



APPENDIX *DIVERSITY EQUITY & INCLUSION* POLICY

Description of the activities related to the Janus policy application with examples and 2023 Data

I - Content of the Janus DEI policy (reminder)

WHY?

DEI is one of the three priorities of the current Groupe's multi-year CSR/ESG strategy.

The Groupe's motto is "Viva la Difference", which means valuing and respecting each and every individual, whoever she or he is – including their background, experience, professional skills and potential. We always ban all forms of discrimination.

We want multicultural teams working on every project and the respect for differences is at the heart of our internal culture.

FOR WHOM?

All employees without any exceptions.

WHAT?

For decades, Publicis Groupe has fostered gender parity ("mixité") and will continue to do so. The company has a well-balanced workforce at nearly 50% women and 50% men. Gender equality is a key component, and in addition, this policy is addressing diversity at large: all minority groups are to be represented at each level of the company.

This policy sets out the Groupe DEI pillars as well as the founding principles behind which local actions must be aligned, particularly around gender, age, cultural and ethnic origins, educational background, sexual orientation, religion, disability, veteran, to name a few topics.

Groupe DEI pillars

To nurture an equal and inclusive workplace, Publicis Groupe and agencies' management focus their attention on the following four pillars:

1. Source and **recruit diverse talents with distinct backgrounds**, to be aligned with the local economic and social context, and to reflect the consumer audience of our clients. See Code of Procedures III.3 Recruitment.
2. Attaining **more women in top leadership positions**, particularly women leading Creative and Technology teams, with pro-active analytics and planning (promotion, succession, recruitment...). The Groupe goal is to have 45% women in leadership roles by 2025.
3. **Pay equity**: Between people doing the same job with the same level of responsibility, without discrimination, with regular controls managed by HR & CTOs teams. See Code of Procedures III.10 Compensation.
4. **Flex-Program**: Part-time options and worktime arrangements are accessible to employees when their positions allow it; individual implementation is managed by local management, the goal is to improve the employee's business efficiency, their job satisfaction and their quality of life.

Groupe founding DEI principles

In order to support and build inclusive work environment, local actions must be aligned with the following Groupe founding DEI principles:

- **Zero Tolerance Principle**: We have a zero-tolerance approach towards any form of harassment,

discrimination, or violence. We will strictly punish such behaviors. See Code of Ethics 1.3 Harassment & Workplace violence. We also have a zero-tolerance policy for comments or behaviors that are racist, religiously intolerant, antisemitic, sexist, homophobic or transphobic.

- Foster **“Equality of Chance”** as a key-principle, to have more diverse candidates applying for a new position, role or promotion, and recognize intersectionality challenges.
- Provide **Unconscious Bias** workshops in agencies on a regular basis.
- Encourage **local DEI projects** relating to diversity at large – including training, wellbeing at work, parenting programs, which are country and market driven.
- Support our **Business/Employee Resources** Groups (ERGs/BRGs) such as VivaWomen! (for women), VivaWomen of Color and MOCA (Men of Color Alliance), Egalité (LGBTQ+), enABLE (disability) and many others.
- Cooperate with **clients, business partners and NGOs partners** when such an alliance is helpful to push forward gender equality and diversity in general.
- Engage further with **diversity programs with underprivileged communities** or minorities to give them access to our workplace and business ecosystem, and to better fight for Social Justice (anti-hate and anti-discrimination or racial injustice, civil rights...) to build a more inclusive world.

DEI reporting

DEI reporting is public and complies with laws and local restrictions; it can be found in the company Universal Registration Document and in the CSR/ESG Smart Data section in the Groupe website.

In case of any concerns or misconduct (discrimination, harassment...), the Publicis Groupe Ethics Concerns platform, accessible [here](https://publicis.whispli.com/ethicsconcerns), at <https://publicis.whispli.com/ethicsconcerns>, allows all stakeholders to report cases. See Code of Ethics 1.4 Reporting Ethics Concerns.

