



RESPONSABILITÉ
SOCIALE DE
L'ENTREPRISE

Responsabilidad
social

Soziale Verantwortung

المسؤولية
اجتماعية الا

2012



Responsabilità sociale

社会责任

אחריות
חברתית

Corporate
Social
Responsibility
Report

Социальная
ответственность



PUBLICIS GROUPE

Viva la Difference !

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A Conversation with...

MAURICE LÉVY

Chairman & CEO, Publicis Groupe
Chairman of the Management Board

The advertising and communications sector doesn't have the best reputation when it comes to sustainable development and corporate social responsibility (CSR). Is Publicis Groupe the exception to the rule?

It would be presumptuous of me to answer in the affirmative, wouldn't it? I can tell you that we have been seriously committed to this process since 2007 and that we are determined to stay the course for ourselves and for our clients, because the two are connected. In 2012, the external audit of our CSR reporting marks a new stage in our progress toward our goals.

The advertising and communications sector cannot exempt itself from its social, cultural, environmental and economic responsibilities. Citizen consumers have every right to expecting it. And our clients are increasingly demanding. The principles of sustainability and CSR apply to our company as well as to the services we provide to our clients.

Isn't the very international scope and scale of Publicis Groupe — 58,000* employees, more than 800 agencies in 108 countries — an obstacle to rolling out an effective CSR initiative?

It is definitely a real challenge. The key to the success and the progress of our CSR policy lies in consistency and seeing that everyone who works for us, in every country, on every continent, helps meet the commitments undertaken by the Groupe. At first glance, differences in rules, culture and sensibility don't make things easy, but they also supply a wealth of diversity. Deploying our corporate social responsibility initiatives and all their components requires

a great deal of energy from our CSR Central teams, a huge effort to raise awareness, constantly informing and educating not only staff and management but also our suppliers and our clients... It is a complex process, based on a long-term vision and one that concerns every part of Publicis Groupe. The Groupe initiates, guides, defines and allows for flexibility so all agencies may undertake initiatives best suited to local cultures and contexts. Janus, the name of Publicis Groupe's internal Code of Conduct and Ethics, is an increasingly important tool for organizing the work of all our employees around the world.

Publicis Groupe has successfully negotiated the transition into the digital era and is now moving forward as a "Human Digital Agency". What does this new direction mean in real terms for the Groupe's agencies, employees and clients?

On the face of it, digital tools and new media are revolutionizing every aspect of the advertising and communications business. And it's only the beginning! The necessity to be creative, to deliver to our clients content that is fresh, engaging, pleasing, surprising — this necessity has evolved at least as quickly as the Internet. Publicis Groupe has always believed in people and has invested in those who work with us, giving them the means to succeed and to create uncommon experiences capable of fueling desire. Today, digitalization is everywhere. We're making it our mission to apply these methods not only with intelligence, and with sensitivity as well. Which is why it is indispensable that our agencies and our teams be capable of showing empathy, understanding society and people, forging new friendships, striking the right chords, and creating a corporate identity that extends across the whole media spectrum right up to the latest mobile applications. The "Human Digital Agency" concept sums up the Groupe's new footing: The alliance of insight, competence, sensibility and technology, a sweet spot at the intersect of digital intelligence and emotion.

*57,500 employees as of December 31, 2012

What are the Groupe's priorities in terms of CSR?

All components of CSR are important. Given our particular range of activities, though, the social dimension is clearly one of our priorities. Our teams represent our most valuable asset. Earlier we were talking about the digital revolution that is transforming working methods and practices. This also means our teams are in constant evolution to demonstrate our ability to adapt and to make progress. As a result, we must help them with these changes, and training is key. That's why, despite the current economic crisis, our network and agencies have maintained their training activities. The year 2012 was a watershed for e-learning, which provides a great deal of flexibility for scheduling and makes knowledge-sharing quicker and more accessible. I'd like to add that, overall, employees in the fields of advertising and communications are under a lot of pressure. So we are also committed to very local efforts to generate awareness about coping with stress, or about encouraging well-being in the workplace, in particular through pilot programs using outside expertise. Our teams are composed of talented, enthusiastic and committed women and men working in a rapidly evolving industry. It is our duty to manage and support these profound changes.

"Diversity is a source of intelligence and creativity!"

Diversity is a subject that seems particularly dear to you and Publicis Groupe...

That is right. Diversity is without a doubt one of the Groupe's core values. Our "Viva la Difference!" has long been something tangible for us. The process was accelerated and expanded by the Groupe's internationalization. The fight against discrimination, in any form, remains a priority. For diversity to be effective it must be expressed at all levels of the company and must involve everyone. Sure, we still have a long way to go, but we can already be proud of the impressive strides we have made, for example, in gender parity. Women make up more than half of the Groupe's total workforce. Our Supervisory Board, headed by Élisabeth Badinter, has included many women over the years and has achieved perfect parity (seven women out of 14 members) this year. The Strategic and Risk Committee is composed entirely of women. Several specific initiatives also deserve to be singled out here. I am thinking of VivaWomen!, the internal women's network working within the Groupe, which has spread to the four corners

of the world. The United States and France are presently the most active countries, but the network has not stopped growing to offer better assistance to women in their career development within the Groupe. Moreover, the key objectives of VivaWomen! received the endorsement of our Strategy Leadership Team (SLT) last July. We should also mention high-profile initiatives such as the *Égalité* network in the United States, which supports the LGBT (Lesbian, Gay, Bisexual, Transgender) community. Above all, diversity should be a day-to-day reality, reflected in the plurality of our teams.

In the context of the global financial crisis, are you still able to produce *pro bono* campaigns?

Yes, even if they are fewer in number, these *pro bono* campaigns remain a stellar example of our cultural commitment. This is another historic tradition within the Groupe and the people who work here are very attached to it. They are the first to initiate efforts on behalf of causes which they want to associate with their agency and their colleagues. Our *pro bono* clients benefit from the same quality of service and the same level of creativity as do any of our other clients! In each case, the Groupe's credibility is at stake.

The environment issue — isn't this somewhat "anecdotal" for a communications group?

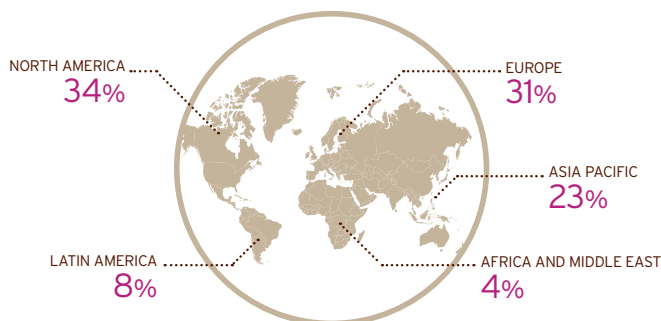
Well, it is not the top priority, given the kind of activities we do, but that doesn't mean it's anecdotal. We were the first advertising and communications group to undergo a full carbon review and we have done so every year since 2009 — the fourth review was just completed! Even if our carbon footprint remains modest when compared to other industries, we can't give up the fight to consume less paper, use less energy, less water, and travel less, our principal source of Greenhouse Gas Emissions (GGE). I'm happy to note that usage of our "Here and There" telepresence rooms has continued to grow along with usage of webconferencing tools. From an ethical and strategic standpoint, we're right where we need to be in terms of the necessary move in the direction of "durability" and "sustainability". CSR is a global undertaking. It is a long-term project, one that requires us to make continuous progress in our daily activities. We have opportunities for progress all around us. We know this — we are working on it!

Groupe Profile

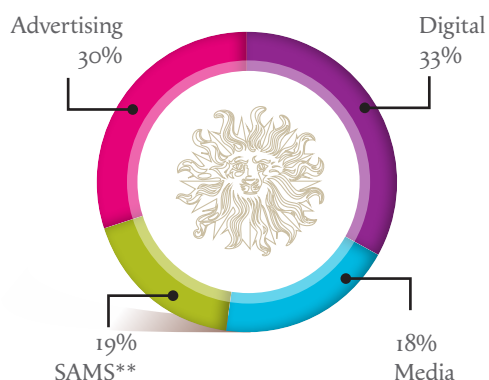
Founded in 1926 in Paris by Marcel Bleustein-Blanchet, Publicis Groupe is today the world's third largest advertising and communications group. Listed on the Paris Stock Exchange (Euronext) since 1970, Publicis Groupe is a company with a Supervisory Board and a Management Board. The Groupe's expertise extends to all sectors and fields of advertising and communications: Digital (Digitas, Razorfish, Rosetta, VivaKi), creative services (BBH, Leo Burnett, Publicis Worldwide, Saatchi & Saatchi), public affairs, corporate communications and events (MSLGROUP), media strategy, planning and buying (Starcom MediaVest Group and ZenithOptimedia), healthcare communications with Publicis Healthcare Communications Group (PHCG), and production platforms (Production Platforms).

Publicis Groupe is today the world leader in digital and interactive communications; ranked number 2 in the world for media counsel and buying group, and number 1 in healthcare communications. Present in 108 countries, Publicis Groupe employs 58,000* people in more than 800 agencies. Thanks to the talents of these people, the Gunn Report has ranked the Groupe number 1 for creative performance every year since 2004.

Publicis Groupe is present in 108 pays and employs 58,000* people.



The Groupe's main activity today is in the digital field.



* 57,500 employees as of December 31, 2012

** SAMS = Specialized Agencies and Marketing Services

2012 By Numbers

REVENUE

€6,610 M

NET INCOME

€737 M

NEW BUSINESS

US \$3.5 BILLION

EMPLOYEES

58,000*

GLOBAL PRESENCE

108 COUNTRIES

OPERATING MARGIN

€1,064 M

OPERATING MARGIN RATE

16.1%

REVENUE SHARE
FROM EMERGING MARKETS

25.5%

REVENUE FROM DIGITAL
ACTIVITIES

33%



Contents

Publicis Groupe Networks



ADVERTISING

Leo Burnett



PUBLICIS



PUBLICIS MODEM



PUBLICIS ENTERTAINMENT



PUBLICIS DIALOG

DUVAL GUILLAUME



SAATCHI & SAATCHI

Saatchi & Saatchi

SAATCHI & SAATCHI



B B H

BROMLEY



we are fallon



MEDIA



Starcom MediaVest
GROUP



Starcom



SMG



MediaVest



Spark



SMG Multicultural



LiquidThread



BIG FUEL

ZenithOptimedia
The ROI Agency



Zenith
The ROI Agency



Optimedia
The ROI Agency



Moxie

Performics

Newcast

Ninah

SPECIALIZED



MSL



SAS



JKL



PUBLICIS CONSULTANTS
FRANCE



PUBLICIS EVENTS



WOMEN'S FORUM
FOR THE ECONOMY & SOCIETY
Building the future with women's vision

KEEST AND COMPANY



PUBLICIS LIVE



WERNER & ASSOCIATES



82



pbjs



RE: SOURCES

TECHNOLOGY



DIGITAL

DIGITAS

THE THIRD ACT



prodigious worldwide

razorfish™

neue digitale / razorfish



amnesia razorfish

DENTSU razorfish

ROSETTA®



Publicis Healthcare
Communications Group

SAATCHI & SAATCHI HEALTH

DIGITAS HEALTH



beacon healthcare

razorfish | healthware



maxcess
WORLDWIDE PHARMACEUTICALS



in sync



mundocom
MAÎTRE D'ŒUVRE DE L'IMAGE

market
forward
A Publicis Group Company

WAM®
PRODUCTIONS



MEDIAS & REGIES EUROPE

mediavision



Contents

Opening Remarks

2012: Year of Reference

Publicis Groupe set up the structure for CSR reporting in 2009, with the annual publication of a dedicated CSR report structured around four main sections: Social, Cultural and Communities, Economics and Governance, and Environment.

This form of extra-financial reporting was established in accordance with French regulations governing corporate transparency regarding society and the environment (2012-557, of April 24, 2012, pursuant to the application of art. 225 of the Grenelle II law, 2010-788 of October 12, 2010). As of 2009 Publicis Groupe has decided to follow, on a voluntary basis, the Global Reporting Initiative guidelines (www.globalreporting.org). For a complete picture, this report must be read in conjunction with Publicis Groupe's 2012 Registration Document, which comprises detailed and essential information on the company not reiterated in this CSR report.

Publicis Groupe has been a signatory to the United Nations Global Compact since 2003 (www.unglobalcompact.org), and chose to follow ISO 26000 guidelines (www.iso.org) in order to improve its Corporate Social Responsibility reporting. Lastly, with regard to the environment, the Groupe signed the UN "Caring for Climate" pledge in 2007, and since 2009 the Groupe's activities have been measured for inclusion in the Carbon Disclosure Project (CDP - www.cdproject.net).

This 2012 CSR report marks a turning point in the performance of this yearly exercise. The three previous years have served to establish indicators and to fine-tune the information-gathering process as well as to define the scope of this reporting which, since the year it began, concerns the Groupe in its entirety.

One preparatory cycle has thus been completed. The independent third-party verification requirements in 2012 has led the Groupe to reinforce its compliance measures

in order to improve processes, to enhance the quality and comprehensiveness of data, to better comply with virtually all the stipulations of the French legislation cited above.

From this point forward, Publicis Groupe considers that 2012 will become a real reference year. The mission of auditing and verification was entrusted to SGS and covered 42 indicators drawn from Article 225 of the Grenelle II legislation. Certification and commentary from SGS's external auditors may be seen in the 2012 Registration Document, chapter 1.9 (see extract below).

The milestone year of 2012 encompassed three aspects:

- More comprehensive data provided by the separate entities, with efforts still to be made in terms of tracking;
- More qualitative data due the use of reporting tools and due, in particular, to the networks and agencies having a real sense of ownership of CSR issues;
- More robust internal auditing — as well as external auditing by the SGS auditors — which raises standards for the Groupe as a whole.

We now possess the capability to work on key indicators and more precise objectives in the years to come. What makes 2012 especially encouraging is the wider involvement of the Groupe's networks at different responsibility levels. It is a demonstration of our willingness to drive progress in Corporate Social Responsibility.

Mathias Emmerich
General Secretary

Eve Magnant
Vice-President
Director of Corporate Social Responsibility

Certification and Substantiated Recommendation of SGS External Auditors

(Extract from 2012 Registration Document, chapter 1.9)

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

- We certify that the information included in Publicis Groupe's 2012 management report are in compliance with the list set forth under article R. 225-105-1 and that any exceptions have been duly justified;
 - We declare that we found no significant irregularity that would call into question the fair presentation of the information included in the 2012 management report."
-



Publicis Groupe Stakeholders

The content of the CSR report provides a means for understanding how the Groupe acts and interacts with the vast majority of stakeholders represented in the diagram below. In view of the Groupe's extensive decentralization, it is difficult to take into account every exchange down to the local level, with each agency or entity having its own sphere of influence. The examples given in the various

chapters must therefore be seen as illustrations. Let us note that CSR is also an opportunity for developing new relationships and partnerships, following a process that is both participative and cooperative. With certain clients we have been able to embark on joint efforts, working together on various issues, as we have with some of our suppliers and partners as well.



Methodology and Framework

Information was gathered as follows. On one hand, quantitative data was collected in accordance with the procedures and rules of financial reporting. The data was collated within the financial information system linking together the 850 reporting entities through a dedicated module (HFM CSRGR1), and under the responsibility of the Finance Directors of Publicis Groupe's networks. On the other hand, qualitative information was assembled using a dedicated internal portal, accessible to all agencies and are placed under the responsibility of the network Human Resources Directors.

Teams at the Shared Resources Centers (Re:Sources) were very closely involved with the entire exercise, particularly during the preparatory phase. An internal manual entitled "CSR Guidelines" defines the process of data collection and validation, as well as detailing the content of the various indicators taken into account.

This document was passed to a cross-functional working group (more than 100 members among the various

networks). This group participated in working sessions and Web conferences to prepare the CSR reporting exercise. The all quantitative data and qualitative information were consolidated by the Central CSR Direction at Publicis Groupe, who handled the coordination and implementation of the reporting.

An internal "CSR Steering Committee", grouping together the key central functions, assured consistency throughout the reporting process. This supervisory group also worked with various theme-focused cross-functional working groups, both at the Groupe level and at the agency level.

The reporting exercise for 2012 covered **in scope more than 97%** of the Groupe's total workforce headcount. During the auditing process undertaken by SGS, field audits were conducted with the major agencies (in the United States, in the United Kingdom and in France); random audits were done for quantitative and qualitative indicators; and another audit was conducted for the final consolidation phase.



Teams

ÉQUIPES

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SOCIAL

команда

CHAPTER 1

Equipos

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فرق

Equipaggio

ARBEITSGRUPPE



We can never say this too often: our most valuable asset is our teams. Our successes, and the satisfaction of our clients, depend on the creativity, passion and motivation of the men and women who are our colleagues.

In terms of corporate social responsibility, the challenge is thus both collective and individual: to encourage creative emulation among our teams, while also fostering the professional growth of every individual.

This ambition constitutes a constant challenge for our Groupe, for our profession must be grounded in the diversity and ceaseless renewal of the teams that care for and relate to clients, in order to create consistently strong proposals.

► Our approach: enabling all our staff members to work effectively, to enrich their skillset, and to develop a sense of well-being in the workplace.

1. Teams: Renewing Momentum

With 58,000 employees* (up from 53,800 in 2011), our total workforce increased by 6.5% this year, reflecting the Groupe's growing operations**.

• Employment: Part of Our Core Agenda

More than 880 jobs were created in 2012 (net recruitment, excluding acquisitions). Work contracts for the Groupe's employees are established in accordance with local legal and regulatory requirements, and most new employees are young people with strong educational backgrounds. Others include more diverse and more experienced individuals who have demonstrated success in our industry or elsewhere.

