future, and its short, medium and long term strategies and projects"* whilst respecting the common rules and legislation on information.

3. The commitment to loyal solidarity: the Groupe's commitment is to *"give priority to collective solidarity for as much, and as long as its capacity to react to market conditions will allow it"*.

4. The commitment to personal development: includes training and the Groupe's ability *"to give all members of its staff every means to develop their professional abilities"*, and to intervene to increase the employability of each person.

Above and beyond these principles, the Groupe pays serious attention to the following issues:

• Professional relationships and rules of the workplace, within the framework of a more intensified and demanding work environment (as found in several other industries as well).

• Training - internal and/or external: acquisition and consolidation of knowledge and skills are essential to employees, to the agency/ the Groupe, and to our clients.

• Diversity in its broadest sense: the wealth arising from a mix of cultures, particularly within international teams, is a real asset. But diversity must be embraced in all its forms (gender, ethnicity, age, origin, culture, knowledge, disability, and others).

1.7 Pay / Incentive / Employee Shareholders

For the majority of employees (excluding top management), salaries are quite often made up of a fixed (main) and a performance-based (variable) part (within the legal framework in each country). The latter generally depends on a number of criteria, but mainly the success of the employee's unit and his/her personal involvement.
Publicis Groupe has various stock option schemes for members of the Board, managers and employees *(see 2009 Reference Document pp. 109-113)*.

In March 2009, the Groupe decided to strengthen the link with its employees and associate them with its development by gradually rolling out a plan giving 50 free shares to each employee (the "Free Shares Program"). Upon its completion, the program will represent approximately 1% of current capital.

In addition, in 2009, a co-investment plan was offered to 160 key managers. 136 have registered for the program, which represents 0.9% of the capital *(see 2009 Reference Document pp.109-113)*.

GRI Indicators - Human Rights

GRI	Section: Investment and Procurement Practices	Comments	French NRE Law	Global Compact (UN)
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening	• Janus (Code of Conduct - CSR section) specifically refers to the 10 principles of the United Nations Global Compact, not only as a reference, but also as a model to be widely shared. • Our "investment" in Human Rights can be evaluated on the basis of the causes we support with *pro bono* campaigns. We support associations, NGOs or institutions that are directly active for this cause and which, in themselves, have an obligation for transparency. The theme of Human Rights represents approximately **15%** of *pro bono* campaigns.		Art. 1 Art. 2
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations; percentage of employees trained.	• Almost all new employees joining the Groupe attend an introductory seminar on the network they are joining and on the Groupe, during their first few days or weeks of employment. The duration and content varies from one network to another, but information is given about the Groupe's culture, values, organization, operation and its rules. Adhesion to the United Nations Global Compact is emphasized as an important commitment and as one of the elements linked to Groupe culture. NB: "human and mutual respect" is one of the key phrases found within the different cultures at each network, not only at the Groupe level. • For the last few years, the Groupe procurement team has systematically included a CSR questionnaire in its tender offers for supplier contracts to be signed at the Groupe level. The goal is to obtain precise information on human rights policies (and the rules of employment law) of the manufacturing and/or service companies approached, particularly if there are production sites across the world with different practices.	Art. 148 2.9	Art. 1 Art. 2

Social

Cultural

Governance

Environment

GRI	Section: Non-discrimination	Comments	French NRE Law	Global Compact (UN)
HR4	Total number of incidents of discrimination and actions taken	Although some agencies have already had discrimination claims brought against them (especially in the USA), the tribunals have never recognized or upheld these claims as admissible or relevant in their rulings and the agencies have never been found liable. For several years, we have had measures in place designed to anticipate and prevent potential difficulties. For example, in training sessions in the USA, particularly those on "Basic Management Principles" aimed at employees who have been promoted internally to new functions with executive responsibilities, we have developed knowledge of the judicial and legal framework on this subject, as well as of performance challenges. Non-discrimination is an integral part of the content. It is clearly stated in Janus, which sets forth the values of the Groupe, that we must select and recruit employees solely for their professional qualities (skills and experience) *"without any exclusion, preferential treatment or discrimination."* It is also clearly indicated in Janus, in the HR chapter (Operating Procedures, General Policies), that *"Publicis Groupe is an equal opportunities employer, and does not discriminate by reason of basis of age, sex, race, sexual orientation, nationality, religion or disability or any other difference."* Within the framework of their own Human Resources policies, all networks use the same type of firm commitment to *"equality of opportunity"* and state that *"everyone must be treated equally, without any form of discrimination"*. This information appears in the welcome documents given to each new employee.	Art. 140 2.6	Art. 1 Art. 6
GRI	Section: Ban on child labour	Comments	French NRE Law	Global Compact (UN)
HR6	Operations identified as presenting a significant risk of involving child labor; measures taken to help prevent this type of labor.	Our operations are not directly concerned with this type of potential risk, in view of the profile of the employees recruited for our service activities. However, it is important to note that it is clearly specified in Janus (Operating Procedures - General Policies) that all our operations must strictly comply with international rules on the "prohibition on employment of child workers and the minimum working age". Our aim is to share this obligation with all our suppliers, particularly at a local level, in order to increase respect for, and the application of the rules of the Global Compact.		Art. 5

Social

Cultural

Governance

Environment

GRI Indicators- Employment, Social Relations and Work

GRI	**Section: Employment**	Comments	French NRE Law	Global Compact (UN)
LA1	Total workforce by type of work, contract of employment and geographical area.	The total number of permanent employees in 2009 stood at **45,000 people**. *(see Chapter 1.1)* Gender balance: **Women 52% (A) - average age = 32 years** **Men 48% (A) - average age = 34 years** Freelance: our agencies occasionally use freelance workers to temporarily reinforce a project team. Use of interns: our agencies welcome interns from a variety of different educational backgrounds and at various stages of their education, from high school graduates to degree-holders. The average length of an internship is around 3 months (minimum 1 month, maximum 6 months).	Art. 148-2.1a	
LA2	Staff turnover by number of employees and by percentage, by age range, sex and geographical area.	Workforce turnover for 2009 was **26%** (A)* *(see Chapter 1.1)*. Turnover rate is calculated by dividing the total number of leavers (over the previous twelve months) by the average permanent headcount (over the same period).	Art. 148-2.1a	
LA3	Benefits provided to full-time employees, which are not given to temporary staff, fixed term contract employees or part-time employees, by major activities.	**99%** (A) of the workforce receives social security coverage (provided by the state and/or by the company, according to the law and to commitments made as an employer). The status of freelance workers requires them to obtain their own social security coverage (varies according to country and existing welfare and insurance schemes) NB: In 2009, work was undertaken towards standardizing social security coverage for expatriates, regardless of their country of origin and the country of their assignment.	Art. 148-2.4	Art. 3

Social

Cultural

Governance

Environment

GRI	Section: Labor / Management Relations	Comments	French NRE Law	Global Compact (UN)
LA4	Percentage of employees covered by collective agreements.	A Groupe indicator was tested in 2009 to evaluate the percentage of employees covered by this type of agreement. Difficulties remain over the headings, their content and scope. It will therefore be refined in 2010. The code of business ethics, Our Principles and Values, clearly states that the Groupe strives to establish a working environment that provides its employees with *"freedom of expression"*. Above and beyond this general principle, some countries and/or professional organizations have set up collective or professional agreements that offer additional guarantees on employer/employee relations, working conditions and welfare guarantees. The Groupe supervises the application of these rules in its different units within the same country.	Art. 148-2.4	Art. 3
GRI	**Section: Occupational Health and Safety**	Comments	French NRE Law	Global Compact (UN)
LA8	Education, training, counsel, risk prevention and control programs put in place to help employees, their families or members of the local community in the case of serious illness.	Publicis Groupe has health risk prevention measures that can be put into place on request. These measures were put into place during **the H1N1 Flu outbreak in 2009**. In 2009, with the risk of an H1N1 flu pandemic, the Groupe extended an information and communication program to reach all of its employees. This program had already been implemented for SARS, but only in the Asia Pacific zone. In the case of H1N1 flu, the Groupe took responsibility for translating the reference documents on basic information and preventative measures into 14 languages, using information tools available from the World Health Organisation (WHO). The Groupe coordinated the provision of necessary items, such as masks and antibacterial gels. Regional monitoring was instigated to keep track of the flu's progress from one season to the next. This Groupe-wide exercise covered all 45,000 employees, and gave Groupe management experience with a wide-ranging operation and the opportunity to test the assumptions of business continuity plans in real time. This very important project was carried out through a close relationship between agencies and internal Re:sources teams (Shared Services Centers - SSCs) for operational deployment in each unit and day-to-day support (continuous monitoring of the pandemic on a global level was provided by a third party, SOS International). On a permanent basis, within agencies and according to the health-related issues at stake - cyclical or structural – the management is required to provide clear information to all employees (and their families, if necessary).	Art. 148-2.5 Art. 148-2.6	

Social

Cultural

Governance

Environment

GRI	Section: Training and Education	Comments	French NRE Law	Global Compact (UN)
LA10	Average hours of training per year, by employee and by professional category.	In 2009, the Groupe provided almost 64,000 days of training, and **47%** (A') of employees followed a training course (internal or external). Apart from online training sessions which have a short format (1 to 2 hours), "live" sessions last at least half a day, while some training sessions can last 10 days spread over the year. Within the Groupe, the most common format is a 2-day training course. *(See chapter 1.5)*	Art. 148-2.6	Art. 6
LA11	Programs for skills development and lifelong learning which support the continued employability of employees and assist them in managing career endings.	The internal code of business ethics Our Principles and Values (chapter VI) states that the Groupe considers it has an obligation to its employees in terms of career development through training, so that they can *"acquire that most precious of qualities, "employability", i.e. the possibility of evolving as much within the Groupe as in the job market in general".* *(See chapter 1.5 for examples of different training programs run within the Groupe.)*		Art. 6
LA12	Percentage of employees receiving regular performance and career development reviews.	In 2009, **67%** (A') of employees had a formal evaluation. *(See chapter 1.3)* Janus (Operating Procedures - HR Compensation) clearly recommends that employees should be evaluated once a year.	Art. 148-2.3	

Social

Cultural

Governance

Environment

GRI	Section: Diversity and Equal Opportunity	Comments	French NRE Law	Global Compact (UN)
LA13	Composition of governing bodies and breakdown of employees by sex, age range, membership of a minority Groupe and other indicators of diversity.	*(See chapter 1.1.)* Gender Balance (A): **– Women 52% (average age: 32 years)** **– Men 48 % (average age: 34 years)** Governing bodies and general management • On 31st December 2009, the Supervisory Board, chaired by Ms Elisabeth Badinter, included 5 women among its 14 members, representing 35.7% (Ms Noëlle Meyer resigned in November 2009; prior to her departure, the Board included 6 women among 15 members, amounting to 40%) • The Management Board (*Directoire*) is composed of 5 men of 3 different nationalities. • The P12 (Executive Committee) includes 2 women among its 13 members (i.e. 15%), and 4 different nationalities are represented. • Presence of women on Executive Committees throughout the networks: **42%** (A). • Affinity Groupes have been created in the United States, either within a network or combining several agencies: GLBT, New to New York, Women's Group, Mothers' Group, Multicultural Group, etc. • Internal climate surveys: In 2009, **53%** of employees participated in internal climate surveys (71 % of the workforce was polled by their networks).	Art. 148-2.4	
LA14	Male to female basic salary ratio, by professional category.	The principles of the Groupe have always stressed pay equality between men and women of equal skills. An effort to homogenize the definitions of functions and jobs is underway, in order to create a new working basis.	Art. 148-2.5	

Chapter 2 - Cultural/Communities

This section covers the initiatives that the Groupe, its networks and agencies carry out in conjunction with partners, organizations and institutions in various fields.

Our policy: To participate in society
Our goal: To be an economic player, and to be recognized as active within the community

Several local and extremely varied initiatives have been undertaken by the Groupe's agencies and networks. These initiatives are often linked to the immediate environment and direct context of the agencies, making them particularly wide-ranging. The Groupe does not interfere at this level in order to maintain the agencies' close involvement with their communities.

For several years, the Groupe has purposely focused its community activities on *pro bono* campaigns (meaning those carried out free of charge by agencies and networks). This is an area in which the Groupe has a long history. We offer our expertise on causes deemed to be of general interest to organizations, associations and NGOs, and this ongoing work creates a natural bond with society.
For two years now, the Groupe has decided to take a closer look at all of the other contributions it makes, and to take an inventory of the different initiatives in place.
This relatively comprehensive inventory has shed light on two important areas:

• The education field, in which the Groupe has a large number of varied, long-term partnerships with schools and universities, and with education in the broader sense.

• Professional and trade organizations, both within the communications industry, or in business sectors. The Groupe's participation in these organizations allows it to contribute to legal and regulatory developments in our field and/or to improve self-regulation mechanisms.

The goal is now to determine how these other activities can become more effective.

2.1 Relationships with Schools and Universities

Historically, the majority of our agencies have maintained close links with one or two universities or schools in their immediate proximity. Over time, they have worked on educational programs related to advertising and communication, on the content of training courses, operations encouraging the "discovery" of communications professions, and internship programs.

There were two main dimensions to our relationships with schools in 2009: classic contributions (teaching/course content and lectures/speaking engagements), and new programs focused on digital skills

and their new applications both in our industry and in society in general. Educational programs are required to adapt in order to keep pace with the vast changes brought on by the digital revolution.

For a long time now, an important number of managers from all of the networks and several of the agencies have regularly or occasionally taught courses in disciplines related to their professional experience. This close relationship with the younger generation is of utmost importance: in addition to spreading knowledge, it allows our managers to be in direct contact with the expectations and evolution of future generations (who could one day join the Groupe), and who will, above all, become the "citizens" of tomorrow.

In 2009, the Groupe continued to contribute to various educational programs (program sponsoring, etc.). However, its main contribution is not financial, but essentially intangible and intellectual.

Below are examples of long-term relationships the Groupe has built with universities and schools:

a) **Higher education:** several managers teach and/or are involved in activities at the following schools or universities: Phoenix High, Fulham Cross, Henry Compton Schools (UK); London College of Communications (UK); University of Toronto Queens (Canada); Ontario College of Art & Design (Canada); Communication University of China (China) New York University (USA); University of Michigan (USA); University of Chicago (USA); DC Paul University (USA), University of Pennsylvania – Wharton Business School (USA); ISCOM (France), Sciences-Po (France); HEC (France); Stockholm School of Economics (Sweden); University of Puerto Rico (Puerto Rico); Academie Libanai-

se des Beaux Arts (Lebanon); Bahcesehir University (Turkey); Zayed University (UAE).

b) **Joint projects on certain educational programs and/or the content of training sessions:** William and Mary (USA); People's University of China (China); Fundan University (China); London Business School (UK); Professorship at HEC (France); European Institute of Design (IED) (Italy); Higher College of Technology and Zayed University (UAE); Harvard University (USA); Miami Ad School (USA); Northwestern University (USA); Hofstra University (USA); University of Minnesota (USA); Warsaw School of Economics (Poland); PohChang Academy of Arts (Thailand).

c) **Welcome programs** for interns, tours, "discovery" programs for students. Each agency, according to its size or needs, has developed this type of relationship with one or more specialist schools or universities. In this way, schools and universities get to know what is expected of their students on the job market and develop their programs accordingly. Lastly, the agencies have a tradition of receiving interns from both general and highly specialized training courses.
Each year the Groupe receives groups of foreign students for "Discovery" sessions at the head office in Paris (approximately 200 students in total, per year).

The Groupe has also become involved in a program called Mediasmart, specifically designed for children. Initially launched in Canada, today this program enjoys the support of school teachers. The program is also backed by the European Commission. The objective is to educate children about advertising and to help them develop a better understanding and a more critical eye (www.pubmalin.fr).

2.2 Participation in professional organizations (internal and external to the industry)

The Groupe has always played an active role in the industry's representative professional organizations. The goal is to support and encourage as much self-regulation as possible in order to prevent the development of restrictive laws and regulations.

The challenge is not only to be present, but to actively participate. This role naturally falls on agency managers in all countries.

For several years, a new inter-professional, cross-disciplinary approach has been emerging, breaking down the barriers between professions and sectors of activity. Topic-oriented collaborative platforms (e.g. centered on the stakes and challenges of digital technology) are being put into place. It is rewarding to see the positive dynamic generated by these new types of projects, carried out on a cooperative basis with institutions, public and private companies, communications agencies and community stakeholders.

There are also organizations representing the business world in general. In some countries, CEOs sit on commissions and working groups focused on issues that transcend the communications professions (concerning economic, social, regulatory, forward-looking issues, etc.).

Finally, the Groupe's presence at the international level in a number of institutions reflects the value it places on commitment and cooperation (see chapter 3.4).

2.3 *Pro Bono* work: a long and lasting tradition

In 2009, despite the economic crisis and a sharp decline in the number of teams available for such projects, the Groupe carried out **300 *pro bono* campaigns**.

Through this *pro bono* effort, the Groupe has established long-term collaborative relationships with a variety of organizations, some of which go back more than 10 years. These close relationships give us the opportunity to monitor the development of these organizations and to work with them on different projects, as we do with our clients. They also give us an invaluable understanding of the community and its players.

In addition to our *pro bono* projects, several of our agency employees are involved in volunteer work, a particularly widespread practice in the United States, the United Kingdom and the Nordic countries. At the local level, the agency CEO chooses, along with the employees, an organization or association (usually one that is very close to the agency) with which to do volunteer work. This generally means a full day (or two half days, maybe more), when the employees are not at the office but out in the field, helping the chosen association with a regular activity. This type of undertaking, which includes all employees – including the management – is very often a high point in the internal life of the agency. Moreover, through this situation, employees learn about new social and community challenges, and then become direct and indirect advocates for the cause they have helped. Internal mobilization is always very high - more than 95% of employees in some cases, and many express an interest in repeating the experience.

Social

Cultural

Governance

Environment

In other countries, employees become directly involved in general interest projects and causes through what is known in France as *"mécénat de compétence"*. This is similar to the concept of transferring skills and knowledge, when an agency assigns a team to a given organization for a limited period. The agency employees are totally immersed and acquire an understanding of the problem to be dealt with much more quickly. The organization or association in question thus has communications professionals on hand for the duration of a project or a particularly busy period (such as a mobilization campaign). *(There are several other types of free collaboration, which are a combination of different approaches, such as Optimedia Spain's Annual Media Course. This is a type of seminar where the agency sponsors a one-day session with speakers provided by the agency and chosen together with the school. It is reserved for the top students. Its quality and renown make it one of the most sought-after training sessions for students in the media sector).*

Working for a *pro bono* cause is part of normal professional experience within our agencies and is also a matter of pride for our employees.

Some examples of causes supported by the Groupe in 2009:

• Human Rights
Saatchi & Saatchi (Malaysia) for Amnesty International; Publicis Conseil (France) for the International League Against Racism and Anti-Semitism (LICRA); Leo Burnett (Lebanon) for the Hariri Foundation ("Khede Kasra" Women Empowerment Program); Leo Burnett (Korea) for Save the Children

• Poverty
Leo Burnett (UK) for Shelter; Publicis Conseil (France) for Samu Social; Digitas (USA) for Horizons for Homeless Children; Publicis NY (USA) for Planet Finance

• Healthcare
Leo Burnet (Ukraine) for Children of Chernobyl Foundation; Leo Burnett (Czech Republic) for the Bone Marrow Foundation; SMG (Ireland) for the Mater Foundation; Leo Burnett (France) for the Fondation Mimi; Publicis Dialog (France) for Neurodon; Digitas (USA) for Turning White; Fallon Minneapolis (USA) for Camp Heartland; Publicis Dallas (USA) for the Texas SR Hospital for Children

• The Community
Saatchi & Saatchi (New Zealand) for Rodney District Council; Leo Burnett (Hong Kong) for Harmony House; Digitas (USA) for Harlem's Children Zone; Razorfish (USA) for CARE; ZenithOptimedia (USA) for Castlehaven; MS&L London (UK) for Aspire; Starcom (USA) for Open Heart Magic; BBH New York (USA) for Trust Art; Beacon-MS&L (Japan) for Yubari City in Hokkaido; Publicis in the West (USA) for Henry Forks, Idaho

• Environment
F/Nazca Saatchi & Saatchi (Brazil) for SOS Mata Atlantica; Leo Burnett (International) for WWF / Earth Hour; MediaVest (USA) for UNICEF (Tap Project); Publicis Arredodo de Haro (Mexico) for Ecology Institute; Denuo (USA) for Betacup; Leo Burnett (Canada) for Urban Tree Salvage

2.4 Sponsorship

The Groupe's decentralized structure leaves each agency and network considerable leeway to choose its own sponsorship activities. Proximity is always a key factor. The list of *pro bono* campaigns reflects the wide range of causes supported by our agencies.

There is only one *pro bono* project at the Groupe level, and the nature of this project is exceptional: it supports the Global Fund to Fight AIDS,

Tuberculosis and Malaria, and the relationship dates back to 2003. The Groupe decided it was necessary to establish a precise definition of its areas of sponsorship. It wanted to focus resources for obvious reasons of clarity and efficiency, knowing that it unfortunately cannot support all the causes for which it is approached for help. The new Groupe Sponsorship Charter (accessible on www.publicisgroupe.com) defines three major areas of intervention (Groupe-level only):
- Education
- Art / Creativity
- Healthcare

Note: There are few initiatives concerning charity, gifts or initiatives to which the Groupe gives direct financial support, as the Groupe prefers to focus on free collaborative operational support. However there are some events, sadly often dramatic in nature, which call for special mobilization, as was the case for the earthquake in Haiti in January 2010. In several agencies, a financial collection was put into place by employees at the local level, subsequently topped up by the network or the Groupe (the figures will be determined in 2010, as the initiative is still under way).

Social

Cultural

Governance

Environment

GRI Indicators: Community initiatives

GRI	**Section: Community**	Comments	French NRE Law	UN Global Compact
SO1	Nature, scope and effectiveness of programs, assessment and management of program impacts on the community at all stages of progress.	*(See chapter 2.3.)* In addition to *pro bono* campaigns, where our brands provide services to generate information and mobilize energy around causes deemed of general interest, several of our agency employees are involved in volunteer work, which is a particularly widespread practice in the United States, the United Kingdom and the Nordic countries. Volunteer work allows our employees to be directly involved in a local association or organization's day-to-day work. Effectiveness is assessed by feedback from the organizer, which has always been very positive and the impact can be measured by the quantitative and qualitative studies following the campaign, to measure how public opinion evolves on a given subject. On our level, the impact can be measured by the very high level of employee participation (more than 95%) - and their interest in repeating the experience.	Art. 148 2.3	

GRI	**Section: Corruption**	Comments	French NRE Law	UN Global Compact
SO2	Percentage and total number of strategic business areas analyzed for corruption risk.	The internal audit and internal control team continues to conduct extensive on-site reviews of all units, and has significantly increased the number of its audits (internal audit) and reviews (internal control). The scope of points and indicators examined is extensive, focusing not only on corruption risk, which is examined individually, but also on other risks. For each audit (or review), a report is presented to the agency CEO and CFO, then transmitted to the network CEO and CFO. Any points requiring corrective initiatives are addressed in action plans. The internal audit and internal control team reports to the Groupe's General Secretary and provides regular updates on its work to the Groupe Audit Committee *(see 2009 Reference Document p.100)*.		Art. 10
SO3	Percentage of employees trained in the organization's anti-corruption policies and procedures.	There is a chapter in Janus (Code of Conduct) concerning "Gifts and Inducements". This chapter defines precise rules on relationships with clients and the nature (value) of gifts which might be acceptable, as well as on relationships with suppliers, including the concept of rebates and privileges that are not tolerated. Another chapter covers the concept of "Improper Payments", clearly specifying that any form of corruption is forbidden. Each audit or review carried out by the Internal Audit and Review team is an opportunity to inform managers about risk management in this area, and to review procedures and rules of operation. In 2009, nearly 600 CEOs and CFOs were trained in this subject (half-day or full-day sessions).		Art. 10

Social

Cultural

Governance

Environment

Chapter 3 - Governance/Economics

The third pillar of our CSR policy, Corporate Governance (associated with economic challenges), covers a series of complex subjects which are now largely addressed and monitored by either the Groupe Finance department and/or the Groupe Legal department.

Our policy: To manage our business in an ethical and profitable way
Our goal: To repeatedly ensure that the company operates in a responsible and transparent manner

3.1 Governance

In accordance with French regulations on listed companies, Publicis Groupe's 2009 Reference Document (available on www.publicisgroupe.com), which was approved by the Statutory Auditors and filed with the AMF (French market authority), extensively details the following points in the order presented below:

• Risk factors (linked to the sector, regulatory and legal developments, acquisitions, the Groupe's international presence and financial risks)

• The company's history, strategy, main activities ("traditional" advertising agencies, specialized agencies and marketing services - including digital communication, media agencies), main markets and key clients

• The Groupe's financial situation (such as income, margin, cash position, and capital)

• Administrative, supervisory and general management bodies: Publicis Groupe is a company with a Supervisory and Management Board (operation of the administrative and management bodies, the different Supervisory Board committees, management bodies, etc.)

• Employees

• Shareholders

Reminder:
The Groupe's stakeholders, other than its employees, are:
- *Clients – see below*
- *Shareholders – see 2009 Reference Document*
- *Suppliers – see Chap 3.4*
- *Partners – see Chap 4 (examples of environmental issues)*
- *State institutions such as administrations, governments/ministries, and/or local authorities – see Chap 2*
- *Professional and/or inter-professional organizations – see Chap 3.3 & 4*
- *Consumers/citizens – and their representative organizations – see Chap 2*
- *NGOs, institutions such as foundations or other associations committed to a cause – see Chap 2*
- *Students – see Chap 2*

3.2 Client Relations

Clients are at the heart of the Groupe's holistic philosophy.

Publicis Groupe has a diverse client portfolio. The Groupe's top 20 clients account for 43% of its consolidated income, and the Groupe has kept its top 10 clients for an average of 45 years. In today's fast-paced, increasingly smaller world - a world of profoundly changing lifestyles and a multitude of choices creating the kind of complexity in which the citizen/consumer can sometimes become overwhelmed - building client loyalty (companies, brands, institutions) is as crucial for the Groupe as acquiring new clients (new business wins).

Our relationships with our clients and the quality of service we provide them cement the kind of sustainable, loyal relationship that is profitable for both parties, demonstrating both mutual respect and a desire to continue working together.

Each year, all of our agencies conduct client satisfaction surveys. By our estimation, **close to 2,000 individual surveys** were completed in 2009. While each network has its own criteria (related to specificities such as its culture and services provided), it is clear that the agencies - and the teams - are mainly appreciated for:
• The quality of work provided: reflections, ideas, creative approach, technical options and solutions,
• Understanding the client's requirements and incorporating them into the proposals,
• Team skills, knowledge and efficiency,
• Handling operations, with clear skill in managing long-term programs and the ability to develop last-minute solutions when necessary,

• The general atmosphere generated by the teams, and the trust in which working relationships evolve.

These positive factors are the result of a series of convergent actions involving each and every member of the team. These actions call for each person's qualities, as well as individual and collective efforts. However, we can never take these points for granted or consider that they have been obtained for good. The Groupe management believes it is important to avoid becoming creatures of habit bogged down by routine, and that it must continuously challenge itself to remain in a winning position, because we must constantly prove to our clients that we are their "best choice of partner". And our clients regularly, and rightfully, remind us of our commitment to quality.

3.3 Our Ethics Stance

Ethics are (and have always been) an integral part of the Groupe's corporate culture.
Our internal **code of business ethics**, Our Principles and Values, was published 15 years ago, but is as relevant as ever.

The Code's strength is that it is short yet comprehensive. It will stay that way. The code is a public document (available on www.publicisgroupe. com) and is distributed to all employees. It combines the essential principles governing the Groupe's economic and social development, and the kinds of relations it expects to maintain with its various stakeholders (employees, clients, shareholders, suppliers, etc.).

Janus (an internal document previously entitled Publicis Corporate

Policies, PCPs volumes I & II), covers the operational and organizational principles of the Groupe with a greatly expanded Code of Conduct, now including:
- Standards of conduct and behaviour applicable to all employees (public part available on www.publicisgroupe.com)
- Standards of conduct specific to agency and network managers, (public part available on www.publicisgroupe.com)
- Prohibition of harassment in the workplace
- Compliance with laws and regulations
- Prohibition of fraud
- Independence of external auditors
- Rules covering governance: the role of the Supervisory Board and the Management Board
- Rules covering governance for subsidiaries, joint ventures and minority holdings
- CSR policy
- Communication rules
- Rules governing financial communication and investor relations
- Concept of confidential information and security rules for employees liable to be exposed to sensitive information.

Another series of chapters defines the rules of business conduct.

A second more technical part is devoted to operational procedures concerning employees, intellectual property, finance/cash flow issues, mergers/acquisitions, the operation of Shared Service Centers (SSCs) and infrastructure/back office matters.

Janus is not set in stone: the definition of rules is both strict and stable, but the content is regularly updated and new topics are added.

3.4 Current Events and Ethics

In matters of ethics, it is not enough to observe the most basic intangible principles. We are living in a fast-paced, profoundly changing world. We must therefore adjust our internal rules to meet current challenges and even clarify certain aspects of our ethics, if and when circumstances so require.

For example, in 2008/2009, responding to the upsurge in the use of environmental arguments and their more or less appropriate use in communications, the Groupe chose to adopt a statement clearly defining a ban on the use of Greenwashing (the fallacious and inappropriate use of environmental arguments).

This voluntary step is consistent with developments in international codes of best practices, such as:
- "Advertising and Marketing Communication Practice", Consolidated Code, Chapter E, of the International Chamber of Commerce - (ICC), (see www.iccwbo.org).
- The "Framework for Environmental Marketing Communication" (ICC), (see www.iccwbo.org). Obviously it includes recommendations of national regulatory bodies, such as the ARPP in France, the ASA in the UK, EASA in Europe, etc.

This type of approach reflects the Groupe's determination not only to participate in inter-professional initiatives, but also to assume its own responsibilities.

We are currently entering the second phase of globalization, with the emergence (and application) of complex international (and supranational) norms, references and standards aimed at standardizing practices, not to mention "soft law", which also warrants attention. In the

communications sector, this approach is quite recent and its leading value lies in the sharing of experience and exchange of quality information between international authorities. Just about everywhere, the time has come for "co-construction", facilitating the search for effective solutions and answers in a variety of fields.

Our participation in different initiatives is a natural step for the Groupe to take in its role as a pro-active stakeholder; it is our responsibility to be involved and to devote the time it takes to fulfil this role.

In terms of collective initiatives, the Groupe took part in the first communications industry working group on the future ISO 26000 standard on CSR reporting (not for certification purposes).

The Groupe also participates in various national and international working groups (such as the World Economic Forum at Davos (WEF), International Chamber of Commerce (ICC), Organization for Economic Cooperation and Development (OECD), and several United Nations institutions covering transversal themes, alongside players external to the communications industry.

3.5 The Role of the Shared Service Centers (SSCs)

In this section, we have highlighted some of the activities undertaken by the Shared Service Centers that incorporate CSR aspects in a variety of areas:

a) Procurement policy

For three years now, the Groupe Procurement Department has included CSR criteria in its evaluation of new Groupe contracts. In addi-tion to the terms of the contracts themselves, the Groupe is thus able to engage in a collaborative dialogue on CSR with its suppliers, and to carry out joint initiatives, where appropriate, with the aim of finding a way to reduce our direct or indirect impact.

A review of best practices in procurement was initiated from a local point of view in 2009, in the interest of achieving consistency with as many local service providers as possible and to increase the number of suppliers adhering to the rules of the Global Compact.

Furthermore, the Procurement Department finalized commitments with our suppliers in order to obtain the best possible offers, thus exceeding the legal recommendations in certain areas, such as vehicle categories for company cars (low CO_2 emissions), hotels observing environmentally-friendly best practices, etc. (see Groupe environmental policy, chapter 4) and, of course, computer hardware.

b) Information Systems

Large-scale contracts ensure the replacement of the Groupe's information systems with more recent, energy-efficient hardware and/or with better life cycles.

The Groupe also works with the manufacturers upstream to factor in changes in hardware components, and with the recovery/recycling sector in the downstream phase. Likewise with telephone systems (both landlines and mobile).

The Groupe focused special attention on servers in 2008/2009, in order to reduce the number of its servers and switch to new technical platforms which would be more economical in every sense. For example, in Europe we reduced the number of servers by approximately 30%, thus lowering our energy consumption by at least the same percentage, and we plan to take this initiative even further.

The Procurement Department has also defined the key criteria for pre-selecting new generations of computers:
- Total energy consumption (active/passive)
- Components (for example: lead free)
- Better recyclability (life cycle and end of life)
- Lithium battery (for laptops)
- Equipment capable of being turned off remotely (for desktops)

c) Travel

Plagued by an economic crisis, 2009 was a natural year for cutting down on business travel. The Groupe had already installed four tele-conferencing rooms in Paris, Boston, New York and Chicago (ensuring ease of use for all remote participants). This first year of partial usage allowed the equipment to be tested and the initial direct benefits to be evaluated. Other similar rooms will be installed in 2010.
Some of our clients also have similar rooms, allowing for their optimal use by all participants.
Conference calling and web conferencing equipment is becoming more widespread, and will continue to expand in 2010 as individual workstations are installed.

3.6 CSR Reporting

A Groupe CSR Department was created in 2008, reporting to the General Secretary.
Its duties are to develop the Groupe's CSR position, decide on priority projects, coordinate in-house project-based groups and oversee information monitoring. The department draws on internal contributions from the corporate level (such as Finance, Operations, Procu-

rement, Insurance, Human Resources, and Internal Audit), the different Shared Service Centers (SSCs), and the networks and agencies. CSR reporting is therefore a matter of cross-disciplinary teamwork, with some projects assigned to dedicated working groups. Emphasis was deliberately placed on internal preliminary work, linked to the company and the Groupe in the strictest sense, in order to translate the Groupe's CSR policy into actions and figures. Accordingly, the Groupe's four priority areas of focus were established, with various major initiatives in each domain.

The other major focus concerns the comprehensive review of our practices and the work done for our clients, and incorporating Corporate Social Responsibility in all its complexity right from the beginning. Several initiatives have been launched at various agencies over the past two to three years that will contribute to the development of professional best practices.
The Groupe also participates in collective actions, including the initiative launched by France, centered on a platform involving all of the players in the communications industry, the goal of which is to create a sort of open-source working tool for the calculation of CO_2 emissions and the carbon footprint generated by a given communications campaign project.

In 2009, Publicis Groupe adopted the GRI (Global Reporting Initiative) guidelines to establish a more formal CSR reporting standard. Though not ideally-suited to service industries, the guidelines offer a wide range of indicators to monitor, and can be used to manage the company's monitoring efforts over time. By adopting the GRI, the Groupe can obtain a more accurate overview of its situation and adjust its priorities accordingly.

GRI Indicators - Governance/Economy

GRI	**Section: Economic Performance**	Comments	French NRE Law	UN Global Compact
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to investors and governments.	*(see 2009 Reference Document, all financial disclosures: p.6 and chapter 20, p.132)* 2009 Key figures • Income: €4,524 million • Operating margin: €680 million • Personnel costs: (€2,812 million) • Other costs: (€940 million)		
EC2	Financial implications and other risks and opportunities for the company's activities due to climate change.	*Note: In 2007 Publicis Groupe signed the United Nations Global Compact "Caring for Climate" as a further step to reduce our own carbon footprint and the impact of our activities.* *Examples of concrete investments: (see chapter 4)* • Investment in teleconference rooms, 2008-2010: USD 3 million (for 6 cities) • For 2 years the Groupe has held Webcasts presenting the Groupe's half-year results, allowing some 150 financial analysts to avoid having to travel.		
EC3	Coverage of pension obligations with defined benefit plans.	*(See 2009 Reference Document, p. 178 - 183.)* The Groupe has obligations for a certain number of defined benefit pension plans (retirement benefits and medical coverage). Significant schemes are subject to annual evaluation in accordance with IAS19.		
GRI	**Section: Market Presence**	Comments	French NRE Law	UN Global Compact
EC7	Local hiring procedures and proportion of senior management hired from the local community at the main operating locations.	More than **90% of our 700 units** are headed by local management: CEOs, CFOs, COOs, ECDs, etc. (Chief Executive Officers, Chief Financial Officers, Chief Operating Officers, Executive Creative Directors, etc.). This is a key success factor from a managerial point of view and vis-à-vis the Groupe's clients. The majority of the teams, regardless of position, are also recruited locally.		

Social

Cultural

Governance

Environment

GRI Indicators – Product Responsibility

GRI	Section: Labeling of products and services	Comments	French NRE Law	UN Global Compact
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	For many products and services in our communication work, we need to integrate, for example, specific customer information, required by law, regulations or best practices. We are generally asked to use specific wording appropriate to the context and the target, to clearly inform customers, or to give them easy access to more details. The most advanced "information process" and the best example in our network can be found within our **Healthcare businesses**. In Healthcare communications we have editors and specialized copywriters, who focus on corporate standards, local laws and the industry best practices. These pharmaceutical/medical experts are part of the management team within our agencies; and they make sure that when we present work to the client, the work is correct and accurate. This agency organization, with its processes, practices and procedures, is the best way to ensure that our teams will be continually vigilant and knowledgeable of the latest regulatory environment. Our ultimate goal is for our work to serve, as best as possible, our client's and their final customers--the patients--best interests. Our commitment is to ensure an internal formal review process to get the right work done. This very important working step is part of the success that our teams have in the Healthcare business. In the end, the client and its compliance team are obviously doing the final legal check; they are always the final decision maker.		
PR5	Practices related to client satisfaction, including the results of client satisfaction surveys.	*(See Chapter 3.2)* In our industry, client satisfaction surveys are carried out in two different ways: a relatively formal annual review of agency projects, and online questionnaires sent to the agency's major clients. Each survey includes qualitative and quantitative data. In 2009: nearly **2,000 individual surveys** were carried out (across all networks)		

GRI	Section: Marketing Communications	Comments	French NRE Law	UN Global Compact
PR6	Monitoring of compliance with laws, standards and voluntary codes related to marketing communications, including advertising, promotion and sponsorship.	*(See Chapter 3.3)* In each country, legal department heads regularly distribute reports on changes in local laws or self-regulation governing our communications activities, holding meetings to inform the relevant employees when necessary. It is part of the managers' duties to identify individuals on their teams, who are responsible for keeping completely up-to-date with regulatory developments in our sector; managers and CEOs themselves are often involved in local events affecting their profession and in developing local industry "codes". The Groupe considers the International Chamber of Commerce's "Advertising and Marketing Communication Practice – Consolidated Code" to be its international code of reference *(see www.iccwbo.org)*.		

GRI	Section: Privacy	Comments	French NRE Law	UN Global Compact
PR8	Total number of substantiated breach-of-privacy claims and losses of customer data.	The Groupe has never had any problems concerning the confidentiality of information used on behalf of its clients. All units observe not only the legal requirements for the protection of personal data, but also constantly strive to improve their own information systems (with IT specialists), to provide the highest possible protection of client data. This is an ongoing issue.		

Chapter 4 - Environment

Several years ago, through its agencies and networks, the Groupe initiated a pragmatic approach aimed at introducing environmentally friendly practices in several units.

Our policy (since 2005): Consume Less
Our objective: To reduce our direct impact and create a sustainable future for our planet (and ourselves)

4.1 Carbon Footprint

2009 marks a turning point with the release of the first Groupe-wide Carbon Footprint assessment (see Carbon Footprint Focus). More than just a simple calculation, the Carbon Footprint review is a natural extension of all our environmental efforts.

The first Carbon Footprint gives us an overview of our greenhouse gas emissions and of the consequences of our actions, as a company, on the environment. In the years to come, we plan to further increase the level of detail in which the information collected, so that we can implement targeted corrective actions at the Groupe and individual unit levels. The initial objective is to reduce our direct impact on the environment wherever possible.

Some agencies and networks are also taking their own initiatives to measure their direct greenhouse gas (GHG) emissions, and have taken steps to move forward.

With the support of Saatchi & Saatchi S, the Saatchi & Saatchi network launched the "True Blue" initiative internally, and all of the network's teams are now mobilized. The network made an initial estimate of its emissions in 2009, with the goal of reducing them by 20% by 2012. Above all, the True Blue approach is beginning to cascade down to the network's clients, with GHG emissions incorporated as often as possible into the recommendations made to clients.

In the UK, BBH and several other agencies have committed to becoming carbon neutral over the next few years. Changes in UK regulations are strong motivators for our units to move forward when it comes to measuring and reducing their emissions.

4.2 Certification

A trend is taking shape with the (obtained - or pending) 14001 certification of several of our agencies, across all networks, mainly in the UK. Local regulatory developments are strongly encouraging communications agencies to move in this direction. The Groupe is carefully monitoring how things unfold in the UK, which can be viewed as a test country. The challenges in the UK are particularly important, in that non-certification may eventually become a criterion for exclusion from calls for tenders. For example, standard BS 8901 has become a benchmark in terms of environmentally-friendly design of events in the UK. The Groupe's agencies specialising in event communications

are also closely monitoring ongoing developments with the future ISO 20121.
The Groupe still has less than a dozen or so agencies with ISO 9001 certification.

4.3 Deployment of "Green Teams"

"Green teams", made up of agency volunteers, have increased significantly, spreading quite naturally throughout the Groupe, and are continuing to grow.

The advantage of this simple and flexible program is that it gives a great deal of freedom at the local level, to decide on a roadmap for priority initiatives. While an agency's culture or geographic location obviously influences the choices it makes, in reality all of the teams end up working on similar issues, thus making it easy to share objectives.

In 2009, the first Green Team meetings were organized in large cities (Paris, Boston, Chicago, New York, London), in order to encourage the sharing of best practices and ideas between units. Depending on the context, these teams decided to move forward together on a particular subject (such as training, discussions with clients, suppliers or partners).

In this way, issues closely involving both the Front and Back offices - i.e. the agencies and Re:sources teams (Shared Service Centers) - are raised and discussed with the aim of finding solutions together. This is the kind of real internal cooperation that produces solutions that benefit all parties.

The Groupe gets involved to share a broader vision with the Green Teams, contribute to the main priorities (cf. Groupe environmental policy), and to encourage the teams to implement local projects.

The Groupe has nearly 200 highly active Green Teams throughout the networks and major countries. Many others are currently being set up in different countries.

Green Team topics include implementing environmentally-friendly practices and raising employee awareness to encourage changes in behavior.

In 2009, the Green Teams focused on the following activities:
   a) Consumption of raw materials and natural resources (paper, electricity, disposable cups, etc.)
   b) Products consumed/used in our industry: types and standards of paper (despite increasing dematerialization), more environmentally friendly equipment (less energy-intensive), etc.
   c) Waste management with increased emphasis on recycling (mainly paper)
   d) Training/education of teams via seminars, "action days", special operations, etc.

Clear and achievable goals for tangible results are established locally.

4.4 Groupe Environmental Policy

Publicis Groupe is a provider of intellectual services. The company considers its employees to be its key asset. These employees are

located in over 200 cities and work in offices with computers (and their associated peripheral devices). "Consuming less" has been a priority since 2005. The challenge is one of quantity and quality, as "consuming less" also means "consuming better" (i.e. differently).

Taking into consideration local practices, and a series of priorities related to the structure of our activities, the Groupe environmental policy was formally established in early 2009. Drawing on local experiences, with the contribution of corporate teams (including the Procurement Department) and with the help of the SSCs, the policy was centered on

– Raw materials:
• Paper: significantly reducing consumption by deploying MFPs (Multi-Function Printers, which are "smarter" and save money): 60% of the Groupe should be equipped with MFPs in 2010. And 33% of the Groupe's paper volume meets international standards (FSC, PEFC, etc.); other local standards are also used.
• Drinking water: widespread installation of water coolers (sometimes filtered water coolers). Everyday usage: expanding the use of water-saving systems.

– Energy:
• Electricity: expanding the "Switch Off" policy for lights as well as computers (extension of central power cut-off systems for nights and weekends).

• Heating and air conditioning: promoting the Groupe-wide application of the "Switch Off" policy (a change of just 1ºC in a building can generate major savings).

– Transportation:
• Daily transportation for individuals: agency management encouraging the use of public transportation.
• Fleet of company cars: all new leasing contracts encouraged to follow the European example: choosing vehicles emitting less than 140 g of CO_2
• Travel (by air and train): priority on trains for trips of less than 3 hours; aiming to optimize trips for better overall travel management.
• Alternatives: continuing to install teleconferencing rooms and web conferencing systems: 80% of the Groupe should be covered by new global contracts thanks to desktop webcam equipment.

– Recycling: taking upstream and downstream factors into account; examples include pre-selection criteria for certain products: "does product X contain recycled materials or not?", "does product X fit into a specific recycling policy (in whole or in part)?"
Expanding the policy of recovering old equipment (IT, telephones, etc.) for recycling/second life.

– Waste: continuously improving waste management with emphasis on recycling.

FOCUS: Groupe Carbon Footprint - 2009

Calculation of the Groupe Carbon Footprint was carried out with the help of Bureau Veritas Paris, based on a series of indicators tested initially at the Champs Elysées office in 2008, then at three other agencies (in the United States, the UK, France) in 2009.

The scope of calculation for each indicator covered more than 90% of Groupe activities (worldwide), with the units each reporting their own annual consumption. The Carbon Footprint was determined using the Ademe (French Environment and Energy Management Agency) method and evaluated the environmental impacts of the Groupe, the company and all its subsidiaries, particularly in terms of direct and indirect green-house gas emissions.

The following three scopes were covered:
- internal: energy consumption: electricity, heating, air conditioning, etc.
- intermediate: employee travel, transport of equipment, fixed as-sets (e.g. computer hardware), etc.
- global: (this scope is only partial because activities carried out on behalf of clients were not included) buildings, supplier transport, etc.

This method is compatible with the GHG Protocol (USA) as well as ISO 14064.

The calculations do, of course, take geographic differences into ac-count (mainly energy). It should be noted that one item was subject to an equalization adjustment: air travel, based on the data provided by CWT, the Groupe's main supplier.

This first Carbon Footprint did not include products or services for clients. Why not?

We deemed it more appropriate for the first, relatively comprehensive Carbon Footprint, to focus on the Groupe and its subsidiaries, in order to have a clear overview of our own state of activities.

However, we incorporated two important factors into the 2009 Carbon Footprint regarding the environmental impacts associated with the activities we carry out for our clients:
- The first was an assessment of all our business trips, 90% of which are made for our clients. Air travel represents a significant source of emissions.
- The second was an assessment of the power consumed by all of our computer servers, even those hosting applications strictly reserved for our clients (an increasingly common situation given the rise in specific web applications for a given brand, operation, client, etc.).

Regarding the more general evaluation of our products and services for our clients, instead of developing a proprietary analysis tool, the Groupe has joined the French inter-professional initiative under Ademe's leadership, involving all relevant players (agencies, advertisers, media outlets, printers, etc.) through their professional organizations, in order to develop a single evaluation tool. This collective initiative, combining the efforts of each participant, should result in a tool approved by the various stakeholders some time in 2010.

Other evaluation tools exist in different countries or for certain activities - such as the event organization industry in the UK or France (for example: BS 8901 in the UK; Ademe's Adere) - as do certifications.

Erratum:
2009 Carbon footprint - Recalculated in 2010 (updated in June 2011)
* Explanations on the Ademe cabon footprint: due to a technical error in the computing tool, Energy was over-weighted, particularly Gas (this error was detected during in-house calculations in mid-2010 and has been taken into account for the 2010 carbon footprint;
* Explanations concerning the GHG protocol: scope 1 has factored in the reappraisal of gas in Energy, and this is essential for impact assessment. Scope 3 includes a mechanical readjustment relating to gas.
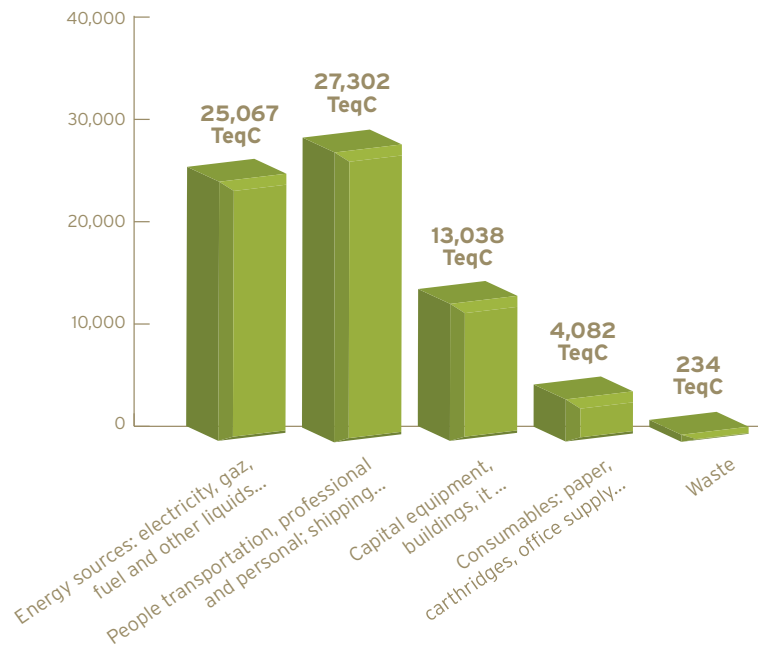
Carbon footprint - 2009
Methodology (Ademe - Europe)
Total: 69,733 TeqC
Average **1.54 TeqC per capita**
NB: services companies average: 1.45 to 2.4 CO2*

Greenhouse Gas Emission - 2009
Methodology GHG Protocol (United States)
Total: 245,770 TeqCO$_2$
Average **5.46 TeqCO$_2$ per capita**
NB: services companies average: 5.3 to 8.8 TeqCO$_2$*

Carbon footprint bar chart (TeqC):
- Energy sources: electricity, gaz, fuel and other liquids... — 25,067 TeqC
- People transportation, professional and personal; shipping... — 27,302 TeqC
- Capital equipment, buildings, it ... — 13,038 TeqC
- Consumables: paper, carthridges, office supply... — 4,082 TeqC
- Waste — 234 TeqC

Greenhouse Gas Emission bar chart (TeqCO$_2$):
- Scope 1 GHG = energy sources: gas, fuel and liquids + professionnal transports (auto) — 27,749 TeqCO$_2$
- Scope 2 GHG = electricity — 74,287 TeqCO$_2$
- Scope 3 GHG = other transports, professional and personal; Capital equipment; consumables; waste — 143,734 TeqCO$_2$

Important: in 2010, Publicis Groupe reported its 2009 data in t he Carbon disclosure Project (CdP), investor and Procurement sides.
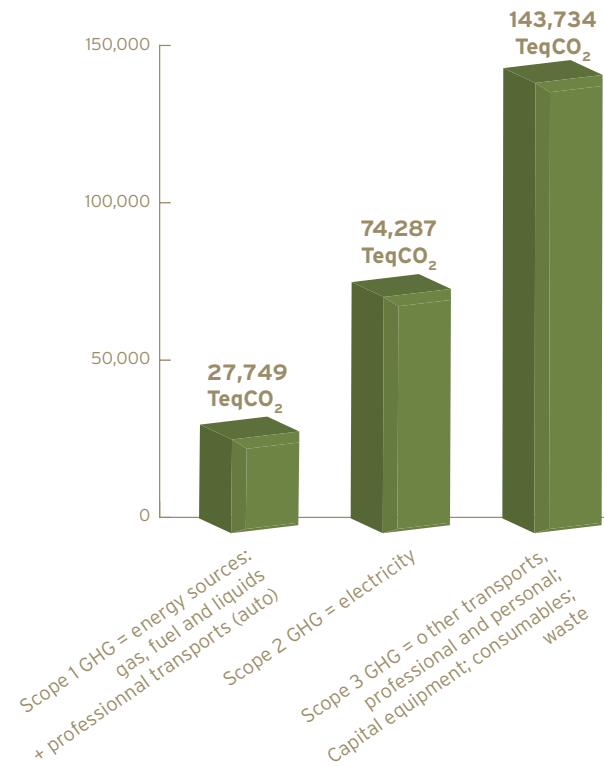
*Source Bureau Veritas

Social

Cultural

Governance

Environment

GRI Indicators - Environment

GRI	**Section: Materials**	Comments	French NRE Law	UN Global Compact
EN1	Materials consumed, by weight or volume	IT-Hardware: desktops, laptops, printers and copiers = **60,102 units** (A). Paper: volume consumed of the 5 most used categories of paper = **1,770 tons** (A').	Art. 148-3.1	Art. 8