Publicis Groupe Governance bodies at December 2023	
▶ Supervisory Board, chaired by Maurice Lévy, Chairman:	45% women (6/13)
▶ Directoire – Management Board, chaired by Arthur Sadoun, CEO:	33% (1/3)
▶ Directoire+ chaired by Arthur Sadoun:	50% (2/4)
▶ Groupe Management Committee chaired by Arthur Sadoun, CEO:	43% (9 women out of 21)
Employee average age: 35 years (women: 34.3 years - men: 35.8 years)	

Women across the company and subsidiaries	% Women In Groupe Global Headcount	% Women in Senior role Creative Department	% Women in Senior role Media Department	% Women in Senior Role Data/Tech Department	% Women in Senior role Engineering Department	% Women in Groupe Leaders' positions
Publicis Groupe	51.6%	26.5%	51.3%	25.8%	8.5%	43%

(Data from URD 2023 – verified by external auditors with “reasonable assurance”)

WHO?

DEI is part of the top management agenda. It is a daily task driven by all managers, CTOs and Diversity Leaders reporting to agencies' CEOs.

Inclusiveness is everyone's responsibility.

DEI is under the supervision of the Groupe Secretary General, coordinated by the Groupe CSR/ESG Department.

II – Governance

DEI is part of the scope of **Publicis Groupe Supervisory Board ESG Committee**, chaired by Mrs Suzi LeVine. DEI is a priority for **Publicis Groupe Directoire**, the Management Committee.

DEI is part of the Groupe Top Executives variable compensation (target: 45% women by 2025 at Groupe leadership positions). Since 2020 with the Black Lives Matter movement, the **Fight for Social Justice is included in our DEI policy**.

The French Pacte law required from corporate and management boards must consider social and environmental issues in relation to their managerial duties. The **Secretary General, member of the Directoire**, is leading HR & DEI strategy at Groupe level which are part of the Groupe ESG strategy. She is supervising DEI activities and the **Groupe DEI Council** launched in 2020, gathering +20 DEI Leaders from key countries or regions, in order to align priorities and share practices. The Groupe DEI Council meet each month and is animated by the Groupe CSR Department. The Publicis Groupe DEI Playbook is illustrating actions in place in some key markets where local teams are putting in place relevant activities.

III – Publicis Groupe Key Data

For decades, Publicis Groupe has fostered gender parity (“mixité”). The goal is 45% women in Groupe leadership roles by 2025. The company has good results but wants to increase the proportion of women in leadership roles where the gender balance is not at the level expected, for example in Engineering and Creative Executive positions.

IV – DEI in action in the agencies

DEI is a daily task driven by our managers, CTOs and Diversity leaders organizing local diversity programs in their countries, serving to engage everyone particularly around the following: gender, age, ethnic origin, background or education, sexual orientation, religion, disability (physical and mental health) and veterans.

- In the **USA**, to support the Black Lives Matter Movement in 2020, and after engaging with all employees in the country during a “Pause for Action” day, a robust action plan has been setup in order to better nurture underrepresented people and people of color across all of our agencies. It includes an investment of 45M€ over three years on Diversity, Inclusion and Social Justice. A global “Pause for Action” is now organized annually, providing a unique opportunity to share initiatives and relevant stories showing progress.
- In **Europe** (France or UK) DEI is driven across agencies to increase the diversity in the workforce and establish an inclusive workplace, all by newly appointed DEI Teams with innovative programs.
- In **India**, with one third of women in the total workforce, there is a drive to step up efforts: “Unconscious bias” sessions are designed to anchor a culture of real diversity, from Day one of the induction program. Measures are taken to support parents, with a focus on reintegration programs designed for women returning after giving birth.
- In **South Africa**, all Publicis Groupe agencies are certified BBB-EE (“Broad-Based Black Economic Empowerment”) level 1, following a voluntary certification awarded by external auditors. It’s an ambitious framework certifying the management, culture, practices, and the way of doing business. There is a tangible focus on people of color and women of color.

More details and examples can be found on the Groupe’s corporate website and Groupe URD.

V – Employee engagement and culture

Publicis Groupe supports **BRGs or affinity groups**, which are very active in many countries, providing to their members an access to a vast range of programming: professional development workshops, internal or external conferences, mentoring and community service opportunities...

BRGs are involved in the activation of inclusive policies and joint activities with clients; 3 BRGs are international: **VivaWomen!** (women), **Égalité** (LGBTQ+) and **enABLE** (disability).

In the US, Publicis counts 11 national BRGs, with VivaWomen! (women) now established in North America, Europe and APAC, VivaWomen of Color (women of color), VivaTech (women in Tech),

PublicisParents (all parents), Égalité (LGBTQ+) now established in North America, Europe and APAC; MOCA (men of Color), GenNext (young professionals), PubVets (military veterans), Cross-Boundary (international employees), Sages (seasoned professionals), Publicis Connects (talent management community).

In the UK, Publicis is home to 4 national BRGs, including VivaWomen!, Égalité, enABLE, Embrace (Ethnicity) and Headline (Mental Health & Wellbeing). **Ecologique** is the 4th BRG deployed groupwide, focusing on Climate and Environmental topics.

These “bottom-up” activities bring value to the company culture and business. In many countries, Publicis Groupe agencies are also joining local initiatives fostering Social Justice and inclusiveness in not only the workforce but also in society, and are providing help to local NGOs through pro bono campaigns or volunteering activities supporting girls and women rights or fighting for human rights and fundamental freedoms (expression, association...) and for Social Justice.

VI – Women’s Forum

Since 2009, Publicis Groupe has been strongly engaged in supporting women through the Women’s Forum for the Economy and Society, which gathers thousands of women (and men) annually. The Women’s Forum plays two large roles: promoting women’s economic and social contribution, as this is very impactful and under-estimated globally, and promote Women’s rights as Human rights to push forward gender equality and diversity at large.

The Women’s Forum is welcoming thousands of participants in each session and is gathering a dynamic and **active community of 50,000 women and men across the globe**.

The November Global Meeting in 2023 gathered 15,000 people online with 1,500 participants in physical live sessions in Paris.



VII – Fight for Social Justice

Publicis Groupe wants to support Youth, to give them access to our industry, to discover activities and maybe inspire them for their future professional life. This interest in developing young talent has been part of the company culture for decades, and each country has developed specific programs that are tailored to local expectations and context.

To list a few: USA with the **MCTP** (Multi-Cultural Talent Pipeline) gathering 200 young Talent during 3 days each year, coming from various part of the country, in

partnership with different schools or universities.
France: **Publicis Track** welcomes 100 young Talent per year, to stay 8 weeks with our Teams, to learn our activities in cooperation with schools and universities. Publicis Groupe is a partner of the Alliance4YOUth in several countries, launched by Nestlé, to support the creation of thousands of jobs.

VIII - Corporate engagements signed by the Groupe CEO or the Groupe Secretary General, member of the Directoire

- Since 2003, Publicis Groupe's CEO has been a signatory of the **United Nations Global Compact**, supporting 10 Universal principles, including Principle 6: *the elimination of discrimination in respect of employment and occupation*. Principles must be applied at the company level and with our suppliers and partners.
- Publicis Groupe began public **CSR Reporting** in 2009, publishing data on its talent gender split.
- 2010 marked the official birth of **VivaWomen!** Publicis Groupe's internal women's network, sponsored by Publicis Groupe CEO and supported by the Groupe Secretary General. VivaWomen! deploys grassroots initiatives for women, to support them in their professional and personal life, including VivaWomen of Color, PublicisParents, VivaTech. Similarly, **Égalité** (LGBTQ+) was launched in 2012 to build an equal workplace everywhere.
- In 2012, Publicis Groupe joined **Catalyst**, to provide inspiring content to the VivaWomen! Chapters, and more broadly to D&I leaders across countries.
- In 2016, Publicis Groupe's CEO was a co-founder of Common Ground, an industry initiative to support the **17 SDGs** (Sustainable Development Goals) of the United Nations. For its CSR reporting, the company adopted the SDG framework with a focus on 10 SDGs, incl. SDG 5 on Gender Equality.
- In 2017, Publicis Groupe's CEO joined the **CEO Action for Diversity & Inclusion** in the US, to foster inclusion in the workplace, through education, engagement programs, and data to track the evolution.
- In 2017, Publicis Groupe's CEO also joined the **Unstereotype Alliance** (UN Women) along with other advertising and communication groups, to fight against outdated stereotypes in advertising and communication.
- In 2018, Publicis Groupe's CEO signed the **WEP – Women Empowerment Principles** (UN Women), which contain 7 key principles ("Equality Means Business", see below) to empower women in the workplace, marketplace and community.
- In 2018, Publicis Groupe joined **#FreeTheWork**

initiative, to give real space to women filmmakers in advertising film and TV.

- In 2018, Publicis Groupe and its agencies joined the **Alliance for inclusive Multicultural Marketing (AIMM)** with the ambition of working alongside our clients, and, other industry partners and colleagues, to advance the understanding, practices and measures associated with multicultural consumer/ customers and culturally relevant messaging and programming.
- In 2019, Publicis Groupe joined the **Kering and LVMH Model's Charter**, to improve working conditions and well-being for models; the Model's Charter is fixing a minimum age (16, and clear conditions between 16 and 18), excluding small sizes, taking into account physical and mental health, and providing help in case of inappropriate situations.
- In 2020, in response to the growing violence and discrimination against diverse communities, Publicis Groupe joined in the US **Catalyst** along with **Ascend, ELC, HACR, National Organization on Disability, and Out & Equal** as a co-signing partner of a joint announcement on COVID-19 industry response and ongoing action plan with specific denouncement of anti-Asian sentiment & other bias linked to the coronavirus.
- In 2020, Publicis Groupe joined **CEASE**, the European Corporate Network to involve companies to cease gender-based violence, asking them to set-up action plans to better support women facing domestic violence.
- In 2022, the Groupe decided to extend internationally its internal BRG **enABLE** (disability). Publicis Groupe joined the international working group on the future ISO norm around Gender Equality.

Publicis Groupe Whistleblowing System

Employees, clients, business partners and suppliers, or any other third parties, may report a violation of the law or company policy on fraud, corruption, harassment, discrimination, or any other ethics concerns via the external and publicly accessible platform at <https://publicis.whispli.com/lp/ethicsconcerns>. All alerts are treated with utmost care and confidentiality. Whistleblower communication is protected by any form of retaliation. (Reporting Concerns policy is part of Publicis Groupe Code of Ethics, called Janus.)

Publicis Groupe is a signatory of the **United Nations Global Compact** 10 Principles and also a signatory of the Women Empowerment Principles (WEP)

WOMEN EMPOWERMENT PRINCIPLES (WEPS) BY UN GLOBAL COMPACT AND UN WOMEN

7 Principles emphasize the business case for corporate action to promote gender equality and women's empowerment: **"Equality Means Business"**

Principle 1. Establish high-level corporate leadership for gender equality,

Principle 2. Treat all women and men fairly at work – respect and support human rights and nondiscrimination,

Principle 3. Ensure the health, safety and well-being of all women and men workers,

Principle 4. Promote education, training and professional development for women,

Principle 5. Implement enterprise development, supply chain and marketing practices that empower women,

Principle 6. Promote equality through community initiatives and advocacy,

Principle 7. Measure and publicly report on progress to achieve gender equality.

