

A socially responsible Group

Social and environmental information

Message from Didier Truchot, Chairman & Chief Executive Officer

Introduction

*** Social**

- 1.1 Labor practices and decent work
 - 1.1.1 Employment
 - 1.1.2 Labor / management relations
 - 1.1.3 Occupational health and safety
 - 1.1.4 Training and education
 - 1.1.5 Diversity and equal opportunities
- 1.2 Promotion and enforcement of the fundamental conventions of the International Labor Organisation regarding:
 - 1.2.1 Freedom of association and collective bargaining
 - 1.2.2 Investment and procurement practices
 - 1.2.3 Non-Discrimination
 - 1.2.4 Forced and compulsory labor
 - 1.2.5 Child labor

*** