

The Publicis way to do Business

## HR General policies and rules

### Why?

Our people are our most valuable asset. “*Viva La Difference*” is the Publicis Groupe motto: every employee has to feel welcome in the company. The following rules and procedures are meant to protect employees, to treat them with respect and also with responsibility. They also bind employees to behave with respect towards their colleagues, our assets, our clients and our agencies.

### For whom?

All business units and all Groupe employees, whether full or part time, and regardless of their type of contract or employment relationship (permanent or fixed term).

### What?

- “**Viva la Difference**”: Publicis Groupe strictly prohibits all forms of unlawful discrimination, whether based on gender, age, race or ethnic origin, sexual orientation, nationality, religion, disability, or any other characteristic protected by applicable law. (see [Publicis Groupe Diversity and Inclusion Key Principles](#)).
- **Equal chance**: Publicis Groupe is an equal opportunity employer and encourages candidates from diverse applicant pools to apply for new positions, roles or promotion.
- **Pay equity** is a key principle that has to be applied in all agencies and markets.
- All local applicable legal and union agreements in relation to employment must be complied with, including international agreements concerning the **prohibition of child labor, forced labor, human trafficking and all types of modern slavery**.
- The Groupe respects employee **freedom of expression and freedom of association** in line with applicable local policies and laws. This shall be managed at the Business Unit level, in agreement with the local management. In cases of applications for a local collective bargaining agreement, all local employees have to be informed, in the manner and as established by applicable law.
- Publicis Groupe considers **employees’ health and safety to be critical**; it requires attention from everyone to not engage in unsafe or risky behavior at work and comply with critical rules such as those restricting tobacco and alcohol use in the workplace. Wellbeing programs are managed locally; they are proposed to support employees in maintaining their work/life balance and to help them preserve their physical and mental health.
- All employees must dedicate all of their time within **working hours** to the company, apart from exceptions, which must be previously and expressly agreed to by the Business Unit CEO. These exceptions may include such things as teaching activities, military service as a reservist and taking part in work undertaken in professional, inter-professional or humanitarian organizations.
- **Flexibility at work**: this is implemented to increase employee efficiency, job satisfaction and quality of life. Flexibility at work and work from home programs, when implemented, must be in compliance with local applicable laws and local agencies’ rules, and in coordination with local management and HR.
- **Education, inspiration and professional development**: with Marcel Classes, available 24/7, each employee can have access to various inspirational sessions, diverse content and training programs, with mandatory pieces related to Ethics with Janus on-boarding module, including Responsible Marketing and other important topics.

Publicis Groupe values a learning culture across the Groupe and its agencies, and encourages work-related learning and knowledge sharing activities, to improve everyone’s “employability”



and to help employees in their professional and personal growth. Employees who seek additional learning opportunities or new skills acquisition, should discuss those requests with local management.

- **Internal mobility:** with the Groupe internal platform Marcel available in nearly all countries, employees can have immediate access to a new position and to many business opportunities. This a strong asset for Publicis Groupe agencies, in order to facilitate and encourage all of our talent in their career path and growth.
- **Performance review and individual feedback:** on a regular basis (sometimes on a project basis) all employees will receive feedback. We consider essential that all employees have clarity on what we expect them to deliver and what their focus should be (with goals) based on regular feedback from their managers and peers on how they are performing.
- **Employee satisfaction survey:** Business units have different options to ask about employee satisfaction (meetings, online questionnaires, etc.). Feedback collection is important and is managed in a way that respects the principles of confidentiality and anonymization. Based on the results, local management is able to respond to employees' expectations or concerns.
- No employee will receive any advantage or be disadvantaged due to personal relationships or family relations held with another person in the Groupe. (see Janus – Conflict of interests).
- Any **business issues** raised by employees in relation to the workplace must be immediately brought to the attention of a senior manager in their Business Unit. Meetings on such matters must be conducted in a fair and professional manner, following the correct locally implemented procedure.
- **Reporting Concerns Policy:** the Publicis Groupe whistleblowing system is open to all employees, in cases of inappropriate behaviors or any other type of work-related issue (e.g.; health and safety, discrimination or harassment by staff, clients or suppliers, unequal opportunities, unfair dismissal, retaliation, etc.). Complaints may be sent to [ethicsconcerns@publicisgroupe.com](mailto:ethicsconcerns@publicisgroupe.com). All complaints will be managed with respect to confidentiality, subject to disclosure necessary to investigate the complaint. (see Janus – Alert system).
- **Personal details** about each employee must and will be treated with the utmost confidentiality, and in compliance with the local laws and/or with the highest standards of privacy protection. Publicis Groupe may apply the stricter international legal standards (including EU-GDPR rules) across the whole company.
- Every member of staff must behave according to the Publicis Groupe values, including on **social media** and all digital platforms when representing Publicis Groupe. Key principles expressed in the Publicis Groupe Social Media Guidelines should be strictly adhered to.
- **Disciplinary procedures:** in case of misconduct, non-responsible behavior, noncompliance with internal policies and rules (including Janus), or other illegal or unethical business issues, all employees including managers may be exposed to disciplinary measures up to and including termination of employment, as well as appropriate legal action.

## Who?

All Publicis Groupe agencies and business unit employees have to respect these rules. Business Unit CEOs are responsible for compliance with this policy with the assistance of Country or Business Unit CTOs. HR policies are under the responsibility of the Groupe Secretary General, member of the Publicis Groupe Management Board.



The **United Nations Global Compact's Ten Principles** are derived from: the [Universal Declaration of Human Rights](#), the [International Labor Organization's Declaration on Fundamental Principles and Rights at Work](#), the [Rio Declaration on Environment and Development](#), and the [United Nations Convention Against Corruption](#).

**Human Rights**

[Principle 1](#): Businesses should support and respect the protection of internationally proclaimed human rights; and

[Principle 2](#): make sure that they are not complicit in human rights abuses.

**Labor**

[Principle 3](#): Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

[Principle 4](#): the elimination of all forms of forced and compulsory labor;

[Principle 5](#): the effective abolition of child labor; and

[Principle 6](#): the elimination of discrimination in respect of employment and occupation.

**Environment**

[Principle 7](#): Businesses should support a precautionary approach to environmental challenges;

[Principle 8](#): undertake initiatives to promote greater environmental responsibility; and

[Principle 9](#): encourage the development and diffusion of environmentally friendly technologies.

**Anti-Corruption**

[Principle 10](#): Businesses should work against corruption in all its forms, including extortion and bribery.