GRI	**Section: Energy**	Comments	French NRE Law	UN Global Compact
EN3	Direct energy consumption, by primary energy source	Total electricity consumption amounts to **136,397,213 kWh** (A).	Art. 148-3.1	Art. 8
EN5	Energy savings via energy efficiency	Simple initiatives were stepped up in 2009, such as the "switch off when you leave" policy (aka the "Switch Off" policy). In the United States, several agencies operate in "Energy Star" locations (accredited by the Environmental Protection Agency). The owner of the Saatchi & Saatchi USA building is striving to improve energy efficiency, and has chosen "wind certified energy" as a power source. Locally, automatic cut-off systems (lights, computers, etc. on evenings and weekends) have been installed in most countries, in order to build on the "switch off" policy. Some units have deployed screensavers on the various desktops. Finally, most Groupe offices now use low-energy light bulbs. In 2009, the Groupe Procurement Department proposed an all-new internal IT hardware catalogue, mainly listing new generations of products capable of reducing energy consumption (up to -20% for new computers, such as Macintosh). 5 criteria were adopted for the pre-selection of new generations of computers: • Total energy consumption (both active and passive) • Parts (for example: lead free) • Better recyclability (life cycle and end of life) • Lithium battery (for laptops) • Equipment capable of being turned off remotely (for desktop computers)	Art. 148-3.1	Art. 8

GRI		Comments	French NRE Law	UN Global Compact
EN6	Initiatives to provide energy-efficient or renewable energy-based products and services; reductions in energy requirements as a result of these initiatives.	Some agencies have, where possible on a local basis, turned to service providers offering renewable or more efficient energies. These initiatives are recent (less than two years) and are still difficult to quantify (evaluation in progress). In terms of digital communication, the technical teams are working with new, more energy-efficient application configurations, not only for clients planning to host their own programs or have them hosted by a third party, but also for end consumers and internet users that will end up browsing "lighter" websites or applications, without necessarily being aware of it. Many systems are already available on the market and our own teams are working with clients to find the best solutions. Results are still difficult to quantify, with the exception of servers, where it has been determined that a single application can consume 20-25% less power.	Art. 148-3.2	Art. 9
EN7	Initiatives to reduce indirect energy consumption; reductions achieved	In publishing/print, thanks in large part to the consolidation of production platforms, the teams are able to propose several possible solutions to clients, including assessments of the "indirect cost" of choosing a given type of paper. The increased use of standard paper contributes to indirect reductions, which are quantifiable for projects on a case by case basis, but are still difficult to quantify at the Groupe level. The Groupe is working on global indicators.	Art. 148-3.2	Art. 8
GRI	**Section: Water**	Comments	French NRE Law	UN Global Compact
EN8	Total water usage	The total water consumption at the Groupe level is estimated at **232 million liters** (A). • Water is mainly used for maintenance and hygiene purposes. During renovations of some buildings, investments have been made to install dual-flush systems and/or automated sensors for bathroom sinks. • Drinking water is mainly provided through water cooler systems (sometimes filtered water). Few buildings are currently able to assess water consumption from more global systems. However, we estimate that the use of individual water bottles has dropped by at least 66% (even 100% at some agencies) over the last 3 years.	Art. 148-3.1	Art. 8

Social

Cultural

Governance

Environment

GRI	**Section: Biodiversity**	Comments	French NRE Law	UN Global Compact
EN14	Strategy, current actions and future plans for managing impacts on Biodiversity	In the Groupe's printing activities, our specialist subsidiaries have implemented combined approaches, in addition to training teams on new applications and products: • I dentification of the best categories of paper, according to international labels and standards (such as FSC and PEFC) • Almost systematic preference is given to printers with worldwide certification (including paper types, ink, recycling, etc.)		Art. 8

GRI	**Section: Emissions, Effluents and Waste**	Comments	French NRE Law	UN Global Compact
EN16	Total direct and indirect greenhouse gas emissions by weight (tons of CO_2 equivalent)	Direct emissions = **69,733 TeqC, i.e. 1.54 TeqC per capita** (i.e. 245,770 $TeqCo_2$, i.e. 5.46 $TeqCo_2$ per capita). *(Note: the average for service-providing companies: 1.45 to 2.4 TeqC, i.e. 5.3 to 8.8 TeqCO2. Source: Bureau Veritas).* The Carbon Footprint measurement project was initiated in late 2007, for an initial application during 2009 – which provides what is called a "0" snapshot, which will be used as a reference point for the coming years, although it will have to be weighted for the following three reasons: a) it is the first full year completed, b) 2009 was a "cold" year, meaning a lot of energy was consumed everywhere, c) 2009 was a year of major restrictions on travel. The top 5 sources are: • Energy = 25,067 TeqC. • Travel (professional and personal) = 27,302 TeqC. • Fixed assets (buildings, office equipment including computer hardware, servers, etc.) = 13,038 TeqC. • Consumables (paper, cartridges, office supplies) = 4,082 TeqC. • Waste = 234 TeqC.		Art. 8

Social

Cultural

Governance

Environment

GRI		Comments	French NRE Law	UN Global Compact
EN18	Initiatives to reduce greenhouse gas emissions; reductions achieved	The leading source of greenhouse gas emissions is travel and transport: **27 302 TeqC** Investments made by the Groupe to install teleconferencing rooms, or to expand web conferencing capabilities to the entire fleet of computers, are major investments, but are promising in terms of savings. The second source of greenhouse gas emissions is energy consumption (electricity, gas, fuel oil, steam): **25 067 TeqC.** The already widely implemented "switch-off" policy will be stepped up internally in order to raise employee awareness. In addition, major efforts are being undertaken with the computer hardware manufacturers (servers and desktop computers). The Groupe's investments to install teleconferencing rooms and standardize the use of web-conferencing tools across the entire fleet of computers are significant and promising investments in terms of savings.	Art. 148-3.8	
EN22	Total waste, by type and treatment method.	The total volume of waste is close to **4,660 tons** (A') Paper still accounts for the highest volume of waste. Ink cartridges: at the initiative of the agency supplier, they are managed on the basis of the "1 full for 1 empty" principle and are then sent for recycling (or second life). Other waste: The recycling systems depend on each building's organization and on existing municipal systems. Several large agencies have established partnerships with service providers specializing in paper recycling.	Art. 148-3.1	
GRI	**Section: Products and Services**	Comments	French NRE Law	UN Global Compact
EN26	Initiatives to mitigate environmental impacts of products and Services; range of initiatives.	These initiatives are carried out in conjunction with our clients: we look for the best solutions, taking into consideration client specifications and innovative supplier offers. In 2009, these initiatives included: • Printing (already mentioned in EN 14) • Website design: with an analysis, starting in the design phase, of the application's energy challenges, alternative solutions, user recommendations, etc. These initiatives often involve several parties, including manufacturers, data centers, software and applications suppliers, and, of course, the clients and their technical teams, as well as our creative and technical teams. In this way, energy savings of almost 30% are generated at the source.	Art. 148-3.1	

Social

Cultural

Governance

Environment

GRI	**Section: Transport**	Comments	French NRE Law	UN Global Compact
EN29	Significant environmental impacts of transporting products, other goods and materials used for the organization's operations and of transporting members of the workforce.	Total transportation of people plus shipping stands at 27,302 TeqC. Several agencies across major cities have continued to encourage the use of public transportation. **- Total employee transport (commuting): 172,251,493 km (A).** **- Total professional transportation: 230,862,758 km (A').** • professional transportation (land/auto): 61,076,678 km. • air travel 163,991,595 km. • train travel 5,794,485 km.		

Social

Cultural

Governance

Environment

PUBLICIS GROUPE

Viva la Difference !

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