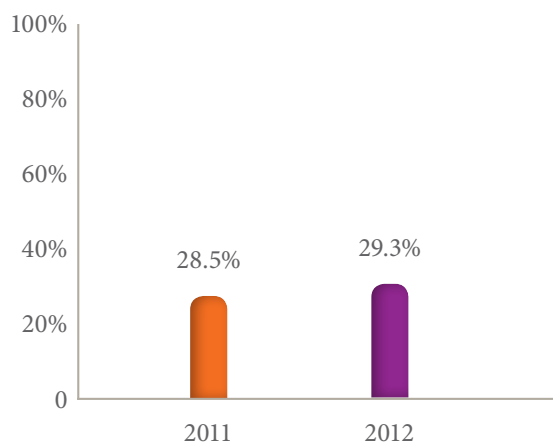
The economic recession that affected many countries in 2012 led us to adjust our staff levels on a case-by-case basis in some of our agencies, notably in southern Europe. However, **maintaining employment** remains among our primary objectives. For example, the loss of the General Motors account in the United States by SMG led us to terminate the business activities of SMG Detroit that were dedicated to this client. A redeployment plan was put into place: out of 230 employees, only 44 were laid off. A consistent Groupe-wide indicator for redundancies is currently in the process of development and evaluation.

Employee **turnover***** is linked directly to the nature of our activities, and — consistent with other players in our industry — is relatively high (29.3% in 2012 vs 28.5% in 2011), for

three reasons. Firstly, the communications sector is accustomed to considerable, and essentially structural, employee turnover.

Our teams tend to be young and their career path is often grounded in experiences acquired at a variety of agencies at the onset of their career. Secondly, in the normal course of project management, agency managers and employees themselves recognize the advantages of renewing the teams in charge of particular projects every few years. This is a way for employees to increase their experience and their employability. Lastly, given the number of the Groupe's acquisitions around the world and the combination of existing entities, part of our turnover is technical, and related to organizational change.

Turnover





A Conversation with...



“At Publicis Worldwilde, we are more than supportive of any initiative that attracts and motivates talents. By offering them opportunities to grow, we lead the way!”

Anne Vaucheret, VP, Chief Human Resources Officer, Publicis Worldwide

Is career mobility an individual or collective issue?

Mobility has multiple faces: changing jobs, changing place or changing client. Individual employees have different expectations for the development of their careers. All of them deserve to be evaluated and discussed.

How do you encourage that?

In order to implement an efficient internal mobility policy, we set up a code of conduct inspired by the motto ‘Take the lead and make the change’.

A message was sent to all stakeholders in our network — employees, managers and Human Resources — to explain the policy, facilitate its deployment, and kick off a new momentum. This is a challenge that we’re sharing with all the networks within the Groupe.

How does it work in practice?

The HR entities of Publicis Worldwide post job opportunities internally, at first. We encourage employees to be clear about their expectations and managers to anticipate organizational shifts. In cases of international mobility, we take charge of the transfer.

After pilot tests in 2012, we launched “LionTalent,” a Groupe-wide, global mobility platform, at the beginning of January 2013. We’re keen to benefit from the positive outcomes of this initiative.



• Career Mobility

The Groupe encourages internal mobility in the occupational as well as in the geographic sense. Work is underway to establish a reliable indicator concerning the internal mobility of our teams (the number of employees leaving an agency to go to another entity within the Groupe in the same year, divided by the average total workforce headcount). In 2012, the internal mobility rate is estimated at less than 10%.

Workforce



Background

Ten years ago, in 2002, Publicis Groupe had a total workforce of 37,500 following the merger of the Groupe and Bcom3.

Rate of Absenteeism****

En 2012, the rate of absenteeism was 2% (identical to 2011).

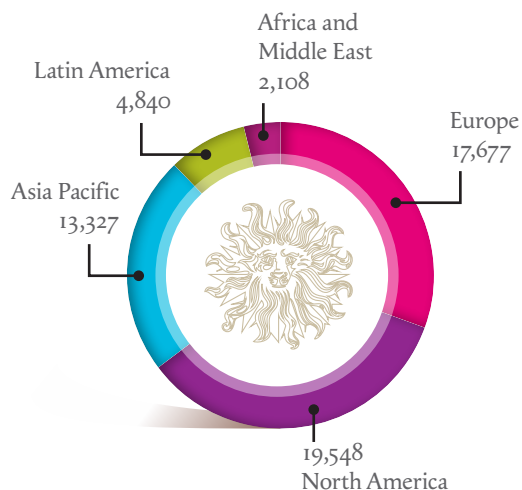
* 57,500 employees as of December 31, 2012. Since 2011, the Groupe has included in the calculation of its employee base a large number of “freelancers” (independent contractors) called in for specific projects. On the other hand, student trainees who are welcomed as part of a training course, for an average length of three months, are not counted as part of the Groupe’s workforce.

** Internal or external growth, excluding LBi whose takeover was not completed until 2013.

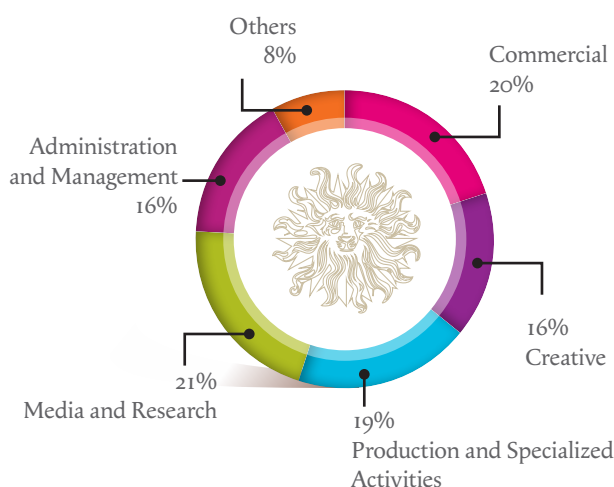
*** Rate of employee rotation during the year, equal to the total number of departures (over 12 months) divided by the average workforce headcount.

**** The rate of absenteeism is equal to the total number of days lost due to absences, other than paid vacation days or maternity-paternity leave, divided by the total number of work days in the course of the year.

Workforce by Geographic Zone



Workforce by Activities and Functions (in %)



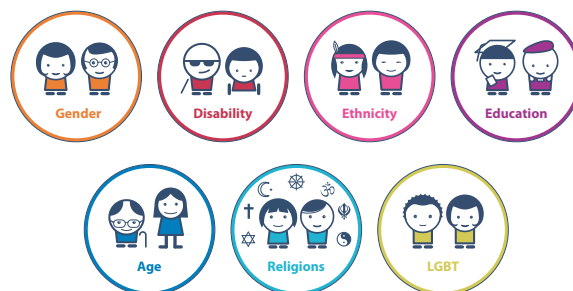
2. Diversity: Fighting Discrimination and Encouraging the Formation of Multi-cultural Teams

With a presence in 108 countries on every continent, Publicis Groupe long ago vowed to make diversity its credo. Diversity of talent, skills, experience, culture, gender, age — today, these are major advantages for us, and we cherish them.

Non-discrimination has been among the Groupe's principles and values for many years. This **inviolable principle**

is set forth and regularly reaffirmed in many documents, notably in Janus, our internal Code of Conduct and Ethics. Whether they are joining the Groupe or changing positions within the company, employees must be chosen *"solely on the basis of their professional qualities, must not benefit from preferential treatment and must not suffer any form of discrimination"*.

We continue **to be proactive** in this area, concentrating our efforts on **seven main areas**: gender equality, age, disability, cultural or ethnicity, education, sexual orientation, and religious practices. Each agency and network takes measures to avoid discrimination along any of these lines, always with proper regard for the local regulatory context.



• Gender Parity Within the Groupe

Women are the majority of our co-workers at Publicis Groupe, making up 55% of the global workforce. The challenge is to encourage and ensure respect for gender equality throughout the corporate hierarchy and in all the countries where we operate.

The Supervisory Board, chaired by Élisabeth Badinter, sets the tone: as of 2012 the Board featured seven women out of 14 members, or 50% women (up from seven women out of 16 members, or 44%, in 2011). One of the Board's main committees — the Strategic and Risk Committee — is composed entirely of women. Complete parity, however, has not yet been attained in all areas of corporate governance:

- the Groupe's "P12" Executive Committee counts one woman among 11 members,
- the Strategic Leadership Team (SLT) has four women out of 21 members,
- the Management Board has a total of five members, all of them men,
- women occupy 39% of the seats on the Agencies' Management Committees, and 30% on the Network Management Committees, and these figures remained unchanged from 2011 to 2012.

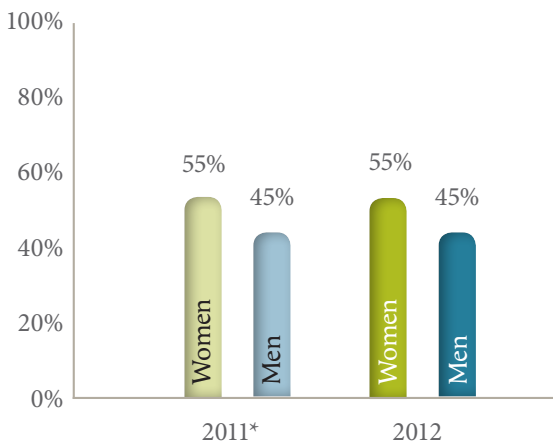
To encourage and promote parity at all levels of the Groupe, the Groupe's CSR management team launched the **VivaWomen!** network in September 2011. This brings together voluntary and motivated women of the Groupe to take action and support other women in the Groupe,



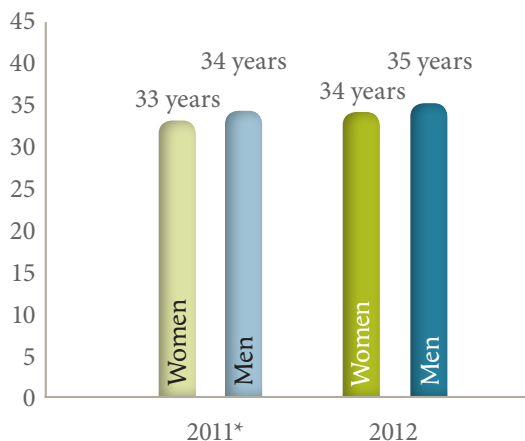
particularly with regard to their personal and career progress. A number of operations are effected in liaison with other women's networks, both within the Groupe or throughout other industries. VivaWomen! also enables the (re)forming of productive relationships with external networks. All networks within the Groupe are associated with **VivaWomen!** The global plan was approved in 2012 by the Groupe's General Management. The plan is based on four areas of intervention: leadership; mentorship; career development; and work-life integration.

In conjunction with this internal program, Publicis Groupe participates in various local institutions and associations working around the theme of gender parity, such as the *Laboratoire de l'Égalité* in France. We should point out that Publicis Australia (300 employees) has received an award from the Australian government Workplace Gender Equality Agency for "Equal Opportunity for Women in the Workplace". Publicis is one of only 125 companies, all sectors combined, that received this honor.

Total Workforce: Gender Balance

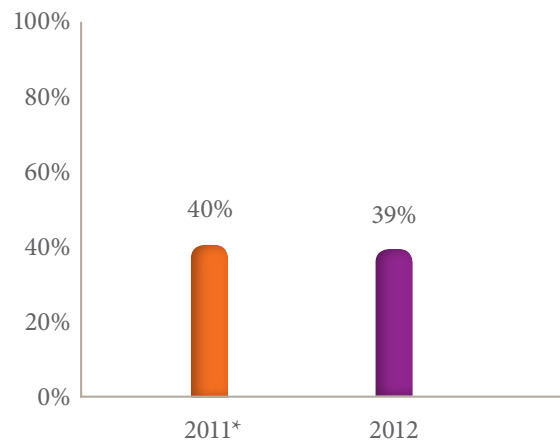


Average Age



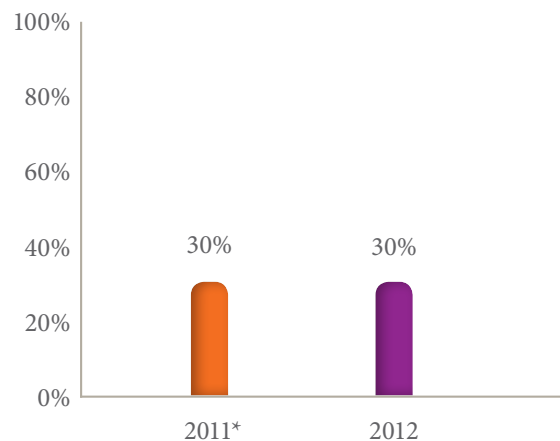
Women on Agency Management Committees

(Benchmark: more than 800 agencies or entities)



Women on Network Management Committees

(Benchmark: The Groupe's 14 major networks)



* Smaller scope of consolidation in 2011 (90% to 95%)

• Equal Compensation

The principle of equal salary for women and men of equal skills and positions is broadly supported and shared by the Groupe. And what counts here is the facts. Our human resources teams are working to establish a cogent grid of analysis that will enable precise and relevant tracking.

The main difficulty lies in comparison and evaluation of different positions. Job titles are numerous in our industry, and do not necessarily reflect the same missions from one agency to another. This work is underpinned by the deployment of shared tools in conjunction with our ERP.

VivaWomen! News...



- From the United States, France, China and the United Kingdom, VivaWomen! brings together **more than 600 women around the world:** Paris, Boston, New York, Chicago, San Francisco, Los Angeles, Shanghai, London... As of 2013, Madrid, São Paulo, Mumbai and other cities have now joined that prestigious list. The priority of VivaWomen! is to accompany and support women working in the Groupe in their personal and career orientations.

VivaWomen! has given a second wind to internal mini-networks that have been present in certain agencies for a number of years (e.g., Digitas); has incited other entities to create their own VivaWomen! (e.g., MSLGROUP); and has launched new initiatives on behalf of women in the Groupe (e.g., Leo Burnett's WLN/Women Leadership Network). VivaWomen! also works with other business networks, as was the case with the 2012 Women's Forum in Deauville, where VivaWomen! partnered with two other networks (from Latham & Watkins and Accenture) in the Forum's Women's Networks corner.

- **A VivaWomen! portal** dedicated to the network's initiatives and experiences, it shrinks the distance between often far-flung members, allowing them to share achievements and best practices in an interactive setting.

- Since the creation of VivaWomen!, our core belief is that men and women must work together on these topics. Assorted internal initiatives are thus **open to men as well as to women**. Interested parties take note!

It is worth repeating that everyone working within the Groupe — whether on a permanent or on a temporary basis, and for whichever agency — benefits from a **contract** that is compliant with local laws and labor regulations. In a country such as France, with its strong regulatory framework, there are few disparities in salary for women and men of equal skills and positions among the Groupe's workforce. Nevertheless, we need to remain vigilant in order to ensure this continues to be carry out Groupe-wide, in every kind of economic context.

Note: Details on the remuneration of Publicis Groupe's Management Board Members are provided in the 2012 Registration Document (see chapter 2.7).

• Diversity within Groupe Networks

In recent years we have seen a significant increase in initiatives by agencies in many different countries intended to foster the integration of young talent with backgrounds that are more unusual. And to boost both a more multicultural environment and the diversity of our teams by taking the time to understand more deeply the challenges involved and each others' cultures. All these actions are beneficial in terms of human resources and increasing diversity, but they also offer an advantage for our clients. They mean that the proposals and recommendations made by our agencies are nourished more richly by individual contributions.

Clearly, within all the Groupe's agencies, our teams are mostly drawn from the local talent pool (including the country, the local community and its culture or cultures), and this is essential to ensure that the work we do for clients will be effective. In 90% of cases, management is also drawn from the local country. Moreover, we encourage significant cultural diversity within each team in order to ensure a natural breadth of outlook.

• The Groupe Diversity Council and Affinity Groups in the United States

In 2008 Publicis Groupe set up the Groupe Diversity Council. This body brings together the various diversity managers from around the networks and enables them to share best practices with each other. Each network retains a large amount of autonomy for putting initiatives into practice at the local level.

Because diversity is first about changing minds, we endeavor to **raise awareness and train our people** to facilitate promotion up to the highest levels of management. CEO Roundtables (guided by Diversity Best Practices, among other principles) are among the initiatives regularly organized. These working groups focus on socio-demographic developments in the United States, weigh their impact on the activities of our clients, consider how they may affect business, and assess the opportunities they create for our agencies. The W.A.T.E.R. Coalition Summer Sessions in New York and Chicago are another such forum involving the Groupe's management.

Certain programs such as Uncovering Blind Spots or Straight Talk encourage managers to push past conventional thinking to more fully grasp the creative potential and advantages that diversity brings to the workforce, and the general improvements that it promotes within the workspace.

In 2012 the Groupe also continued its efforts on behalf of **ethnic diversity**, renewing its commitment to various organizations and initiatives (AdColor®, Multicultural Forum, Odyssey Network...) and, of course, the Black Enterprise Women of Power Summit.



In recent years we have also strengthened our presence in the AAF Most Promising Minority Student program and Howard Week, organized by Howard University. These sustained and recurrent programs offer a year on year opportunity to raise awareness about the Groupe's activities among a broad range of talent with very varied profiles. The result has been a steady increase in internships and recruitments.

In the United States, several networks and their agencies have put in place an Employee Resource Group (ERG), with employees coming together on a voluntary basis to help coworkers meet the challenges of diversity, particularly with regard to integrating new teams. To bring diversity to the attention of in-house staff as well as a wider public, Saatchi & Saatchi S and Conill joined forces to organize a conference, inviting 150 participants to address the topic ("The Myth of the Sleeping Giant: Why Latinos Are the Fastest Growing Segment the Sustainability Industry Has (N)ever Seen").

The number of agencies that have joined *Égalité*, our internal cross-agency network, has increased and today numbers 200 people. Supported by the Groupe's CSR department, *Égalité* clearly demonstrates the LGBT-friendly positioning of the Groupe and affiliated agencies, evidenced also by our commitment to GLAAD (Gay & Lesbian Alliance Against Defamation).

This network brings together employees throughout Publicis Groupe in support of the LGBT (Lesbian, Gay, Bisexual, Transgender) movement and offers expertise on LGBT issues both in-house and outside the Groupe. Among *Égalité's* activities in 2012: working with Human Resources to improve medical coverage; organizing participation in the New York AIDS Walk; and, beginning this year, establishing an HRC Equality Index.

• Diversity Policy in France

France's legislative and regulatory framework spans numerous topics linked to diversity. Employee representatives at various agencies have signed number of agreements on behalf of our entire workforce in France. Among the themes covered in the agreements signed in 2012:

- Retaining Employment for Senior Co-Workers

The Groupe employee base is mostly very young. We are however committed to maintaining at a stable level the percentage of employees who are 55 and older. Measures have been taken to:

- Prevent stress (for individuals, for teams) and more closely monitor health issues in general,
- Develop skills and access to retraining,
- Boost transmission of skills and know-how.

A Conversation with...

"Diversity is a company-wide challenge".



Sandra Williams, Chief Diversity Officer,
Re:Sources United States

Over the last five years you have continuously emphasized diversity and inclusion.

What are your main areas of activity today?

We're focusing our efforts in four areas: Involving upper-level managers who set the example on these issues; recruitment of people belonging to a number of minority groups; retaining employees via attention to their career development and employability; and, of course, training, to learn how to manage diversity and craft it into an asset by overcoming cultural bias.

Does the training/sensitization aspect seem particularly important?

Yes, because you have to change the way people think before you can change the way they act.

You have to also give people the tools to help make these changes. Our managers need to develop the skills required to manage a diverse workforce and clearly understand cultural specificities.

We have developed a training module called "Straight Talk", which provides managers with the language and framework they need to help guide and develop diverse talent and challenging situations.

Another module works on "unconscious bias": this helps build self-awareness, by focusing on how our biases can influence our decisions about talent. Both modules have 100% positive feedback regarding usability and we'll be continuing them in 2013.

Have you already seen tangible results?

Yes, in the case of programs created to help retain African American employees and to optimize their career development. We also encourage our women employees to participate in the Black Enterprise Women of Power Summit in Orlando. Over the last seven years, we have observed a 5% decrease per year in the departure rate for employees who participate in the Summit, which means a 76% retention rate for this period.

In 2012 our attendance at the Summit increased to 37 women. Meanwhile, this year we celebrated the birth of BEN, the Black Employee Network at Digitas, whose first activities in 2012 were a resounding success.

- Social Diversity

To boost the company's capacity to attract people with varied skills and backgrounds, an agreement was signed with an association called *Nos quartiers ont des talents*. Managers of Publicis Groupe, like those in other companies, are committed to providing young people raised in difficult circumstances with assistance in their studies and in securing employment.

- Recruitment of People with Disabilities

Acknowledging the need to make up for lost time in this area, the Groupe committed to a proactive program in 2012. A Groupe-wide audit of employees with disabilities was conducted in partnership with consultancy firm TH and with the *Association de Gestion du Fonds pour l'Insertion Professionnelle des Personnes Handicapées* (AGEFIPH). This study will enable us to set up a plan of action.

• Diversity Policy in the United Kingdom

The United Kingdom is uniquely rigorous regarding diversity in the workplace, and particularly since the 2010 Equality Act that brought together all the various anti-discrimination laws. Each person must be treated equitably as British law forbids discrimination of any kind.

The human resources team at Re:Sources United Kingdom work very closely with agency managers on recruitment, but also on issues related to general workplace behavior. Training sessions take place throughout the year to help each other, notably managers, to comply with the law on a daily and permanent basis. Training modules examine, within a legal framework, the various challenges that can arise in the workplace regarding employees' age, disability, marital status, maternity, race, religion, personal beliefs, and sexual orientation, among other factors. The risk of discrimination (both direct and indirect) and its legal consequences are considered from every angle. Theory and practice are illustrated during these sessions through the use of real-world simulations.

3. Training: Developing Skills and Preparing for the Future

The communications sector is under structural (r)evolution. Our operations are changing rapidly, and more than ever before, technological innovation is a force driving our creativity, competitiveness and performance. In this regard we are firmly committed to growing and developing our core competencies. We feel that assisting our co-workers in their career orientations is essential. The benefits of that assistance include the enhancement of our co-workers' employability and the general well-being of our workforce, but also increased

success by the Groupe and greater client satisfaction. Almost 2,000 training programs are in place throughout the Groupe, some conducted at the agency level, others at the country level.

• Training and Knowledge Sharing

Training efforts fall into two main categories:

- **Managerial Skills:** Training in managerial skills is essential across all operations, but it is especially crucial for young managers with rapidly developing careers. In this case, it is important to assist them and to provide *ad hoc* resources that will enable them to carry out their new functions as managers. Each training module is adapted to the needs of the particular employees and is multi-faceted, spanning mentoring, practical aspects of managing staff on a daily basis, time management, leadership, teambuilding, and collaborative management. In 2012 the Groupe's Executive Development Program (EDP) was deployed for the tenth consecutive year, benefitting more than 100 managers throughout the various networks.

- **Digital Skills and Expertise:** Some of our activities didn't exist ten or even five years ago — and some of them weren't even around last year! The Groupe's pioneering strategic focus on digital has been accompanied by a strong rise in the level of digital skills. Once again, in 2012 the acquisition of digital expertise has been a main thrust of our training efforts. These skills extend beyond the technical and technological, and also span creative and commercial capabilities. A large number of these training programs are conducted in partnership with major digital platforms. Sessions take place in almost all our agencies and often benefit from outside experts. Subsequently, the knowledge developed within the sessions is often shared internally, for maximum team benefit. The proportion of Webinars and other online training sessions has increased considerably.

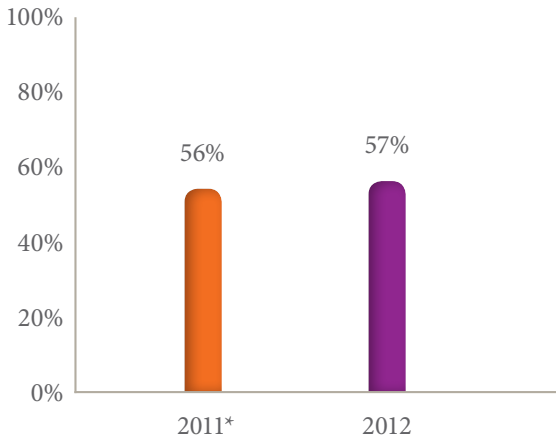
• Publicis Groupe's In-House "Schools" and "Universities"

Many networks have set up their training programs as in-house "schools" or "universities".

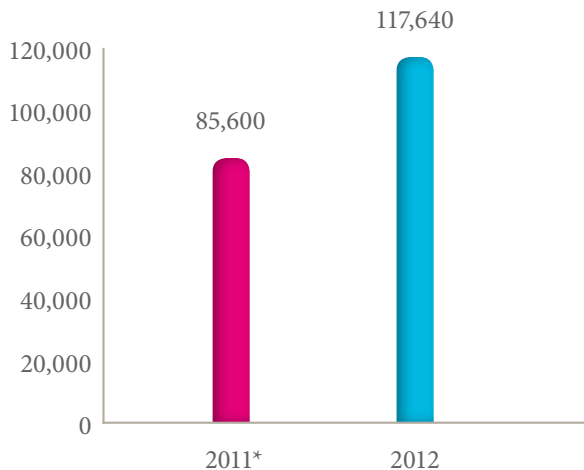
Notable examples are Digitas, whose Career Labs mix on-site sessions with e-learning; Leo Burnett, whose Leo Burnett University has been providing a broad level of training for international employees for several years; Rosetta, with its Technology SPA program encompassing nearly 15,000 hours of e-learning; Starcom MediaVest University, with a catalogue of nearly 1,150 different programs in its e-learning platform and its Digital Academy; VivaKi, via VNC, with custom-tailored training programs that reflect the needs and concerns of major clients; and ZenithOptimedia, whose Live Academy is an ambitious learning program designed in close cooperation with major partners.



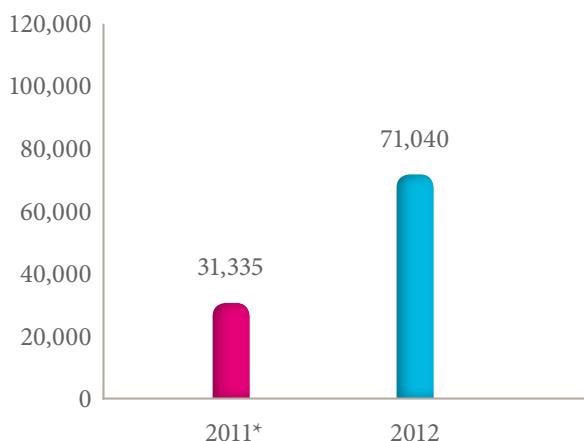
Percentage of Employees who Attended Training Course



Number of Training Days



Number of Shared E-Learning Hours



* Narrower scope (90% to 95%) of the Groupe

A Conversation with...

The “Live Academy” of ZenithOptimedia

Séverine Charbon, Chief Talent Officer,
ZenithOptimedia



What are the goals of your “Live Academy”?

Training programs are not just a “must-have”. They’re practically mandatory in our business. The media landscape is becoming more and more fragmented and technologies are evolving very rapidly. We need to transform ourselves, develop new skillsets and integrate new expertise in our planning framework.

To accelerate this transformation, we have decided to build an ambitious training program. We invited our best specialists to develop content in partnership with our global partners such as Google, Facebook and Twitter. We call it “Live Academy”, ZenithOptimedia’s global digital education program.

How does the training work?

This program combines on-site classes and e-learning, and consists of six Faculties, representing in total about 65 hours of training for each participant. These Faculties are: Social Media Strategies, Mobile Marketing, Search Marketing, Audience On Demand (AOD), Content Strategy, Insights, Data & Analytics. Each Faculty is led by one of our senior experts and involves a small group of dedicated specialists.

The “Live Academy” also includes assessments and testing for each level, and leads to a final certification. The “Live Academy” has been rolled out globally across the entire ZenithOptimedia network since March 2012. To date, over 2,000 planners and buyers have been trained in this program.

How is the new digital world impacting your training programs?

We continuously renew our training modules, updating not only case studies, but also more technical content about consumers, research applications, tools, and methodology. We also constantly renew the way we work and the way we share knowledge. We have decided to adopt an “open source” method, so that every planner in the world can share his or her latest findings, brilliant insights, best practices, innovative cases and so on.

Preparing for the Future: Some Examples of the Groupe's Training Initiatives

• **Assisting Managers in Carrying Out Duties, to Ensure the Success of Our Agencies**

Leadership is the cornerstone of every successful organization. In 2012, more than 800 Publicis Groupe managers took advantage of training to boost their leadership skills. The networks developed training modules with content that was both rich and varied, covering key skills for good leadership and effective management. They include: delivering clear, coherent and credible messages; convincing teams; knowing how to delegate — how to rally and motivate; developing individual potential and instilling a sense of team effort; driving change; optimizing customer relations and thinking strategically; and being receptive and growing business. Examples of such training modules include:

DIGITAS RAZORFISH

- "Breaking New Ground" (Australia)
- "Leading with Impact" (United States)

LEO BURNETT

- "People Management Program": Sharing essential knowledge and improving indispensable leadership skills (international)
- "New Manager Program": Improving interaction and strategic planning (United States)
- "Strategy, Analytics & Research" (United States)

MSLGROUP

- "Collaborative Management": Cooperating with teams, delegating, guiding, and motivating (United States)
- "Client Leadership" (Germany)
- "Female Leadership": Encouraging women managers to succeed in an environment that is often dominated by men (Germany)

PUBLICIS HEALTHCARE COMMUNICATIONS GROUP (PHCG)

- "Leadership Development": Dedicated coaching to enable managers to improve their job performance (United States)

PUBLICIS WORLDWIDE

- "Leading Change Strategy": Driving change and making it work through a plan of action (international)
- "Strategic Thinking": How to get organized, manage priorities and seize new business opportunities (Brazil)
- "Leadership": Acquiring the basic skills of a "good manager" (United Kingdom)

SAATCHI & SAATCHI

- "Leading at the Speed of Trust" (United States)
- "Senior Manager Leadership": Structuring and fostering optimal staff efficiency (China and Hong Kong)
- "DISC": Improving management skills and attributes for effective collaboration (United States)

STARCOM MEDIAVEST GROUP

- "Navigate": Helping new managers assume their role (United States)
- "Management Training": Managing and learning to surpass oneself (United Kingdom)

ZENITHOPTIMEDIA

- "Top Gun": For managers who aspire to greater responsibilities (international)
- "Moving Up To Manager": Preparing employees for their new leadership roles; teaching the basics of human resources management policy (United Kingdom)
- "Business School Leadership": Developing the expertise of our leaders and assisting them (Germany)

• **Developing and Capitalizing on Our Skills Potential; Managing Careers and Mastering Change in Our Industry**

Technological innovation leads to changes in techniques and methods. In a similar fashion, changes in consumer behavior drive change in our industry and throughout the media landscape. Our constantly renewed business units require us to rely on powerful internal dynamics and to keep abreast of the latest knowledge and expertise. Over half of the Groupe's workforce throughout the world received training in 2012. A few examples of programs:

BBH

- "Good to Great Workshop": Performance and the keys to going from good to great (United Kingdom)
- "Mini MBA": In partnership with the London Business School (United Kingdom)
- "Consumer Trends Analysis and Research" (India)

DIGITAS RAZORFISH

- "Career Labs": Identifying advantages (United States)
- "Monthly Trends Briefing Training" (China)

FALLON

- "Fallon Festival": Gathering together to share experiences and best practices (United Kingdom)
- "Personal Effectiveness": Getting organized and managing time (United States)

LEO BURNETT

- "Understanding Client Business and Leading the Creative Process" (Europe)
 - "Onboarding Program": Optimising the integration of new talents (Mexico)
 - "Town Hall Meetings": Fostering the sharing of best practices and experiences (Canada)
-



MSLGROUP

- "Effective Employee Feedback and Evaluation Meetings" (India)
- "Slideology - the Art and Science of Creating Good Presentations" (Canada)
- "Young Talent Day": Fostering team cohesiveness and the integration of new talents (Germany)

PUBLICIS HEALTHCARE COMMUNICATIONS GROUP

- "In-spiration Sessions": Finding daily inspiration (United States and Canada)
- "Vitals": Focusing on changes in employee interaction and increased involvement of co-workers (United States)

PUBLICIS WORLDWIDE

- "Leadership by Influence": Mobilizing and rallying the internal and external audience (Brazil)
- "Business Vision": A good perception of the marketplace to better anticipate business opportunities (Brazil)
- "Induction Training": Optimizing the integration of new employees (Mexico)

SAATCHI & SAATCHI

- "Womanspeak": Assisting women in being proactive and managing and resolving conflict (United States)
- "Love Makers Academy": Internal culture and conceptual challenges (entire network)

STARCOM MEDIAVEST GROUP

- "How to Sell Great Work": Keys to a successful presentation (Thailand)
- "Product Training": Training our staff in conjunction with changes in client offerings (Australia)

ZENITHOPTIMEDIA

- "Touchpoints and Catalyst Training": Understanding all the network tools in terms of the clients' needs (international)
- "Data Savvy": Tabulating, calculating and analyzing data from the industry and from our clients (international)
- "ProfitAbility Enterprise": Understanding company dynamics (entire network)

VIVAKI

- "It Is Your Career": Determining factors and job satisfaction (United Kingdom)
- "Berlin School of Leadership": Inspiration, personal development and new connections (Germany)

• Monitoring Digital Innovation, Anticipating Change and Mastering New Technologies

Digital business is evolving at a nearly daily pace, and innovations in technology, applications and usage are constant. The majority of Publicis Groupe networks, whether or not they specialize in digital, have deployed training modules dedicated to digital expertise, with numerous modules tailored for ongoing internal training and many of them for e-learning. Many of these training modules have been developed in partnership with major technology platforms.

BBH

- "School of Digital": Digital fundamentals for all, in partnership with Ravensbourne College (United Kingdom)
- "Execute Digital Marketing Brilliantly": Keys to social, mobile and research marketing (Singapore)

DIGITAS RAZORFISH

- "Digital Marketing" (China)
- "Google Online Courses" (India)

LEO BURNETT

- "Digital Training": Intensive sessions to bring everyone up to speed (Germany)
- "Play Buy Share": Optimizing the usage of digital channels (Poland, Hungary, Puerto Rico, Mexico)
- "U-Talk": Mastering digital skills (Russia)

MSLGROUP

- "Google Innovative Technology": Mastering Google applications (China)
- "Hands-On Social Media": Working differently and winning more digital business (India)

PUBLICIS WORLDWIDE

- "Digital Bootcamp": Sharing the latest market trends (United States)
- "Digital Creative": Anticipating new market trends, proposing a 360° digital approach for our clients (France)
- "Google Training" and "Facebook": Understanding what our partners are doing to facilitate cooperation (Brazil)

SAATCHI & SAATCHI

- "Digital Academy" in partnership with Starcom (Italy)
- "Digital Advertising Today": Mastering the rules of digital advertising (greater China)

STARCOM MEDIAVEST GROUP

- "Google Certificate Program" (Thailand)
- "Digital Engaging Workshop": Making a full commitment to the digital era (Singapore)

VIVAKI

- "AOD New Hire Program": Grasping the basics of AOD and new technologies

ZENITHOPTIMEDIA

- "ZenithOptimedia Live Academy": Increasing knowledge about Mobile, Search, Content, AOD, Analytics, VOD, Social Media...



A Conversation with...

Digital Training By an Expert in the Field

Alicia Shankland, Chief Human Resources Officer, Digita & Razorfish

Our digital work is moving constantly and very fast; how are you dealing with the constant flow of new technologies (products, software, apps) to ensure our teams are well trained?

The updating of employee skillsets must be precise and continuous. Our strategy: leverage our partners, particularly in the media space, to help keep our workforce current. In the area of media, for example, we work closely with Facebook (FB) and Google. With FB, we conduct once a month, round-table sessions in which their experts update our employees on the latest approaches (new platforms, technologies, coding specs and so on) to make sure we are aligned with them and the digital community. These monthly meetings often identify the need for follow-up content sessions. We have a team of what we call “FB Blackbelts” in the office. Anyone that is an FB Blackbelt is responsible for learning the latest specific platform, coding and tech requirements and then teaching them to the teams at large. We work continuously with senior business partners to understand the new needs of our clients and to add in custom learning, based on their needs. In some cases, we send our business teams to intensive external training sessions. The only requirement is that they come back and teach the agency what they have learned.

E-learning is the future — and already a reality in our agencies. What are the new trends to keep our people current and competitive?

For our Digita US agency overall, we have a Learning & Development (L&D) portal that hosts content for the agency and capabilities. A large portion of this portal is dedicated to onboarding new employees and provides information about the agency, management and clients. Our creative staff has an e-learning tool tailored to their needs. This L&D portal hosts more than 450 training sessions that employees can access on demand, anytime, from anywhere. To make the content as pertinent as possible, clients and our sales teams are involved in the development of training modules.

4. Quality of Life at Work: Improving Well-being

All the operations and core skills of our agencies require responsiveness, availability and speed, and our employees spare no time or effort to ensure them. Managers too need to show real flexibility in the organization of workloads — an effort made easier today by digital tools offering new opportunities for mobility, cooperation and telework.

• Health and Safety Policy in the Workplace

The nature of our businesses — providing intellectual services — frames our health and safety policy. Most of our operations involve operating at a fixed workstation, in front of a computer screen. We actively encourage prevention of stress, psychosocial risk (PSR) and musculoskeletal disorders (MSDs), and have set up programs to raise awareness of workplace conditions that might adversely affect posture, eyesight or a healthy lifestyle. Sports and physical exercise are encouraged in a variety of ways. These initiatives are deployed according to specific priorities determined by each agency or network in the Groupe.

With regard to **nationwide prevention measures** (anti-smoking and anti-alcohol campaigns, testing for various pathologies, etc.), agencies uphold these programs and **facilitate information** about prevention programs in the workplace. For seasonal epidemics such as the flu, when it is necessary, agencies can set up preventive plans (such as vaccination campaigns) for their employees with *ad hoc* partners.

The work accident rate amounts to 0.4% (within 76% of the Groupe perimeter). The principal causes of workplace mishaps involve transportation accidents (commuting from home to work or while travelling for business).

• Healthcare Benefits

Nearly 100% of employees are covered by some form of **social security** benefits (provided by the state and/or the company, depending on legislation and company commitments). For the past five years, with the support of Re:Sources teams in particular, agencies focused significant efforts on two areas:

- Advocating for healthcare coverage that extends beyond the statutory minimum, spanning measures that may — depending upon the country — include regular medical check-ups for preventive purposes; more complete coverage for employees (as well as their spouses and children); and significant reimbursement of optical and dental expenses. This coverage is remarkable in countries such as Brazil, China or Russia.



- Raising awareness and providing instruction in the workplace about healthy lifestyles, stress prevention, the short- and long-term benefits of a balanced diet, the need to exercise, to relax, to play sports, etc. Holistic approaches to healthcare of this kind — taken by agencies with the help of third-party experts — are particularly well developed in the United States, France, the United Kingdom, Germany, Brazil, etc.

In countries where **collective agreements** or industry-wide agreements have been set up, topics such as preventive healthcare are often the object of specific activities, and all the Groupe's employees in such countries benefit accordingly. For example, in France, a plan for an agreement on workplace well-being is currently under consideration. In the United States, the Groupe's employees have access to dedicated services and to qualified professionals to help them find solutions to healthcare issues, as well as workplace well-being (*see opposite*).

• Work-Life Balance

This is an important challenge in the communications professions, which are focused entirely on satisfying clients with enthusiastic and passionately committed co-workers. The need for a careful balance is expressed more explicitly by younger employees, who have been accustomed to multi-tasking intensely interwoven activities since graduation. Our agencies are in the process of exploring new modes of operation.

Flexibility is one component of our approach, to accommodate employees looking to better balance the demands of their personal and professional lives. Flexibility is clearly an asset for attracting and retaining employees, and helps us to prepare for tomorrow's demographic reality. The "Y Generation" — which now makes up such a large part of our workforce — expects flexibility and an adaptable working environment. Similarly, parental parity means that men as well as women can benefit from a degree of flexibility during their children's first years.

Experience shows that flexibility on a volunteer basis is a source of increased productivity and makes the working environment more motivating. In this spirit, the MSLGROUP network, for example, has set up a number of local and national initiatives, in Singapore, India, Northern Europe and particularly in North America (*See A Conversation with Sophie Martin-Chantepie on the following page*).

United States: Well-Being in the Workplace

Through the initiative of the central HR teams at Re:Sources and in conjunction with the agencies' own HR teams, Publicis Benefits Connection offers an Employee Assistance Program (EAP) to the Groupe's employees through Workplace Solutions, an independent counseling organization. The program is available to all US-based employees and their immediate families (spouse and children). These programs are typical in big companies in the United States.

The EAP team is available 24/7 to provide consultation, support and guidance on issues related to professional or personal life. Among the numerous services on offer: professional stress, emotional well-being, child care, assistance for seniors, legal and financial assistance, training to improve work organization...

To help minimize health risks, all employees also have access to "Publicis Groupe Benefits Connection Healthy Living" and are encouraged to undergo a Personal Health Assessment (PHA). They may participate in an *ad hoc* program for maintaining a healthy lifestyle (meal plans, exercise programs and, where available, phone-based assistance from a coach).

In certain cases (in cities, for example), employees may be offered special deals for fitness clubs, relaxation therapy or certain sports activities.

The programs are fully deployed in 2012: agencies were clearly informed that the costs of these services would be met collectively and a *pro rata* payment plan would be put in place for relevant employees. While individual employees are the first to benefit, agencies and clients also reap the rewards: studies show that people who are "in shape" and feel better physically are able to work more efficiently.

Early feedback has been very positive, showing that services provided have been greatly appreciated, and this has been very encouraging for the Re:Sources team overseeing the deployment of this EAP.



A Conversation with...

The “Flexibility With Accountability” Program: MSLGROUP in the United States

Sophie Martin-Chantepie, Chief Talent Officer, MSLGROUP

What were the reasons that led you to start this program?

Flexibility with Accountability is one of our agency’s HR innovations. It recognizes that the health and well-being of our employees is of the utmost importance. Understanding that our multi-generational employees all seek a degree of flexibility with their work schedule, we created an inclusive and formalized benefit framework to support work-life balance throughout an employee’s career, while ensuring business and client needs are met and productivity levels remain high. This is part of our approach to managing talent in the most efficient and productive way.

It’s important to put in place clear guidelines.

It’s essential. For example, we’ve defined “work from home” as working a full day, from a remote location, which requires employees to be fully accessible to their teams and clients. We are focused on ensuring a seamless and nimble feeling between being in the office and working remotely. We recognised that “one size does to not fit all” and therefore offer various levels to this program. Certain offers are open to all employees who decide to take advantage of them: One Day Work from Home Per Month, Summer Flex Time, Holiday Flex Time, etc. Other possibilities — Reduced Work Week or Flexible Hours — may be specified in the work contract, and can be adapted to the situation and responsibilities of each employee. The Phase Back plan covers parents returning from maternity or paternity leave, Telecommuting is for employees who live in a geographic location other than North America city.

This program was launched in fall 2011.

Where do you stand today?

When we began offering this program the reaction was very positive. Today around 20% of employees in North America are engaged in a formalized work schedule arrangement. And a majority of our teams benefit from the opportunity offered to everyone: working from home one day per month.

Beneficiaries Speak (MSLGROUP)

“The phase back program was incredibly valuable — it made the transition to working mom so much easier and gave me the support I needed to nurture both my baby and my clients.”

Christine, MSL New York — Utilized Phase Back Program

“The agency has consistently gone above and beyond to provide employees like me with the flexibility that enables a productive work environment and a balanced personal life. Living 40 miles from the office, the ability to [work from home] enables me to lead a more balanced life by participating in more day-to-day personal activities, improving my productivity by saving hours in the car and eliminating countless traffic-related headaches.”

Keith, Schwartz MSL Boston — Uses One Day a Week From Home

“As a mom of two young kids, having the ability to work from home once a week provides me with some much needed flexibility in an otherwise client and team-centered work life... it’s a sanity saver having a consistent option for the regular doctor appointments, parent-teacher conferences and other... demands we all face.”

Katie, MSL Chicago — Uses One Day a Week From Home

• Employee Assessment: An Obligation and a Tool for Career Development

Our clear objective is to ensure that all employees receive a formal evaluation interview each year. The fairly large turnover in our industry is obviously a factor in conducting these evaluations within a 12-month period. In 2012, 77% of employees received a formal assessment interview.

Employees Benefiting from an Annual Assessment Interview (in %)





A Conversation with...

Evaluation: The Rosetta Approach

**Nigel Adams, Chief Talent
& Administrative Officer, Rosetta**

Annual employee evaluation is important for career development.

What do you say about it to your managers and employees so they can be well prepared?

Every year, training is conducted by our HR team to reinforce the importance of focusing on career growth and development. We consider it an important moment in the year and we must prepare for it. This has been a cornerstone of our network since the beginning. We present the essential points that will be covered: professional expertise, obviously, but also the capacity to understand and serve the client, grow business, organize... Rosetta ensures that each has a full understanding of the importance of archiving agency, team, as well as individual performance in driving the strongest results for our clients.

Our activities change constantly and rapidly. Can your evaluation tools keep pace?

In the past three years we have enhanced and streamlined our performance management process. We ensure that it remains relevant to individual and team contributions in support of our agency's strategic objectives. In fact, recognition of our dynamic environment has positioned Agency's managers with much greater accountability for maintaining a focus on accelerating talent. 98% of our team members participated in performance reviews in 2012.

• Internal Satisfaction Surveys: A Valuable Source of Information and a Management Tool

Every year (or every two years), our networks conduct employee surveys. Each network uses a specific process, but all of them deploy the same basic decoding grid. Following internal reorganizations that were carried out during the course of the year, many networks did not deploy the same employee satisfaction surveys. Networks that did manage to survey teams and major agencies amounting to close to 80% of staff included Leo Burnett (where such surveys have been conducted annually for the past 12 years), ZenithOptimedia

and Saatchi & Saatchi, as well as PHCG, MSLGROUP, the "new" VivaKi, and Rosetta. Some agencies also conducted surveys at the local level. However, the spectrum of the Groupe's employees surveyed in 2012 is not sufficient to enable coherent comparison with results from previous years.

A Conversation with...

The People Survey: A Venerable Tradition at Leo Burnett

**Michelle Kristula-Green, Global Head of
People and Culture, Leo Burnett**



Leo Burnett has conducted the global People Survey annually for the past 13 years.

What do you expect to achieve from it?

Leo Burnett's overall strengths are the people and culture that make up the agency – the many challenges they overcome, and their creativity. The survey provides us a very accurate picture, at a given moment in time, of how our employees feel about the company. We obtain a 9 out of 10 response (87% in 2012), which is exceptional not only for our industry but for any industry. Our main objectives: to measure the engagement of our people, to see how motivated they are to contribute to the agency's success; identify what drives their behavior and provide a framework for action planning; and to provide a forum where employees feel they can provide both praise and constructive comments on how the agency can improve. We're proud of our record high engagement score of 72% in 2012 (against a supplier norm of 69%). This is even more satisfying because it is a key indicator that has repercussions for other criteria which measure company loyalty and our overall performance.

Isn't an employee survey also a way to develop a sense of the agency's human resources performance?

We focus first on employee engagement as a key measure, since it is known to impact productivity, absenteeism, service quality, customer satisfaction and overall performance. Then we extend our survey to other key factors: Innovative environment, leadership, relations with local management, developmental resources, diversity, recognition/rewards, etc. "We Are Only As Good As Our People" is a core belief at Leo Burnett. The People Survey is a key way for us to ensure we are doing the best we can by our people.

• Social Dialogue: A Tradition Facilitated by Agency Operations

The promotion of social dialogue and sustained attention to the concerns of our co-workers are among the commitments outlined in Janus, our internal Code of Conduct and Ethics. The medium size of our agencies (between 50 and 100 people) facilitates dialogue between managers and employees regarding the way their company operates and projects underway. Levels of hierarchy are fairly minimal, and organizing work by project teams further facilitates the manager/staff relationship.

The freedom to associate and to negotiate in organized unions is also among the fundamental rights that the Groupe is committed to respecting. In France, for example, employee representative bodies and, more generally, our employees themselves, are regularly consulted and informed about underway projects and about any changes that might affect their agencies.

5. Human Rights: “A Duty of Vigilance” Wherever We Are Present

The numerous *pro bono* campaigns developed by our agencies and networks on behalf of public-interest causes or international organizations such as the United Nations (see Chapter 2) are probably the strongest possible evidence of the Groupe’s commitment to fundamental rights and freedoms. Still, in addition, we remind all our staff of these fundamental principles, and despite their extremely high level of training overall, we also recall for them the nature of those rights, viewed both as international texts and as local regulations.

Respect for human rights is part of the Groupe’s **steadfast and inalienable internal values**. It is part of our “Viva la Difference!” corporate culture. All employees, especially new recruits during welcoming sessions, are reminded of these principles. Janus, our internal Code of Conduct and Ethics, is distributed to all managers and their teams and is accessible via the intranets of all networks and agencies.

Our compliance with **key principles set forth by the International Labour Organization (ILO)** is extended *via* our particular attention to the equality of men and women in employment and compensation; by the extensiveness and effectiveness of our healthcare benefits; and our promotion of social dialogue.

Contracts signed with the Groupe’s major **suppliers** (central and regional) contain numerous criteria linked to respect for

human rights. Work undertaken by the Groupe’s procurement department in 2012 attests to a constantly stronger focus on responsible purchasing policy (see page 42 of this report).

Our core business — providing intellectual services — does not directly entail any risk of **child labor** or issues relating to forced or compulsory labor. Still, Janus prohibits child labor, **forced labor and compulsory labor** and stipulates that we work to end these practices. This commitment is also reiterated in the Publicis Groupe Procurement Chart and in the Groupe Procurement CSR Questionnaire for our suppliers.

Note: Regarding human rights policies observed by security agents in the performance of their duties, these teams work for external and specialized companies and are not directly employed by the Groupe. The only exception made is the Groupe’s Paris headquarters, where the in house security team is made up firemen.

6. Compliance

- Publicis Groupe, whose core business is essentially providing intellectual services, has not been involved in any incidents relating to child labor.
- Publicis Groupe, whose core business is essentially providing intellectual services, has not been involved in any incidents relating to forced or compulsory labor.
- Publicis Groupe, whose core business is essentially providing intellectual services, has not been involved in any incidents relating to the violation of the rights of indigenous peoples.
- Pending litigation: The judicial procedure involving a former employee of MSLGROUP in the United States, which was referenced in the 2011 and 2010 CSR Reports, is still pending. The US Equal Employment Opportunity Commission (EEOC) examined the claim in 2010 and stated that “the case does not present any infringement or violation of the law”. The Groupe continues to uphold that the claim is unfounded and remains determined to defend its case in the courts.



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Despite a complex global financial situation, taking part in “society at large” remains a priority for Publicis Groupe. Chalk it up to tradition... The very large number of highly diversified initiatives reflects the Groupe’s culture of sharing. And once again, experience proves that taking a genuine interest in the activities of local communities is a key to success. It is a very clear and pragmatic approach: that is why our actions are often carried out in conjunction with partners from civil society. A main motivating factor is our people’s deep interest in these projects and initiatives, particularly among younger generations. For the agencies, the challenge lies in maintaining involvement at the same level despite dwindling resources.

► Our approach: To play an active role in society through local involvement.

1. Pro Bono Campaigns: Fewer, but Significant

For all our agencies, work for a *pro bono* client is of the same quality and intensity as work for any other client. Moreover, working on *pro bono* campaigns is thoroughly integrated into the professional career path of the Groupe’s employees, whatever their job title or responsibilities. In recent years, economic restrictions have obliged a lot of agencies to reduce the number of commitments they undertake in order to focus on a more limited number of projects each year.

• Pro Bono Campaigns: User’s Guide

In accordance with the Groupe’s Sponsorship Charter (*available at www.publicisgroupe.com*) and for obvious reasons of geographic proximity, decisions regarding which causes to support are taken by the manager(s) of each agency. This is a commitment that must meet several objective criteria:

- the cause must be of general public interest;
- the topic must be of real interest to agency staff;
- the agency must be capable of successfully completing this project in the context of its annual general workload.

In the course of a *pro bono* project, the agency will be as demanding of itself as it would be for any other client. In most cases, there is no charge for these campaigns and the time and work put in and creative production are donated to the institution, association or organization in question. Only technical costs are paid by the client. Sometimes the agency may receive some form of monetary compensation, though

this is always symbolic and therefore very small. Involvement in *pro bono* campaigns may also entail what certain countries refer to as skills-based sponsorship, which consists in temporarily releasing employees to contribute their skills to a project or cause. This enables even greater involvement in projects, particularly during the preparatory and/or launch phase, as well as a transfer of know-how. In this way, the approach adds value for both parties.

• 300 Pro Bono Campaigns in 2012

The Groupe’s agencies as a whole produced nearly 300 *pro bono* campaigns this year, in addition to smaller interventions which were free-of-charge but are not counted as campaigns.

Along the same lines as campaigns produced for our other clients these past few years, a large number of our *pro bono* work has involved complex, “multi-channel” campaigns. Among the causes covered: child protection; general health issues and health awareness (prevention of cancer(s), AIDS prevention, fighting against drug abuse, preventing serious illnesses...); local cultural/community issues; protecting the environment.

Most of these campaigns may be seen on the Groupe’s website (www.publicisgroupe.com). Many of them have won awards, and all of them are a great source of pride for us.

In 2012, the Groupe is continuing its detailed analysis of the criteria specific to *pro bono* projects in order to obtain a more coherent evaluation of financial valuation and benefits.



Our Teams at the Service of Important Causes and Associations: A Selection of *Pro Bono* Campaigns



Digitas and Razorfish **Joe Andruzzi Foundation** **(JAF): "Daily Dose of** **Laughter" — Digitas, Boston**

"In the fight against cancer, there's no better medicine than a daily dose of laughter." The Joe Andruzzi Foundation (JAF) teamed up with Digitas Boston to launch the Daily Dose of Laughter campaign, an initiative to support patients and their families battling cancer and provide assistance with their everyday household expenses (rent, mortgage, utilities bills, groceries...). The Millennium pharmaceutical laboratory, the JAF's corporate sponsor, donated \$5 every time someone posts a kid's funny quote on Twitter or Facebook.



Saatchi & Saatchi **Greenpeace: "Water for Children"** **— Saatchi & Saatchi, Shanghai**

The rivers and lakes in China are polluted by industrial, agricultural and living wastes, and growing children are even more vulnerable. "Water for Children", a performance art piece created by Saatchi & Saatchi Shanghai for Greenpeace, was staged at the Shanghai 2nd

Advertising Arts Exhibition. The agency used performance arts to show the huge threat that polluted water poses to young people. In the future the agency will continue to support public interest causes and organizations, in hopes of contributing to environmental protection through highly creative works.



BBH **UNICEF: "Believe in** **Zero" — BBH, New York**

In 2008 UNICEF launched the "Believe in Zero" campaign to fight malnutrition. The

objective: to eliminate infant mortality from any type of preventable disease. The campaign created by BBH New York is not focusing on the millions of children around the world who are victims of malnutrition, lack of education and early death, but encourages the hope that one day we will all be able to live a prosperous life in our early childhood.



Publicis Healthcare Communications Group **The Passage: "Helping the Homeless"** **— Publicis Life Brands Resolute, London**

The Passage runs London's largest voluntary-sector, day-centre charity for homeless people. Every month the organization's volunteers have a short time slot during which they can collect donations in Victoria Station. To raise awareness and help increase donations, Publicis Life Brands Resolute's idea was simple: act as the hook to capture the attention of passers-by with original cardboard signs. Donations increased by 25% and reached more than 650,000 followers on Twitter.



Publicis Worldwide **Melanoma Institute: "Wake Up** **Call!" — Publicis Mojo, Sydney**

With the highest recorded incidence in the world, melanoma can sadly be considered Australia's national cancer, with many thousands of Australians touched by it. The awareness campaign for Melanoma Institute Australia, created by Publicis Mojo, was fronted by rugby great Johnny Raper to highlight the dangers of melanoma and the importance of being sun-wise as the warmer weather approaches.



Leo Burnett **Hemoba & Vitoria: "My Blood is Red** **and Black" — Leo Burnett Tailor Made,** **São Paulo**

In 2012 the Brazilian state of Bahia was experiencing a shortage of blood and donors. To raise awareness of this problem and increase blood stocks, Hemoba (the blood bank of Bahia State) teamed up with the Esporte Clube Vitoria football club and Leo Burnett Tailor Made, São Paulo for the "My Blood is Red and Black" campaign. The ingenious idea behind this campaign: removing the iconic red stripes from the football players' jerseys and then replacing them, stripe by stripe, over the course of the season as blood stocks rose. This promotional act earned Vitoria enormous publicity and helped solve a pressing health problem in Brazil. The campaign was recognized at the International Andy Awards with the Richard T. Reilly award for Public Service, Gold for Best Use of a Celebrity, and Bronze for Public Service.



An overview of other *pro bono* campaigns*

ART AND CULTURE

BBH (United Kingdom): Creation of visual identity - National Theatre
Leo Burnett Tailor Made (Brazil): "Inspiration" - Brasília Home & Furniture Museum
Leo Burnett (Latvia): "If you like Latvia, Latvia likes you" - University of Latvia
Leo Burnett (Poland): "You do not have to be an artist to create art" - Legalna Kultura
Leo Burnett (Russia): "Meet the most peculiar story on Earth" - Jewish Museum
Leo Burnett (Ukraine): "American Independence Film Festival" - American Embassy in Ukraine
Leo Burnett and Arc Chicago (United States): "Sunday in the Park" - Chicago Shakespeare Theater
Production Platform, Mundocom (United States): "Holiday Exhibit" - Art Institute
Publicis (Austria): "Jasmin Schildorfer" - *Spanische Hofreitschule*
Publicis (Bulgaria): "It's cool to listen to Bulgarian Classics" - bgaudiobooks.com
Publicis (Bulgaria): "Journeys without boundaries" - National Museum of Natural History Sofia
Publicis (South Korea): "The birth of Venus" - Maekyung

CHILD PROTECTION

BBH (United States): "Trick or Treat" - US Fund for UNICEF
Leo Burnett Bangkok (Thailand): "A Girl/A Boy" - Center for Protection of Children's Rights Foundation
Leo Burnett (Portugal): "André" et "Filomena" - Portuguese Lost Child Association
Leo Burnett Sydney (Australia): "Made to Grow" - Kids Xpress
MSLGROUP (Italy): "A grain of happiness" - Artsana
Publicis (Bulgaria): "X-mas Fundraising Campaign" - UNICEF
Publicis (Bulgaria): "Meet Maria: with no school, no work, and no future!" - SOS Children's Villages Bulgaria
Publicis Toronto (Canada): Annual campaign - Holland Bloorview
Publicis Conseil (France): "Movie Magic" - *Les Toiles Enchantées*
Publicis (Poland): "Children on the net" - Foundation Dzieci niczyje
Publicis (Thailand): "Senior CD" - Holy Infant Orphanage
Saatchi & Saatchi Greater China (China): "The Lock of a Family" - Clover Children's Rehabilitation Training Centre
Saatchi & Saatchi Badillo (Puerto Rico): "Children Against Bullets" - United Way (*Fondos Unidos de Puerto Rico*)

EDUCATION

Andreoli MSL (Brazil): Media Relations and Public Relations - Instituto Carlyle Brazil
MSL Kekst and Company (United States): "J. Fingerth" - Horace Mann
MSL Kekst and Company (United States): "M. Semer" - Everybody Wins
Publicis Toronto (Canada): "Bullying Hurts" - Kids Help Phone
Saatchi & Saatchi New York (United States): "McGruff" - National Crime Prevention Council
ZenithOptimedia (Poland): "1 % campaign" - Stefan Batory Foundation
ZenithOptimedia (Romania): "Each child should go to kindergarten" - Ovidiu Rom Association
ZenithOptimedia (United States): "Multiple" - Los Angeles Fund for Education
Publicis Shanghai (Shanghai): "Save the Pear Plan" - Zhejiang Xinhua Compassion Education Foundation

DONATING BLOOD

Leo Burnett (Italy): "Every One Should Do It - Save the Life" - Avis Nazionale
Publicis (Brazil): "Doe Sangue e Passe a Bola para um Amigo", "Time Sanguíneo Pró-Sangue" et "São Paulo na Veia" - Fundação Pró-Sangue

CANCER PREVENTION

Leo Burnett Bangkok (Thailand): "Hair for Hope" - Chulabhorn Hospital
Leo Burnett Beirut (Lebanon): Creation of the visual identity - Children Cancer Center Lebanon
Leo Burnett (United States): "One More" - Translational Genomics Research Institute
Discovery Chicago (United States): "Modern Healthcare journal ads", "Save the Date Postcard", "Passion video"... - American Heart Association
Publicis Medicus (United States): Logo design - Cancer Research Institute
Publicis (Peru): "*Liga contra el Cancer*" - LPLCC
Saatchi & Saatchi Dubai (United Arab Emirates): "Think Pink" - Dubai Ladies Club
ZenithOptimedia (Romania): "I want to grow up" - New Horizons Family Association

HEALTH

BBH (United Kingdom): "The 'Bump' Campaign" - Sparks
BBH (United Kingdom): "Lauren Luke" - Refuge
Fallon Minneapolis (United States): "Child Healthcare Reform" - Children's Defense Fund
Leo Burnett Tailor Made (Brazil): "Recall", "Dating" - ABTO (Brazilian Association of Organ Transplantation)
Leo Burnett Manila (Philippines): "Zombie" - Rip the Road
Leo Burnett (Russia): "Check engine" - Philips
Leo Burnett (London): "Baby charity" - Tommy's
MSLGROUP (Suisse): "Mira Karlsson" - Lilla Barnets fond
Saatchi & Saatchi Wellness New York (United States): "Go Red for Wellness Women" - American Heart Association
Saatchi & Saatchi Wellness (United States): "CLIO Rx Awards" - CLIOs
Publicis Toronto (Canada): Annual campaign - Mira
Publicis Madrid (Spain): "*Y tu sin enterarte*" - United Nations
Saatchi & Saatchi Cape Town/Johannesburg (South Africa): "The Art of Distraction" - Operation Smile South Africa
ZenithOptimedia (United States): "Autism Speaks"
ZenithOptimedia Moxie (United States): Website creation - Casting 4 a Cure (AIDS prevention)
Fallon Minneapolis (United States): "Camp Heartland program" - One Heartland
ZenithOptimedia (Poland): "I have nothing to hide - I took an HIV test" - Positive in the Rainbow Association

ENVIRONMENT

Leo Burnett (Argentina): *Fundacion Vida Silvestre*
Leo Burnett (China, France, Serbia, Turkey, United States...): "Earth Hour" - Worldwide Fund for Nature (WWF)
Leo Burnett (Germany): "Klorollen", "Megacity" - NABU
Leo Burnett (Russia): "Free a Tree" - Google
Leo Burnett Makrom (Turkey): "Soul of Turkey 2012" - Worldwide Fund for Nature (WWF)
Leo Burnett (United Arab Emirates): "Flip Media" - The Emirates Wildlife Society in association with Worldwide Fund for Nature (WWF)
MSLGROUP (Singapore): "Advocating Causes with Relevance & Currency" - Conservation International
MSL San Francisco (United States): Public Relations - Save the Bay
Publicis Healthcare (France): "Beach clean-up operations" - SurfRider Foundation
MUNDOCOM (United States): "Earth Hour" - Worldwide Fund for Nature (WWF)
Saatchi & Saatchi Greater China (China): "Water for Children" - Greenpeace
Saatchi & Saatchi Los Angeles (United States): "Ocean Armor" - SurfRider Foundation



Starcom (United States): "Earth Hour" - Worldwide Fund for Nature (WWF)
ZenithOptimedia (Spain): "Reparación y Acondicionamiento de una senda ecológica" - Fundacion Gaia

PROTECTING ANIMALS

Leo Burnett Limited Hong Kong (China): "Story with my pet" - Hong Kong Animal Adoption Centre
Leo Burnett (Portugal): "Dog Adoption" - *União Zoológica*
Leo Burnett Markom (Turkey): "Don't buy if you can't take care for" - Animal Shelter Volunteer and Animal Life Rights Association
Publicis Yorum (Turkey): "Not Tested on Animals" - Natures of Scandinavia

DOMESTIC VIOLENCE

Leo Burnett (United States): "Husband Radio" - *Mujeres Latinas en Acción*
Saatchi & Saatchi Badillo (Puerto Rico): "I Love You/I Hit You" - United Way (*Fondos Unidos de Puerto Rico*)

ADDICTION, FIGHTING DEPENDANCY

Leo Burnett Bangkok (Thailand): "Suicide" - Don't Drive Drunk Foundation
Leo Burnett (Hungary): "The Place where you can do something for yourself" and A Place for Yourself Foundation for addicts "Call the Fundraiser hotline"
Leo Burnett London (United Kingdom): Awareness campaign - "Cocaine Unwrapped"
MSLGROUP (Italy): "Drive with caution" - *Ania Fondazione*
Publicis Madrid (Spain): "Don't use drugs and drive" - Foundation against addictions

HOMELESSNESS AND HOUSING ISSUES

BBH (United Kingdom): "Nine Rooms" - Centrepont
BBH (United States): "Homeless Hotspots" - Front Steps
Leo Burnett (Canada): "Toque Campaign" and Raising the Roof and "Street House"
Leo Burnett (Hungary): "Don't let it depend on luck" - Food for Life Foundation
Leo Burnett (Morocco): "Vets collecte"
Leo Burnett Belgrade (Serbia): "Charity Bazaar International" - Womens Club
Publicis Toronto (Canada): Annual campaign - *Maison du Père*
Publicis Conseil (France): "Cauchemar de femme" - *Samu Social de Paris*
BBH (United States): Development of a new digital payment system "Streetwise"

HUMAN RIGHTS, HUMANITARIAN CAUSES

Leo Burnett (Germany): "Prison Walls" - Amnesty International
Leo Burnett (Poland): "Calendars of empathy", "Captcha", "1 %" - Amnesty International
Publicis (Peru): "Buena Onda", "Peru protege tesoros" - UNICEF
Saatchi & Saatchi (Colombia): "Campaign attention to the crisis of internal forced displacement and migration" - ACNUR
BBH (United States): "Good Shirts" - US Fund for UNICEF
Leo Burnett Belgrade (Serbia): "Strike against Hunger" - Humanitarian Fund B92
MSLGROUP (Norway): "Trine Lie Larse" - *Médecins Sans Frontières*
Publicis (Bulgaria): "Image Campaign and Robin Food Campaign" - Bulgarian Food Bank

* Non-exhaustive list

A Conversation with...

Pro bono campaigns



Milano Reyna,
Worldwide Chief Talent Officer,
Saatchi & Saatchi

In your opinion, what effect does working on these types of campaign have on employees?

By applying our skill to *pro bono* causes, we not only realize the potential to "put back" into our communities thus lifting the spirits of our people, but we get to experience the reality of society. For us *pro bono* work is seen not only as an opportunity to help our communities flourish, but also an opportunity to develop a more holistic view of the world in which we live.

Another very positive aspect is that it allows our teams to better understand the role that we play — or can play — within the society at large. Furthermore, we frequently build inspired contacts through working with the directors and trustees of NGOs or foundations who are dedicated to building the social value of our communities. In essence *pro bono* work is not only the right thing to do, it's also an imperative in our activities. Since Saatchi & Saatchi was created 30 years ago we have created more than a thousand *pro bono* campaigns.

And the impact on the agencies themselves?

Pro bono campaigns seek to improve the world in which we live, an act that is in itself very rewarding and motivating for our teams. For the agencies, *pro bono* allows us to focus our creative energy into the work without certain constraints. Experience shows that *pro bono* clients are usually more open to bold proposals, as they look for ways to tell their message in the most impactful and effective way.

For the agency that combines its name to a *pro bono* campaign even as a "backstage agent", it's also a way to be recognized for our creative potential and for the quality of our commitment. With other organizations that might contribute in terms of human and financial resources, we complement one another.



A Conversation with...

**Volunteering:
Working with the Community,
working with Each Other**

Marjan Panah, EVP, Global Director of Human Resources and Talent, Publicis Healthcare Communications Group (PHCG)

Voluntary work is a way to participate actively within our local communities and our teams are sincerely happy to do so; but we can't say "yes" to every cause.

How are you making your choices?

PHCG makes a deliberate effort to support specific charitable organizations based upon several factors. We believe it is important to play an active role in the communities where we live and work, such as local schools, food banks and shelters.

Next, as companies focused on health, we raise money and awareness for conditions that have affected the lives of our employees and their families such as breast cancer and heart disease.

Just as importantly, we support the organizations that our employees are passionate about, from military charities to pet shelters to environmental organizations.

What is the impact of these voluntary work initiatives on agency culture?

Giving back defines who we are as an organization and as people. PHCG grants all employees paid time off to participate in a charity of their choice.

Supporting organizations that are important to our employees shows we care about them as individuals. In the end, volunteerism inspires collaboration, provides a greater sense of community and purpose, and promotes a culture by which we are all proud to live.

2. Volunteer Work: Making Proximity an Outreach Priority

Cleaning up a beach or a park house, repainting school classrooms, organizing an "open house day" for young people in the neighborhood... Volunteering, long a common occurrence in English-speaking countries, is gaining ground in countries around the world.

• A Wide Variety of Community Involvement

In the United States, our agencies enjoy a long tradition of volunteering in close harmony with their surrounding community. As this involvement continues, it has been mirrored in every country where the Groupe operates. Once again, the selection, type of involvement, and the particular cause or organization is entirely up to the local teams. For the community, by the community...

In 2012, the Groupe undertook more than 300 initiatives of this nature, from complementing *pro bono* campaigns to fundraising activities directly supported by agencies' team. These moments of sharing and commitment are very appreciated by staff at all levels. In the spring, in the summer, it's not rare to see people at our agencies devoting their time in support of an organization or cause. Sometimes these efforts are shared with clients or other partners so they can be even more effective.

The most common causes are child protection, helping disadvantaged young people, helping women, anti-poverty programs, helping the sick and their families, and working on preserving the environment with local communities. These issues are very close to the one supported in *pro bono* campaigns.

• Solidarity: A Steadfast Commitment

People in the Groupe are always very responsive as soon as there is a crisis requiring emergency intervention in their area (or in the world).

When Hurricane Sandy devastated New York and the surrounding region at the end of 2012, the Groupe's various American agencies undertook a variety of efforts on behalf of the victims. Alongside individual solidarity actions within each agency, staff at most of the New York agencies worked with various associations and organizations to provide assistance to people living in neighborhoods most severely affected by the storm.



