



THE PUBLICIS WAY TO SUPPORT OUR TALENT

HR GENERAL POLICIES & RULES

WHY?

Our people are our most valuable asset. *"Viva La Différence"* is the Publicis Groupe motto: every employee has to feel valued and welcome in the company, everyone - whoever she or he is - has a seat and a voice. 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 (permanent or fixed term) or employment relationship.

WHAT?

1 - Fundamental principles: Human Rights and Freedoms and the fight against discrimination

- **"Viva La Différence"**: Publicis Groupe strictly prohibits all forms of unlawful discrimination, whether based on gender, age, race or ethnic origins, sexual orientation, nationality, religion, disability, or any other characteristic protected by applicable law (see Janus Diversity, Equity and Inclusion Policy).
- **Zero Tolerance** is a key principle demonstrating Publicis Groupe's prohibition of all forms of discrimination, including moral, sexual or other prohibited harassment, or any characterized misconduct by anyone.
- **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 to be applied in all agencies and markets, without any exceptions.
- 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 universal **freedom of expression and freedom of association** in line with applicable local policies. 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 must be informed, in the form and as established by applicable law.

- **Reporting Concerns Policy**: The Publicis Groupe whistleblowing system is open to all employees, in cases of inappropriate behaviors or other types of work-related issues (e.g., health and safety, discrimination or harassment by staff, clients or suppliers, unequal opportunities, racism, unfair dismissal, retaliation, unethical practices, etc.). Complaints may be sent to ethicsconcerns@publicisgroupe.com. All complaints will be managed with respect to confidentiality, subject to limited disclosure necessary to investigate the complaint (see Janus - Reporting Concerns).

2 - Working Contract, employment terms and labor rules

- All employees should have an **employment contract** or a **letter of employment** with the Publicis Groupe agency or Business Unit they are working with. It is important for the employees to have clear elements about their job, their compensation and the specific duration of employment, if applicable. This relationship refers also to **Janus, the Publicis Groupe Code of Ethics**, explaining the values, the professional rules and behaviors expected within the company, all applied to everyone without any distinction.
- **Employee compensation** must comply with important principles:
 - Equal pay between women and men, with regular controls managed by local HR & CTOs and their teams.
 - Preservation of the competitiveness within local markets and local appeal. Given the nature of our business, for nearly all jobs across the company and countries, compensation is above minimum wage, and is reviewed regularly.
 - Benefits should strengthen social security provisions or Well-Being solutions wherever necessary.

- 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 their managers or the Business Unit CEO. These exceptions may include teaching activities, military service as a reservist and taking part in work undertaken in professional, trade or humanitarian organizations. Based on local regulations and agency rules, all employees are encouraged to **take their allowed vacation and time off on a regular basis**.

- **Flexibility at work:** This is implemented to increase employee efficiency, job satisfaction and quality of life. Flexibility at work and **remote working** programs are in place and managed according to local rules and priorities. The balance between time in the agency/Business Unit office and remote work (WFH - Working from Home) is established by local management and HR.

3 - Professional growth, learning & development opportunities

- **Education, inspiration and professional development:** With Marcel Classes, now available 24/7, and with Marcel Growth Dashboard personalized, employees can have access to various inspirational sessions, diverse content and training programs, available via Marcel but also from other sources, to facilitate personal career development. Employees, who seek additional learning opportunities or new skills acquisition, should discuss those requests with local management.

- **Mandatory training related to Business Ethics,** Anti-Bribery & Anti-Corruption, Data Protection & Data Security, Diversity, Equity & Inclusion, Responsible Marketing or other important topics must be completed by all new joiners to the Groupe and its agencies, including temporary workers. All employees receive mandatory annual refreshers with updates.

- Publicis Groupe values a **learning culture** across the Groupe and its agencies, and encourages work related to learning and knowledge sharing activities, to improve everyone's "employability", and help employees in their professional and personal growth.

- **Internal mobility:** With the Groupe internal platform Marcel available in nearly all countries, employees can have an immediate access to a potential 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, what their focus should be (with goals) thanks to regular feedback on how they are performing from their managers and peers.

- **Employee satisfaction survey:** Feedback collection is managed locally in a way that respects the principles of confidentiality and anonymization.

4 - Well-Being, Health & Safety

The Janus Health, Security & Safety policy is describing the key-rules.

- **Well-Being programs** are managed locally and in accordance with applicable law; they are offered to support employees in maintaining their work/life balance and to help them preserve their physical and mental health. Employees can have access to health support, health services and professionals or specific programs through the agency Employee Assistance Program (EAP), including medical access and support, fitness subscription or free sports such as yoga on-site, where appropriate and applicable.

- Leave for **Birth or Adoption:** Based on local regulations and in accordance with local practices, the mother or primary caregiver are entitled to dedicated time with the newborn or adopted child. This leave must be organized with the direct line managers and HR/Talents teams, in order to well prepare the leave and facilitate the return (particularly the first months back). A father or secondary caregiver can benefit from specific arrangements based on local laws or agency rules. Other Parental leave (including sick days) are accessible to all employees in case of needs for childcare, elder care or other emergency care for dependents.

- **Disease and Disability:** Specific accommodations related to specific disease or health conditions that can impact the professional service are available in accordance with local law, in order to assist employees and preserve their physical and mental health. Each situation must be examined with local HR and CTOs. For people with disabilities, specific arrangements (physical, technical, material) are available across the company to facilitate their work and support their professional and personal life; details must be discussed with local HR and CTOs.

5 - Other general HR principles

- **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.

- **Communication:** Every member of staff must behave according to the Publicis Groupe values, including on **social media** and all digital platforms when representing Publicis Groupe.
- 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 interest policy).
- **Confidentiality:** By working on sensitive projects for our clients, Publicis Groupe applies the confidentiality principle by design to sensitive information shared with our clients and business partners.
- **Reorganization:** The company is constantly adapting its organization to better serve our clients. Reorganizations are managed responsibly by local management teams and must follow Groupe procedures and formal guidelines. Publicis Groupe strives to limit the impacts of reorganizations on employees with measures like prioritizing internal solutions across all activities (including re-training and up-skilling if appropriate) and providing adapted support.

- **Disciplinary procedures:** In case of misconduct, non-responsible behavior, noncompliance with internal rules including Janus, or other illegal or unethical business activities, all employees including managers may be exposed to disciplinary measures up to termination of employment, as well as appropriate legal action.

- **Business trip:** All travels must be booked via the Groupe travel booking platform in order for employees to be covered by SOS International so they can be reached in case of a specific emergency situation occurring during their travel.

WHO?

All Publicis Groupe agencies and Business Unit employees must 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 Directoire. The whistleblowing and alert system (ethicsconcerns@publicisgroupe.com) is under the responsibility of the Publicis Groupe Secretary General and the Groupe Audit Committee.

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. Businessess 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. Businessess 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. Businessess 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. Businessess should work against corruption in all its forms, including extortion and bribery.