



# KEY GROUPE

## EXECUTIVES STANDARDS

### WHY?

We expect the Key executives of the Groupe to have high ethical standards in the way: 1) they conduct business, deliver on our goals to our clients, shareholders and community at large; 2) they lead, inspire and develop all our talents.

### FOR WHOM?

Key Executives are identified as Publicis Groupe Management Committee members, Groupe Global Client Leads, Groupe Country CFO and CTO and all P300 as defined based on the Groupe job grading.

### WHAT?

1. The Key officers are first and foremost leading by example/demonstrating high standards of ethics, HR governance and compliance.
2. They are responsible for, helping the Groupe reach its objectives and deliver the strategy that has been approved by its shareholders. They must constantly focus on delivering the best solutions to all our clients. This is job #1.
3. They are responsible for creating the best place to work in for all our talent.
4. They are responsible for inspiring, mentoring, developing talent within the Groupe and offering the best career opportunities.
5. They are responsible for delivering the highest organic growth and margin within the industry. Publicis aims at being best-in-class.
6. They are responsible for promoting companies' values and policies.

They are responsible for full, fair, accurate, and timely disclosure in the periodic reports required to be filed by the Groupe with the French Financial Markets Authority (AMF). Any hurdle shall be brought immediately to the attention of the Groupe Secretary General and Audit Committee:

- a. significant deficiencies in the design or operation of internal controls which could adversely affect the Groupe's ability to record, process, summarize and report financial data, or
- b. any suspected fraud, whether or not material, that involves management or other employees who have a significant role in the Groupe's financial reporting, disclosures or internal controls;
- c. any violation of Janus, including any actual or apparent conflicts of interest;
- d. evidence of a material violation of the securities or other laws, rules or regulations applicable to the Groupe and the operation of its business, by the Groupe or any agent thereof, or of violation of the Groupe's Standards of Conduct and Behavior or of these additional rules.

### WHO?

Key Groupe executives aforementioned.