Solidarity Networks and Local Commitment: An Overview of Volunteering Across our Networks

BBH

Brazilian Association for Smokers Awareness (Brazil), Li Ling Hope School (China), Girl Gift Basket (India), Hurricane Sandy Relief (United States), TrickedIn: Campaign to Raise Public Awareness of Sex Trafficking (Singapore), Barnardos (United Kingdom), Dallaglio Foundation (United Kingdom).

Digitas Razorfish

Fairy Sparkle (Australia), Henry Street Settlement (United States), Hearts in Action (United States), Hurricane Sandy Relief (United States).

Leo Burnett

United Way (Canada and Latin America), Ronald McDonald House (United States), Off The Street Club (United States), Marwen (United States), The Halas Center (United States), Toys for Tots (United States), United Way (United States), Clothes Collect (Morocco), Local Primary School (United Kingdom), Phoenix High Secondary School (United Kingdom), Happiness Box (Thailand).

MSLGROUP

Women's Foodservice Forum (Canada), China Environmental Protection Foundation (China), Future Green Youth Leadership Council (China), Apple Foundation (China), New Sunshine Charity Foundation (China), City Harvest (United States), MSL Cares (United States), Woodson Elementary School (United States), Save the Bay (United States), Project Open Hand (United States), Local Atlanta Elementary School (United States), Barking Hound Village Foundation Rescue (United States), Beyond Boundaries (United States), Flower Bulb Planting (United States), Be:CAUSE (United States), Educating Street Children (India), Youth Climate Network (India), Pratham Center (India), Regional Hospital Pavia (Italy), Maher NGO for Orphaned Kids (India), Society of Our Lady of Piety (India), VIIP Gouden Pump Award (Netherlands).

Publicis Healthcare Communications Care Group

MTP-Initiative (Germany), The Give Back Foundation (United States), AIDS Foundation of Chicago (United States), Mental Health Summit (United States), Adler School of Professional Psychology (United States), Thresholds (United States), AIDS Memorial Quilt (United States), Cancer Research Institute (United States), Camp Oochigeas (United States), Say Yes to Education, Living Beyond Breast Cancer (United States), Breyer Elementary School (United States), Dress for Success (United States), American Heart Association's Wear Red Day (United States), Alex's Lemonade Stand Foundation (United States), Raise for Breast Cancer (United States), Philabundance (United States), Hurricane Sandy Relief (United States), Philly Kicking Cancer (United States), Street Tails Animal Rescue (United States), Simons Fund (United States), One Simple Wish (United States), MANNA (United States), Francis Scott Key Elementary School (United States), Philadoptables (United States), Red Cross Japan Tsunami Fund (United Kingdom), The Passage (United Kingdom).

Publicis Worldwide

Cannes Couriers (Australia), Lifeline Australia (Australia), Sponsoring a Needy Child at Christmas (Brazil), Jesus Home - Orphan Homes (Brazil), Cricket for Children with Disabilities (Bulgaria), Junior Achievement Bulgaria (Bulgaria), Community Clean-Up Day (Canada), Nursing Home for Art People (Bulgaria), *Orphanage Sladak Kladenetz* (Bulgaria), Out of the Cold (Canada), Habitat for Humanity (Canada), CICB Run for The Cure (Canada), Spanish Food Bank Foundation (Spain), Advertising Council (United States), Street Soccer USA (United States), *La Paz Foster Home* (Mexico), *Dom Samotnej Matki*

Kielce (Romania), *Casa de copii Inger Alb* (Romania), Prostate Cancer (United Kingdom), School Charity Raspberry Pi Foundation (United Kingdom), Blood Donation and Raise for Charity (Russia).

Rosetta (United States)

California Coastal Commission Beach Clean-up Day, Salvation Army Angel Giving Program, Lyon Magnet Elementary School, Channel 8 Stuff the Bus, Family Giving Tree, Back to School Drive, United Way Stuff the Bus, Kick it for Children's Cancer, Cleveland Food Bank, Her Ideas in Motion.

Saatchi & Saatchi

Clothes Collect for Children in Under Developed Areas of China (China), Womensphere (United States), Angel Light Films Fundraiser (United States), Hurricane Sandy Victims Fundraiser (United States), Madrona Marsh Preservation Society (United States), the Salvation Army (United States), Seal Beach Animal Shelter (United States), Boxer Rescue of the San Fernando Valley (United States), Surfrider Foundation (United States), Los Angeles Food Bank (United States), Sandpiper Foundation (United States), A Million Thanks (United States), Operation Teddy Bear (United States), AIDS Walk Los Angeles (United States), Felton Elementary School (United States), Los Angeles Regional Food Bank (United States), Friends of Animals Foundation (United States), The Amanda Foundation (United States), Rainbow Services (United States), Project Angel Food (United States), Stand Up to Cancer (United States), Movember (United States), GenerosiTREE, Blankets for Duluth (United States), Feed My Starving Children (United States), Nguyen Dinh Chieu (United States), Friends of Cancer Patient Society (Middle East), *Sueño de Navidad* (Puerto Rico), Collect for Poor Families and Homeless (Russia), School for the Blind (Vietnam).

Starcom MediaVest Group

Clean Up London Campaign (United Kingdom), Fred Foundation (United Kingdom), Richard House (United Kingdom), Queen's Park School (United Kingdom), SOS Children Village (Russia), Assisi Hospice (Singapore), ACT! Christopher House (United States), Hurricane Sandy Victims Fundraiser (United States), Ronald McDonald House (United States), Off the Streets Club (United States), Septembeard (United States), New York Cares Day (United States), New York Fundraiser (United States), St. Lukes Soup Kitchen (United States), Project Sunshine (United States).

VivaKi

Red Cross (China), American Society for the Prevention of Cruelty to Animals, New York and Detroit (United States), St. Baldricks Cancer Research (United States), Clean up Montrose Beach (United States), Collect School Supplies for Needy Children in the Chicago Area (United States), Denim Day Fundraiser for Breast Cancer (United States), Primo Center for Women & Children (United States), Greening of Detroit (United States), Volunteers of America (United States).

ZenithOptimedia

Community Service Centre (China), *Mangiagalli* (Italy), Neonatal Clinic (Italy), Autism Speaks (United States), Hurricane Sandy Clean Up (United States), Give Back Day Voluntary Day (United States), Habitat for Humanity (United States), Angel Food (United States), Alzheimer's Association (United States), Raise for the Community (Philippines), Barangay Bagong Silangan (Philippines), Nestle's Lakbay Tagumpay (Philippines), Sensibilization for Disabled People (Poland), Children's Home My House (Poland), Western Union for Habitat for Humanity (Romania), Castlehaven (United Kingdom), Blood Donation (Russia), Canossvaville (Singapore).



A Conversation with...

Working with Schools and Universities Throughout the Year

Barbara Jobs, EVP, Global Human Resources Director, Starcom MediaVest Group (SMG)

Our industry is moving very quickly. How are you managing to work with schools, universities and students?

SMG is proud of its legacy of developing meaningful relationships with colleges and universities across our network (job fairs, internships, education...). These partnerships enable us to maintain robust long-term relationships, ignite enthusiasm for our industry, and offer real educational opportunities for young people around the world (particularly in the United States, China, Russia, and the United Kingdom). Starcom US has developed relationships with more than 20 universities reaching more over 5,000 students annually. We identify "captains" for each university comprised of various levels of professionals among our teams who participate in events and may represent departments who are anxious to attract interns or new recruits. The involvement of alumni is a major advantage. For example, that's what has enabled our relationship with University of Texas to thrive despite the miles of distance between Austin, Texas and Chicago, Illinois. In the largest state university in Moscow and at Singapore Polytechnic University our management teams teaches a full-year course, to which vendors and clients are sometimes invited as guests.

The media landscape is in the digital era and Generation Y has new media habits. What are you expecting from the new generation of employees?

We expect exactly the same things from the new generation as we do from our current employees. To be successful here regardless of tenure or experience, what's most important is the ability to innovate and transform work, the relentless pursuit of excellence and commitment to clients. A more challenging question to answer might be: What does the new generation of talent want from us? We know they want to feel empowered, to feel a part of something and to have diverse and dynamic opportunities to grow. We offer the ability to work at a world-class company united in a spirit to succeed, one with a clearly articulated purpose and vision. We strive to develop professionals who are agile and mobile global citizens ("Liquid Talent") and who are capable of delivering on global client goals.

3. Relationships with Schools and Universities: Forward-Thinking and Forward-Looking Activities

Because our businesses are evolving very rapidly, we are establishing new partnerships that allow us to diversify our relationships and recruitment profiles.

• **Long-Standing Tradition and Commitment**

There is long and close relationship between Publicis Groupe and the learning institutions that teach the skills required in our business, and it is a relationship built to last. The Groupe provides educational contributions of our experts, teaching, practical case studies, mentoring, student-trainee programs in the agencies... In general, all our agencies maintain close ties with schools and universities in the cities where they operate.

• **Broadening Initiatives**

As a result of the tighter economic situation, agencies have had to focus their efforts on programs and schools they see as priorities.

The idea is also to make a wider sweep of the population, to be able to recruit students with varied backgrounds and skillsets, and to offer different types of student-trainee programs corresponding to needs of students and to their particular type of course work.

• **Regular Participation in Events**

These are our three main types of events:

- Job Fairs;
- "Open house days" to allow students to see the work we do in our agencies;
- Teaching, in which our managers take part in education on a regular or occasional basis.

Such relationships have been strengthened through contacts with alumni associations and on behalf of alumni in our agencies.



Publicis Groupe Partnerships with Schools and Universities Around the World*

Educational Contributions through Teaching: Sharing Our Knowledge and Business Expertise

Australia: AD:Tech, Communications Council, Shesays
Belgium: Vlerick Management School
Bulgaria: National Art Academy
Canada: Richard Ivey School of Business, University of Western Ontario...
China: Hong Kong Design Institute
Denmark: CEPOS University Copenhagen
France: ESC Rouen, ESC Grenoble, ESC Tours, ESC Troyes, Iscom, Sup de Com, Sup de Pub, INSEEC Business School, Écoles des hautes études commerciales de Paris, ESSEC Business School, École supérieure de commerce de Paris, Europe, EDHEC Business School...
Germany: Fachhochschule Mainz, Universität Koblenz-Landau...
India: Symbiosis Institute of Business Management, TA PAI Management Institute...
Italy: State University of Bologna, University of Milan...
Korea: Dongguk University
Latin America: Círculo de Creativos, Escuela de Creativos (Argentina)
Malaysia: Taylor University
Norway: Norwegian School of Economics
Netherlands: VU Amsterdam
Philippines: Polytechnic University, Colegio de San Juan de Letran, De La Salle University, University of the Philippines...
Poland: Management and Marketing School, University of Physical Education in Warsaw, London School of Public Relations
Portugal: IADE - Creative University
Russia: Moscow State Institute of International Relations, Higher School of Economics
Singapore: Singapore Polytechnic
Slovenia: Academy of Fine Arts and Design
Spain: EAE Business School, ESI C Business and Marketing School, Universitat Ramon Llull...
Sweden: Berghs School of Communication Stockholm, Gothenburg School of Economics, Stockholm School of Economics
Taiwan: Hsih-hsin University
Thailand: Assumption University of Thailand, Thammasat University
Turkey: Bahçeşehir University, Istanbul Bilgi University...
United Kingdom: Kingston University, Norwich University, Ravensborough College of Design and Communications, West Herts College
United States: Columbia University, College for Creative Studies, Howard University, City University of New York, University of Michigan, University of Minnesota, Carlson School of Management, Western Michigan University...

Student-Trainee Programs: Training Tomorrow's Talents

Australia: Charles Sturt University, School of Communication and Creative Industries, Sydney University
Austria: UIBK - University of Innsbruck
Brazil: Metodista University, University of São Paulo, University of Rio de Janeiro, University Mackenzie, National Art Academy
Bulgaria: New Bulgarian University
Canada: Humber Institute of Technology and Advanced Learning, Université du Québec à Montréal
China: Beijing Technology and Business University, Ngee Ann Polytechnic, Shanghai Institute of Visual Art, Shanghai Normal University, The Hong Kong Polytechnic University
Denmark: Copenhagen Business School
France: European Business School, Euromed Management, Institut d'études politiques de Bordeaux...

Germany: École supérieure de commerce de Paris à Berlin, MTP-Marketing zwischen Theorie und Praxis, WAK-Westdeutsche Akademie für Kommunikation, University of Essen...
Italy: State University of Salerno...

Romania: The Alternative School for Creative Thinking
Russia: Lomonosov Moscow State University, Higher School of Economics, Higher Advertising School...
Singapore: Nanyang Technological University, National University of Singapore, Singapore Management University, Singapore Polytechnic
Slovenia: Academy of Fine Arts and Design
South Africa: Cape Peninsula University of Technology
Sweden: Berghs School of Communication Stockholm, Gothenburg School of Economics, Lund University, Stockholm School of Economics, Stockholm University School of Business
Taiwan: The University of New South Wales
Turkey: Koç University, Bilkent University, BoDaziçi University...
United Arab Emirates: American University in Dubai, Hamad College of Technology, Lynx Academy
United Kingdom: Chelsea College of Art & Design, Falmouth University
United States: Harvard University, Boston College, Drexel University, Georgetown University, Miami Ad School, Michigan State University, Penn State University, Syracuse University, Temple University, University of California Berkeley, University of Iowa, West Chester University

Welcome/Discovery Sessions: Introducing Our Industry, Awakening Vocations

China: China Communication University, Shanghai Foreign Language University
Czech Republic: International Study Programs
France: Écoles des hautes études commerciales de Paris, ESSEC Business School, École supérieure de commerce de Paris, Europe, EDHEC Business School, EM Lyon Business School, ESG Management School, École centrale Paris, École nationale supérieure des Mines, Université Pierre et Marie Curie, Institut d'études politiques de Paris, Sup de Pub...
Germany: Hochschule Pforzheim, Institute for Marketing and Communication, Ludwig-Maximilian Universität München, Universität Leipzig, Zeppelin University of Applied Sciences
Italy: Bocconi University - School of Economics, Università Cattolica del Sacro Cuore
Republic of Mauritius: University of Mauritius, University of Technology Mauritius, Charles Telfair
Singapore: Singapore Management University, National University of Singapore...
Spain: Retamar School...
Sweden: Stockholm University School of Business
Switzerland: École Hôtelière de Lausanne, HSG St. Gallen...
United Kingdom: University College of London, London College of Communication, Bucks New University, Falmouth University, Haverstock School, Huddersfield University, Leeds University, Queen's Park School...
United States: Columbia University, Howard University, University of Illinois, University of Kansas, University of Michigan, University of Southern California, University of Texas at Austin, University of the Sciences, University of Washington, Indiana University, Kenne-saw State College, Northwestern University, Ohio University, Penn State University, Virginia Commonwealth University...

* Non-exhaustive list

4. Relationships with Professional Organizations: Increasingly Cooperative

Above and beyond the traditional activities our agency managers naturally pursue within business and industry organizations, shared working spaces and multiparty consultation groups are becoming increasingly numerous and active. These constitute an important opportunity to work more closely alongside representatives of the various stakeholders.

In all countries, agency's managers are traditionally involved in their professional organizations. Over the past few years, new *ad hoc* working groups have emerged, enabling communications professionals to interact with local organizations and institutions and fostering a high ongoing level of commitment from our teams.

• Education

For the fourth consecutive year we have continued our involvement with a European program called MediaSmart (*Pub Malin* in France). This program, aimed at helping professors and schoolteachers teach young schoolchildren how to decipher advertising. It brings together advertisers and agency professionals as well as representatives of the media, educators, consumer organizations and oversight bodies.



• Worldwide Inter-Professional Cooperation



The Groupe has been an active participant in finalizing the new Advertising and Marketing Communication Practice – Consolidated ICC Code (www.iccwbo.org), the worldwide reference for self-regulation and “code of good conduct”. This new edition includes material pertaining to digital communications and mobile applications. This type of cooperation is intended to be long-term and is implemented over several years.

• Standards

In 2012 our teams also worked on behalf of rolling out ISO 26000 guidelines — the international standard for the social responsibility of organizations — for the communications sector. This international effort, involving all the various stakeholders and covering the entire advertising and communications industry, took place over two years under the leadership of AFNOR, the French national standards organization. It was a new experience

for some professionals within communication agencies but it also proved very valuable in terms of sharing knowledge and rising to challenges.



• Public Policies and Lobbying

The Groupe is very civic-minded and takes part, alongside representatives of civil society, in a large number of working groups focusing mainly on economic and social issues. The Groupe's values (see *Janus*) contribute to respect for freedom of thought and political engagement in stating the principle of refusing to work for “partisan campaigns, a political party, sect or any ideological organization spreading propaganda”. Similarly, the Groupe's agencies may make no contributions either financial or in-kind to any political parties, politicians, or affiliated bodies. The Groupe fully respects personal and individual positions, and this does not prohibit managers or employees from making individual commitments within organizations of a political nature, provided the distinction between private and business activities is clear and unambiguous.



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Communities



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Etica

ETHIK



As the third largest communications group in the world operating in 108 countries, Publicis Groupe comprises more than 1,200 legal entities including over 800 active business units and agencies.

The very granularity of our organization makes for its strength and agility. At the same time, one of our greatest challenges is to successfully integrate all the entities and teams that provide that force. The Groupe is keenly aware of its role as an economic and social actor on the local and global levels throughout the world.

And we are particularly watchful of the understanding and respect of our ethics, everywhere on the globe.

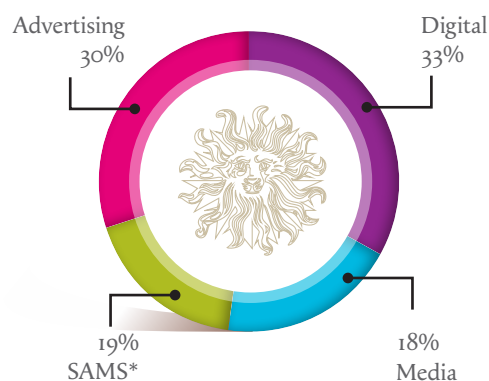
► Our approach: to concile ethical business practices and economic profitability.

