



II. THE PUBLICIS WAY TO CONDUCT BUSINESS WITH INTEGRITY

3. COMPLIANCE

WHY?

We comply with all compulsory legislation and regulation in all the countries where we work, and with our internal rules (Janus) when they are of higher standard than local regulation.

FOR WHOM?

All legal entities that are controlled, either directly or indirectly, by the Groupe and to their employees. It must be applied by all Business Units and Countries.

WHAT?

All employees, Countries and Business Units are required to comply with all the laws and regulations of the countries in which they do business. Employees are expected to know and respect applicable laws and regulation, in addition to our internal rules under Janus. All Groupe rules and procedures, including Janus, are to be applied in a manner consistent with local legislation and regulations. If Janus ever is in conflict with local law or regulations, due to a change in the law or for any other reason, the Groupe Secretary General, the Groupe CFO and the Groupe General Counsel must be informed, as soon as possible. If local legislation is more stringent than Janus, the local legislation must be applied.

Employees also are expected to comply with any agreement applicable to them or their work, including confidentiality agreements and agreements with our clients and partners.

Compliance violations by employees may result in disciplinary action, which may include termination.

No external counsel can be hired without the approval and the continued involvement of the Country Head of Legal or the Groupe General Counsel.

WHO?

It is the responsibility of CEOs and CFOs to ensure that Country and Business Unit business is operating in a manner consistent with Janus as well as applicable law and regulations.