1. Economic Performance: 2012 in Figures

Number three worldwide in communications, Publicis Groupe operates in all sectors and trades: digital, creative agencies, public relations, institutional and event communication, media strategy, planning and buying, as well as healthcare communications.

Publicis Groupe has been listed on the Paris Stock Market (Euronext) since 1970 and functions with a Management Board (*Directoire*) and Supervisory Board (*Conseil de surveillance*). At the head of the 14-member Supervisory Board is Élisabeth Badinter, daughter of the Groupe's founder, Marcel Bleustein-Blancher. The Management Board with its five members is chaired by Maurice Lévy (see Chap. 2.1 of the 2012 Registration Document and 2012 Annual Report).

Our communications activities cover **four main areas**:



* SAMS: Specialized Agencies and Marketing Services

Key Figures 2012

- Revenue: 6,610 million euro
- Operating Margin: 1,064 million euro
- Net Income: 737 million euro
- Personnel Expenses: 4,067 million euro
- Other Expenses: 1,344 million euro
- Depreciation and Amortization Expense: 126 million euro

Publicis Groupe has consistently endeavored to anticipate market developments and consumer behaviors in order to best serve its clients, giving them the tools to benefit from winning trends that could deliver progress, growth and savings. Proud of its leadership in several domains (digital, media, healthcare and others), the Groupe's ambition is to play an ever greater role in the success of its clients. How? By relying on its strategy of innovative business models, partnerships, as well as the value created (see Chap. 4 of the 2012 Registration Document).



2. Client Relationships: The Core of our Business Approach and our Philosophy

Publicis Groupe has a diverse client portfolio that reflects the global economy. The Groupe's 30 largest clients represent 40% of its revenues (see 2012 Registration Document Chap. 1.4.5, and 2012 Annual Report p. 18-19). By sector, the client portfolio remains structurally stable. Profitability, mutual respect and the quality of services offered are the essential guarantees of sustaining a long-term relationship. As it happens, the loyalty of our clients is one of the main reasons we have to be so proud: On average, the retention rate of the ten biggest clients is 45 years.

Every year all Groupe networks conduct **customer satisfaction surveys** with their respective clients. The number nearly doubled from 3,750 customers surveyed in 2011 to some 7,450 in 2012, either via questionnaires sent by the agencies or in annual interviews and performance reviews with the principal client representatives.

In addition, several major international clients administer such "customer satisfaction" surveys themselves using their own in-house tools (or administered by a third-party). In these cases the agencies have difficulty obtaining accurate information on the way the survey was carried out or the number of people questioned on the client side to find out what they think about the quality of the work provided. Generally speaking, the agency is given only a report.

3. Shared Services Centers (Re:Sources): Pooling Resources and Harmonizing Processes

To optimize administrative management in the various networks and agencies set up in over 200 cities in 108 countries on 5 continents, the Groupe instituted a dedicated infrastructure some years ago, called Shared Services Centers (Re:Sources) — see 2012 Annual Report.

• A Unique Platform that Surpasses Industry Standards

Shared Services Centers (SSCs) are set up in all regions, covering more than 50 markets. They cover all types of func-

tions (accounting, cash management, tax, legal, real estate, purchasing, remunerations, benefits, insurance, IT, and so forth) using a single platform. The SSCs help to improve, streamline and facilitate processes while complying with the statuses, local tax systems and corporate policies of Publicis Groupe.

Re:Sources centers are also more extensive than industry standards and internal control mechanisms that are required by frequent client and external audits. The platform guarantees compliance with strict, measurable productivity standards and has led to agreements Global Service Level and Key Performance Indicators between agencies and the Shared Service Centers.

• Agility and Speed of Integration for Agencies that Join the Groupe

The Groupe is continuing its policy of acquiring new agencies, not only in mature markets but also in fast-growing regions of the world. The expertise accumulated in this area gradually accrued over the past few years has facilitated and quickened the pace of integration and the adoption of common practices and processes. Re:Sources also makes control procedures faster and more efficient for evaluations conducted by both internal and external auditors.

In 2012, therefore, the roll-out of new functions and new geographies has continued, particularly in the Middle East and in Greece, whilst Ukraine, the Scandinavian countries and South Africa were brought up to standards. In Central and South America, adoption of a common platform for all Spanish-speaking markets helped the migration of processes toward our regional center in Costa Rica. In Southeast Asia, a new Center of Excellence was created in Manila (Philippines) to handle specialized tasks and round out the scope of action and capacities of the Kuala Lumpur platform, which is already functioning.

• Processes Increasingly Dematerialized

Re:Sources centers work in close collaboration with media partners to set up computerized work procedures, ranging from electronic invoicing to electronic proof of performance.

Our information technology network is now operational to the point where we can fully benefit from the strong backbone built up over the past few years. Thanks to a powerful Multi-Protocol Label Switching network, a consolidated infrastructure with regional data centers, a massive effort to consolidate and virtualize its servers and the adoption of a common collaboration environment, Publicis Groupe now has its own private corporate "cloud" at its disposal for strategic purposes. The Groupe is concurrently continuing its efforts to prepare migration towards a joint and global ERP platform (Global ERP).

4. Supplier Relationships: Respect, Equity and Diversity

The nature of our business has led us to deal throughout the year with a great many local partners and suppliers, including media. The new internal Chart (“CSR Procurement Chart”) instituted in 2012 marks a new stage in our supplier relationship policy.

• The New CSR Procurement Chart and CSR Procurement Questionnaire

Conceived for the Groupe’s international purchasing team, the Chart was formalized by the Groupe Procurement Direction with the support of the CSR division. The objective is to increase in-house awareness of CSR criteria in tender procedures and in analyzing supplier proposals. To do this, the supplier questionnaire (“CSR Procurement Questionnaire”) was brought up-to-date and expanded. Certain issues with respect to human rights within their organizations and their supply chains are addressed in annual and/or semi-annual reviews with principal partners and suppliers.

• A More and More Collaborative Approach

As part of a virtuous business logic, the Groupe Procurement Direction and local Groupe procurement managers are increasingly approached by agency account managers. This current is encouraged by recent regulatory changes (the extension of the Small Business Act in the US and deployment of a similar approach in Europe). Issues involving diversity and social policies, as well as commitments with subcontractors such as SMEs (small and mid-sized enterprises) entail more in-depth dialogs between the Groupe Procurement Direction and agencies, even sometimes directly with the Procurement Departments of the Groupe’s clients.

This dialog will at times lead to devising and conducting joint projects. In the same spirit, our procurement managers work towards a better integration of diversity criteria in choosing partners, as our clients in the US and Europe ask us to take these factors into account in our outsourcing chain (criteria linked to implementing a “supplier diversity program”).

Also with regard to outsourcing, communications activities managed directly by the agencies also entail external contributions with the support of experts, freelancers or smaller entities with advanced skills in their specific fields. By definition, such outsourcing is highly decentralized and fragmented, therefore difficult for the Groupe to track. The agencies are very watchful to respect production deadlines as well as payment schedules.

5. Ethical Principles: Deployment and Awareness

Janus is the Groupe’s Code of Conduct and Ethics. It encompasses a code of conduct as well as the standards of conduct and behavior. Janus applies to all managers and their teams. The code of conduct is intended for all employees.

• A factor of Unity

The Groupe’s high rate of growth, both external and internal over the past few years, has made us particularly vigilant with regard to our overall operating unity. In 2012 several networks strengthened their internal employee awareness and information campaigns concerning Janus, mainly through dedicated sessions for new employees regardless of their activities.

• Anti-Corruption Policy and Procedures

The Groupe’s code of conduct explicitly delineates the principles and rules of conduct concerning gifts and inappropriate — or what could be considered as unethical — relationships with suppliers and with clients. These principles and rules are reviewed in presentations with all teams on a regular basis.

The Groupe’s legal experts play an important key role in building employee awareness and knowledge of rules and regulations with regard to corruption. Based in Shared Services Centers (Re:Sources) and under the responsibility of the Groupe’s Legal Department, they keep a constant watch on changing rules and legislation regarding corruption issues. They keep agency managers up-to-date on such matters and establish compliance procedures applicable to local markets.

In 2012, the Groupe’s legal experts drafted an anti-bribery policy, implemented in the UK and gradually deployed throughout Groupe entities. As part of the permanent mission of the Audit and Internal Control teams with respect to Groupe agencies, the rules concerning prevention and repression of corruption are systematically reviewed with local managers. All legal and regulatory aspects at the local level are strengthened by the strict principles laid down for the Groupe at large (see “Janus” and the “Code of Conduct” at www.publicisgroupe.com).

• Consumer Health and Safety Measures

Previous CSR reports have cited different examples illustrating how the Groupe addresses this issue in everyday agency operations.

Agencies face many challenges in dealing with their clients (brands, products, services, to mention a few), one of which is data protection, especially with the extraordinary



expansion of mobile technology. Applications developed for smart phones and tablet devices are now part of all users' everyday lives, and imply the processing of a huge quantity of personal information.

In today's market where many companies are growing at breakneck speed, responsibilities and obligations regarding individual data protection for all players has become imperative.

To meet this challenge, we can cite the example of the work done by the VivaKi network team on "Audience on Demand" (AOD) for mobile devices. Given the increasing number of players on this market, VivaKi's approach to AOD Mobile consists of verifying, analyzing and matching data concerning the numerous mobile app market players in order to guarantee their reliability as providers (see below).

Concurrently with this upstream intervention, VivaKi has developed information and training modules concerning the protection of data intended for Groupe employees who work on mobile applications. This ensures the utmost vigilance at every step of the project. Revolutions happen extremely quickly in the mobile sector, whilst standards for consumer privacy are not yet firmly in place. It is therefore imperative for all major players to act together and come to a common accord on the fundamental rules of protection.

6. Compliance

- Publicis Groupe recorded no incidents of non-compliance with regulations and voluntary codes concerning impacts on consumer health and safety.
- Publicis Groupe incurred no incidents of non-compliance with regulations and voluntary codes concerning product and service information.
- Publicis Groupe experienced no incidents of non-compliance with regulations and voluntary codes concerning the availability and use of its services.
- Publicis Groupe was involved in no claims breach of privacy or loss of customer data.
- In 2012, a very small number of agencies (less than 10) experienced incidents of non-compliance with voluntary codes concerning communication, which usually stem from notices or writs from protective courts or self-regulation bodies, and which lead each time to immediate modifications.
- Publicis Groupe was in no manner involved in legal actions for violation of antitrust laws, nor for unfair competition or monopolistic practices.

Mobile Applications Market and Preservation of Consumer Privacy: VivaKi's "Audience On Demand" Approach

VivaKi Verified

To select the most professional, serious and trustworthy technology providers, VivaKi uses a proprietary vetting process to analyze data, safety standards actually used and their effectiveness, as well as data collection and safety methodologies. This process constant evaluates and re-evaluates providers to be sure we are partnering with the best on behalf of our clients.

Key Word Targeting

Unlike computers, mobile phones cannot use cookies to identify consumers in data flows. Because of this, certain mobile manufacturers and market players use technologies and methods that entail high exposure for both brands and consumers.

VivaKi's "AOD Mobile" approach applies a precautionary principle to ensure the securing of personal data, thus protecting both the consumer and the brand.

An Eye on the Future

VivaKi partners with providers who are highly committed to fundamental rules of preserving consumer privacy, especially those who allow for consumers to opt-out of sharing their personal data — (see *2011 CSR Report*). This is a top priority, the only way the Groupe can offer its clients the latest and most brand-safe tools to protect consumers while advertising their products and services.



Environnement

ENVIRONNEMENT

环境

ENVIRONMENT

Окружающая среда

CHAPTER 4

Medio ambiente

הסביבה

بيئة

Ambiente

UNWESLTSITUATION



Despite our having a relatively small environmental footprint compared to other business sectors, we are continuing our efforts to reduce both our direct and indirect impacts. Our target is still to bring our performance in line with the “20-20-20” European environmental policy*.

Essentially, our approach consists in changing our behaviors, improving our practices and reducing the negative consequences of some of our activities on the environment. We are beginning to see the beneficial effects of the actions undertaken by Groupe agencies.

At the same time, we persist in our work to assess the campaigns we carry out for our clients. Looking at the total number of communication campaigns we handle every year, this means the stakes are high!

► Our approach: consume less, consumer better.

* EU “20-20-20” strategy: reduce greenhouse gas emissions by at least 20% below 1990 levels; increase renewable energies to 20% of total final energy consumption; increase energy efficiency by 20%.

1. Environmental policy: All Initiatives are Part of Ongoing Progress

In 2009, CSR Direction established the Groupe’s first environmental policy. Since before reducing impacts you have to measure them, it was decided that very year to measure the carbon footprint. Since that time, this measurement is reiterated yearly to assess our progress and redefine our path.

• Four Key Priorities and a Roadmap

Even though the nature of our business does not place us among the primary players most involved in producing greenhouse gases or consuming basic materials, we do not consider ourselves relieved of our responsibilities as a corporation.

“Consume less, consume better” implies changing behaviors. To facilitate team awareness of the major issues at stake, our environmental policy involves **four key priorities**:

1. Reducing consumption of materials (mainly paper and water);

2. Reducing energy consumption (electricity, heating and air conditioning);
3. Reducing employee travel for work purposes;
4. Organizing waste management and implementing recycling networks.

To generate profitable solutions for everyone concerned, CSR team also relies on experiments conducted locally with the support of the corporate teams, including the Procurement Departments and local SSC teams (Re:Sources).

• The Carbon Footprint, a Tool for Progress

The first time a carbon footprint was calculated goes back to 2009. This work is redone each year for the entire Groupe, producing an overall snapshot of the environmental impact of all our activities with more detailed figures for each country and each unit.

It is therefore the foremost and most useful tool for improving our environmental policy and setting precise, measurable targets. As in 2011, the Groupe’s fourth carbon footprint was calculated in 2012 with the support of Bureau Veritas.



The method and the scope used were the same as in 2011, i.e., a calculation based on 95% of the Groupe, according to two methods:

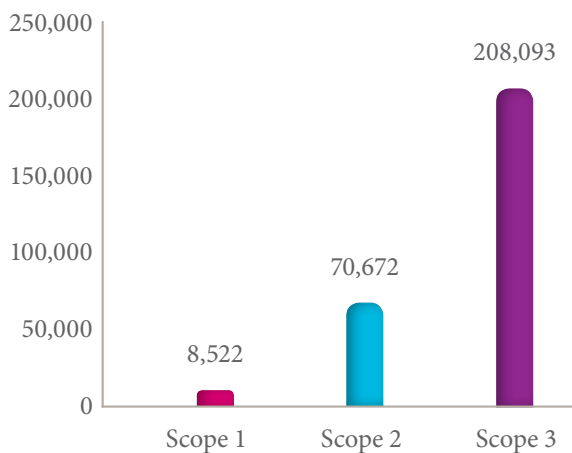
- Ademe (European method) which accounts for the greenhouse gases produced directly and indirectly by the Groupe, according to the Kyoto Protocol;
- "GHG protocol" (US method), which takes into account three scopes of greenhouse gas emissions.

For 2012, total emissions appear to be slightly higher for two reasons:

- Improved data transmission and quality and for some hard-to-trace elements in the 850 entities included in Groupe reporting, many of which are small in size (less than 50 persons);
- The Groupe's organic growth, which automatically implies increased impacts.

At the same time, the agencies are contributing substantial efforts to reduce their consumption, so the Groupe overall is constantly improving.

GHG Emissions - GHG PROTOCOL (Tonnes eq CO₂)

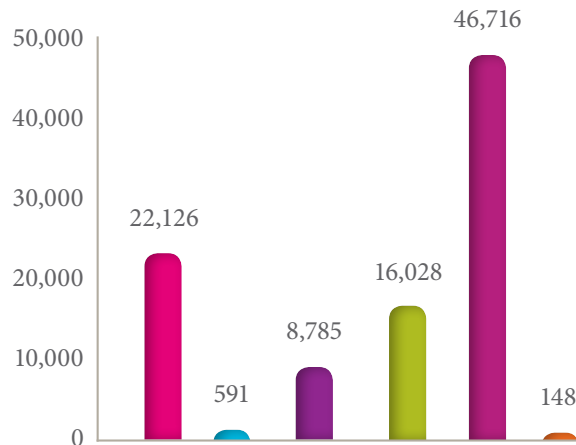


- Scope 1 GHG = Direct emissions: Energies: gas, fuel oil and other fluids + professional travel (auto)
- Scope 2 GHG = Electricity bought
- Scope 3 GHG = Other travel (incl. by plane, by train...), professional and personal, fixed assets, consumables, waste



Emissions 2012 - GHG Protocol. Total: 287,287 TeqC i.e., 5 TeqC *per capita* (average for service companies: 5.3 to 8.8 TeqC. Source: Bureau Veritas)

Carbon Footprint ADEME (Tonnes eq CO₂)



- Energies: electricity, gas, fuel oil and other fluids, etc.
- Fluids
- Consumables: paper, cartridges, office supplies, etc.
- Fixed Assets: buildings, IT equipment, etc.
- Travel, professional and personal, shipping, freight, etc.
- Waste



2012 emissions - Ademe carbon footprint. Total: 94,394 TeqC i.e., 1.63 TeqC *per capita* (average for service companies: 1.4 to 2.4 TeqC. Source: Bureau Veritas)

NB: The Bilan Carbone® method is based on average emission factors and therefore entails a certain degree of uncertainty, providing only estimated figures; its purpose is to stimulate actions to reduce greenhouse gas emissions and to measure progress achieved. The margin of error in the Publicis Groupe's calculation of the 2012 Carbon Footprint* is estimated at 20%.

• Certification Policy

Agency certification depends largely on local regulations. In the UK, more than half of the Groupe's agencies are certified as ISO 14001 or ISO 9001 because the local regulatory framework encouraged them to do so.

This is also the case for media agencies in France wanting to better meet the requirements expressed by their clients. There are also other voluntary certifications of significance, such as CENP in Brazil, for instance, which sets out standards and best practices for the advertising and communications industry. We can also identify the ISO 9001 certification of Leo Burnett and Arc (US), concerning the sensitive area of database management (renewed on a regular basis since 2004).



A Conversation with...

“Keep it nice and simple...”

Neil Hadden, Global Head of Talent Management, BBH

BBH is ISO 14001 certified. How are things changing?

We started eight years ago; it's a complex process and you have to keep your focus. We were the first ad agency to be ISO 14001 certified. One of the biggest challenges we faced was the lack of a cab company with a big enough “green first” fleet to be a suitable partner to BBH. So we partnered with a small firm, Climate Cars, and guaranteed them a level of business that allowed them to grow and for BBH to have a credible option for a hybrid car service at the same price as a normal car. In 2012, 63% of the vehicles used by BBH London were hybrid.

What's your recipe for mobilizing your people?

Make it relevant to the troops, keep it nice and simple, and don't preach! In the beginning, our Green Team of volunteers really got things moving. Today everybody is in on it.

Any examples?

Lots! And in a lot of different fields.

For instance, we:

- Reduced the number of waste bins, but made them bigger. One for recycling, one for other rubbish;
- Introduced places to park bikes inside the agency, supplying bike locks for all additional cyclists;
- Do not permit taking cabs within the London W1 area;
- Have double-sided printing as the default printer setting;
- Created a video-conference room, and introduced Google mail, meaning we can do meetings by Hangout — less travel;
- Placed tea bag recycling bins anywhere you can make tea — tea time's a must!
- Do something interesting with our carbon offset budget. For 2012 we worked with Slum Dwellers International to help the people living in a slum in Kampala (Uganda) to improve their makeshift dwellings, while protecting their sense of community;
- And every day, everyone's involved and active — that's the main thing.

2. Green Teams – A Growing Collaborative Effort

Their name says it all... Encouraged by the CSR division, these volunteer staff teams organize green-positive awareness events within their agencies.

• A Sustained Action...

The Green Teams, calling themselves True Blue at Saatchi & Saatchi, or Purple in MSLGROUP, to name a few, are made up of volunteers among men and women working in Groupe agencies and committed to environmental issues (and more!). They meet in small local teams to lead concrete actions in their agencies, spreading information, awareness, and getting people moving on the spot. Flexible and simple, this structure allows a wide scope of action to respond relevantly to local issues. The experiment also proves that all teams eventually work on the same issues, which makes it easy to share goals, experiences and best practices.

The 300 highly-motivated Green Teams, deeply involved in their missions, are constantly on the move in their agencies and on the local schedule depending on their priorities. Their activities are mainly:

- Informing employees about the agencies consumption rates, using understandable figures relevant to everyday practices;
- Making everyone aware of what they can do every day on a personal and professional level (for instance, the “DOT” movement — Do One Thing, on a voluntary basis — deployed by Saatchi & Saatchi among others);
- Coming up with ideas for best practices, helping in-house facilities teams set up new tools and procedures (waste management, automated energy- and water-saving mechanisms, etc.);
- Creating hands-on events in the agencies, with the managers, bringing partners and clients in on it.

• GreenWeeks: A Time to Get Together for Joint Actions

In 2011, French teams from ten or so Groupe agencies decided on a joint action, leading to the first inter-agency “GreenWeek”. They took it a step further in 2012, when several agencies in France and the UK joined forces to organize their GreenWeek over the same period in June 2012. This lent credibility to the idea of a convergence, over time, to act together. To strengthen the impact, the event was coupled with the “European Sustainable Energy Week”.

The work ethic — “Consume less, consume better” — opened the way to a multitude of issues we have to deal with every day, from materials consumption to types of energy we use, water, paper, right up to waste management.



2012 GREEN WEEK

green week



3. Major Consumption and Impacts: Grow our Businesses While Limiting our Consumption and Emissions

Our key consumption statistics are the direct reflection of the growth rate at Publicis Groupe: when our agencies grow, when we acquire a new network, our headcount increases (by 6.5% in 2012), and consequently our emissions and consumption figures follow suit (energy, water, paper, and so on). Notwithstanding, on a constant scope of consolidation basis, the energy efficiency of each agency is improving.

• Travel: The Biggest Factor Affecting the Groupe's Impact

With a total **865,856,000 kilometers in business travel** in 2012 — mainly by air — this factor remains our main source of greenhouse gas emissions. The 13% increase in 2011 is directly linked to the expansion of the Groupe's activities and to improved data traceability.

Some of this travel remains indispensable. But to limit the miles, we are continuing to set up “Here and There” telepresence rooms. We make them available to our clients as well as our teams, and can link up five different cities simultaneously. There are now 25 operational rooms that allowed us to conduct 6,500 hours of remote meetings.

Even if it is too early to measure the total benefit of this new tool, we are pleased to note that they are being used with increasing frequency. This has made the number of air flights, particularly transatlantic and intercontinental, more manageable.

• Energy Consumption

This year we recorded **185,070,100 kWh in energy consumption, 20% of which came from renewable energy sources** (based on figures provided by electricity suppliers).

Here again, due to the expansion of the Groupe's business, our consumption automatically increased, by 6%, since 2011, even though consistent efforts have been made for several years to reduce energy consumption in the agencies. These include switching-off policy for computers and peripheral devices overnight and on weekends, for instance, and lead to lower consumption in various large buildings. Moreover, when the Groupe plans a move, the energy efficiency of the future premises is an integral part of the selection criteria.

As indicated in the CSR reports from previous years, we pay close attention to the energy classification of buildings when our agencies plan a move.

- **Waste Management and Recycling**

The total volume of **4,850 tons** was 13% lower than the previous year. Most of this waste consisted of paper and cardboard, of which over 50% were treated in traceable recycling networks. Some agencies, depending on the local facilities and services retained, attain 100% traceability of recycled waste.

- **Water Consumption**

Water consumed this year is estimated at **732,000 cubic meters** (down 9% on 2011). The nature of the Groupe's service businesses makes it virtually impossible to obtain information on the sources of water in the buildings we occupy.

We note that the widespread use of filtering systems for everyday drinking water is continuing to reduce the use of individual plastic bottles.

Where sanitary facilities are concerned, we are pursuing our efforts to install water-saving devices wherever possible. The Group leases a great number of its offices and contributes its own support to the devices set up voluntarily by building owners and managers. Our goal is to provide a better overall structure, for supplying water according to use, and to set up water collectors for waste water.

- **Paper**

We keep a close eye on changes in the types of paper used in our activities, as well as the printing methods. We follow changes in paper manufacturing very strictly, and by increasing our use of multifunctional printers (MFPs), we have been able to save on materials all around, on ink and paper. Our paper consumption was **1,792 tons** in 2012 compared to 1,910 in 2011, for a 7% decrease. We estimate that more than 50% of our paper volume comes from green-certified sources (for internal use), but observe that many "graphics papers" are not yet certified.

- **Fixed Assets (Buildings, Materials and Offices Including IT Hardware, Servers, etc.)**

Most of our agencies rent or lease the buildings they occupy. Essentially, our fixed assets can be calculated according to our consumption of IT hardware and materials: **77,610 devices** (desktop and laptop computers, pads and copy machines) in 2012, compared to 66,754 in 2011. This 13% increase over one year is consistent with the rise in the number of Groupe employees (we renew the equipment every three years), and the multiplication of the kinds of tools used.

In France, most of our IT waste is taken up by the DEEE, a network for the collection and recycling of electrical and

A Very Environment-Friendly Agency in Los Angeles: ZenithOptimedia

The ZenithOptimedia offices boast low energy consumption, equipped to adjust to outside wall temperatures, recycled building materials, reclaimed oak paneling and office furniture with recycled wood interiors, carpet made from recycled soda bottles, low VOC paint, green plants abounding... at the heart of the Gold LEED Certified* Century Plaza Towers. The offices are themselves eco-friendly enough to be LEED Certified. Remodeling was completed in 2008 and the green efforts have continued ever since. That's what counts: you don't just quit after a good start and go back to bad habits! Their people are still highly active on the environmental front, constantly reminded to develop their reflexes and pay attention to energy, paper and water consumption. Office management joins up with the Green Teams to get everyone to commit to eco-aware behaviors in their everyday job activities, and of course in developing content for clients, right down to the kitchen where ceramic mugs replace plastic cups and the dishwasher runs every night. The agency has been striving for a full-circle, sincerely environment-friendly approach, and now five years later, they've done it!

Obviously, selective waste management is a must. Staff is even invited to bring E-waste such as small appliances and batteries from home, to deposit them in eco-friendly recycling bins there at the building, where they are collected quarterly.

ZenithOptimedia in Los Angeles also participated in Commute 90067, a rewards system encouraging the work neighborhood to commute by mass transit, carpool and bicycle. Earth Day in April 2013 will be a special occasion for everyone to recommit to good practices and positive energy!

* Leadership in Energy and Environmental Design (LEED) is an independent certification program and an internationally recognized comparative standard for the design, construction and operation of high-performance eco-friendly buildings. LEED Certification is based on the total number of points accrued in five categories in an independent inspection. There are four possible levels of certification (Certified, Silver, Gold and Platinum).

electronic equipment. More generally speaking, the life cycles of our IT equipment is managed either directly upstream, under contract with manufacturers, or downstream by associations specialized in the re-use (second life) of the equipment. In 2012, 80% of waste was recycled (with the remaining 20% destroyed in traceable networks).

Our impacts

Total impacts in 2012: 94,394 TeqC *i.e.*, 1.63 TeqC *per capita* by the Ademe method

Major impact sources by descending order:

- Travel: (work and personal) + shipping: **46,716 TeqC**
 - Energy: **22,126 TeqC**
 - Fixed assets (buildings, materials and offices including IT hardware, servers, etc.): **16,028 TeqC**
 - Consumables (paper, cartridges, office supplies, etc.): **8,785 TeqC**
 - Fluids: **591 TeqC**
 - Waste: **148 TeqC**
-



CONCORDANCE TABLE

GRI	DESCRIPTION
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.
EC3	Coverage of the organization's defined benefit plan obligations.
EC4	Significant financial assistance received from government.
EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.
EC7	Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation.
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or <i>pro bono</i> engagement.
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.
EN1	Materials used by weight or volume.
EN2	Percentage of materials used that are recycled input materials.
EN3	Direct energy consumption by primary energy source.
EN4	Indirect energy consumption by primary source.
EN5	Energy saved due to conservation and efficiency improvements.
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.
EN8	Total water withdrawal by source.
EN9	Water sources significantly affected by withdrawal of water.
EN10	Percentage and total volume of water recycled and reused.
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.
EN13	Habitats protected or restored.
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.
EN16	Total direct and indirect greenhouse gas emissions by weight.



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§1-a ; §3-a		6.8 ; 6.8.3 ; 6.8.7 ; 6.8.9	chap 1, chap 2.7 and chap 4	p. 13
				N/A
			chap 2.7.2	p. 14
				N/A
§1-a		6.4.4 ; 6.8	chap 2.7	p. 14
§3-c		6.6.6 ; 6.8 ; 6.8.5 ; 6.8.7		p. 24 and 42
§1-a		6.8 ; 6.8.5 ; 6.8.7		p. 14
				N/A
§3-a		6.3.9 ; 6.6.6 ; 6.6.7 ; 6.7.8 ; 6.8 ; 6.8.5 ; 6.8.6 ; 6.8.7 ; 6.8.9		p. 3, p.27 to 33 and p. 40
§2-c	Principle 8	6.5 ; 6.5.4		p. 49 and 50
§2-b	Principle 8	6.5 ; 6.5.4		p. 50 and 51
§2-c	Principle 8	6.5 ; 6.5.4		p. 48 to 51
				N/A
§2-c	Principles 7 and 8	6.5 ; 6.5.4		p. 48 to 51
§2-c	Principle 8	6.5 ; 6.5.4		p. 48 to 51
§2-a ; §2-c	Principles 7 and 8	6.5 ; 6.5.4		p. 50 and 51
§2-c	Principle 8	6.5 ; 6.5.4		p. 50
				N/A
				N/A
				N/A
				N/A
				N/A
				N/A
§2-d	Principle 8	6.5 ; 6.5.5		p. 46 and 47

GRI DESCRIPTION

EN17	Other relevant indirect greenhouse gas emissions by weight.
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.
EN19	Emissions of ozone-depleting substances by weight.
EN20	NO, SO, and other significant air emissions by type and weight.
EN21	Total water discharge by quality and destination.
EN22	Total weight of waste by type and disposal method.
EN23	Total number and volume of significant spills.
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.
EN28	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with environmental laws and regulations.
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.
EN30	Total environmental protection expenditures and investments by type.
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.
HR4	Total number of incidents of discrimination and actions taken.
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.
HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.
HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor.
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.
LA1	Total workforce by employment type, employment contract, and region.
LA2	Total number and rate of employee turnover by age group, gender, and region.
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.
LA4	Percentage of employees covered by collective bargaining agreements.

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				N/A
§2-d	Principle 9	6.5 ; 6.5.5		p. 49
				N/A
				N/A
				N/A
§2-b	Principles 7 and 8	6.5 ; 6.5.3		p. 50
				N/A
				N/A
				N/A
§2-a	Principles 7 and 8	6.5 ; 6.5.4 ; 6.6.6 ; 6.7.5		p. 48 to 51
				N/A
				N/A
§2-b ; §2-d	Principle 8	6.5 ; 6.5.4 ; 6.6.6		p. 49 and 50
§2-a ; §2-d	Principle 9	6.5		p. 48 to 51
§3-e	Principle 1	6.3 ; 6.3.3 ; 6.3.5 ; 6.6.6		p. 24 and 42
§3-c	Principles 1 and 2	6.3 ; 6.3.3 ; 6.3.5 ; 6.4.3 ; 6.6.6		p. 24
§1-e	Principles 1 and 2	6.3 ; 6.3.5		p. 24
§1-f ; §1-g	Principles 1 and 6	6.3 ; 6.3.6 ; 6.3.7 ; 6.3.10 ; 6.4.3		p. 24
§1-f ; §1-g	Principle 3	6.3 ; 6.3.3 ; 6.3.4 ; 6.3.5 ; 6.3.8 ; 6.3.10 ; 6.4.3 ; 6.4.5		p. 21 and 24
§1-f ; §1-g	Principle 5	6.3 ; 6.3.3 ; 6.3.4 ; 6.3.5 ; 6.3.7 ; 6.3.10		p. 24
§1-f ; §1-g	Principle 4	6.3 ; 6.3.3 ; 6.3.4 ; 6.3.5 ; 6.3.7 ; 6.3.10		p. 24
§1-d	Principles 1 and 2	6.3 ; 6.3.5 ; 6.4.3 ; 6.6.6		p. 24
				N/A
§1-a		6.4 ; 6.4.3		p. 12
§1-a		6.4 ; 6.4.3		p. 10
§1-a		6.4 ; 6.4.3 ; 6.4.4	chap 2.7	p. 13 and 14
§1-c	Principle 3	6.3.10 ; 6.4 ; 6.4.3 ; 6.4.4 ; 6.4.5		p. 21



GRI DESCRIPTION

LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.
LA7	Rate of absenteeism.
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.
LA9	Health and safety topics covered in formal agreements with trade unions.
LA10	Average hours of training per year per employee by employee category.
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.
LA12	Percentage of employees receiving regular performance and career development reviews.
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.
LA14	Ratio of basic salary of men to women by employee category.
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.
PR9	Monetary value of significant fines for noncompliance with laws and regulations concerning the provision and use of products and services.
SO1	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.
SO2	Percentage and total number of business units analyzed for risks related to corruption.
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.
SO4	Actions taken in response to incidents of corruption.
SO5	Public policy positions and participation in public policy development and lobbying.
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.
SO7	Total number of legal actions for anticompetitive behavior, anti-trust, and monopoly practices and their outcomes.
SO8	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with laws and regulations.

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§1-c	Principle 3	6.4 ; 6.4.3 ; 6.4.4 ; 6.4.5		p. 21
§1-d		6.4 ; 6.4.6		p. 20 and 21
§1-b		6.4 ; 6.4.3 ; 6.4.6		p. 11
§1-e		6.4 ; 6.4.6 ; 6.8 ; 6.8.3 ; 6.8.4 ; 6.8.8		p. 16 to 20
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§1-e	Principle 6	6.4 ; 6.4.7		p. 16 to 20
§1-e	Principle 6	6.4 ; 6.4.7 ; 6.8.5		p. 16 to 20
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		6.3.9 ; 6.6.6 ; 6.7 ; 6.7.4 ; 6.7.5		p. 43
		6.7 ; 6.7.3 ; 6.7.4 ; 6.7.5 ; 6.7.6 ; 6.7.9		p. 43
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		6.7 ; 6.7.3 ; 6.7.6 ; 6.7.9		p. 43
		6.7 ; 6.7.7		p. 43
		6.7 ; 6.7.6		p. 43
§3-a ; §3-b		6.3.9 ; 6.6.7 ; 6.8 ; 6.8.5 ; 6.8.7		p. 16, p.19 and p. 28 to 35
§3-d	Principle 10	6.6 ; 6.6.2		p. 42 and 43
§3-d	Principle 10	6.6 ; 6.6.3		p. 42 and 43
§3-d	Principle 10	6.6 ; 6.6.3		p. 43
§3-d		6.6 ; 6.6.4 ; 6.8.3		p. 36
§3-d		6.6 ; 6.6.4 ; 6.8.3		p. 36
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§3-d		6.6 ; 6.6.7 ; 6.8.7		p. 43





PUBLICIS GROUPE

Viva la Difference !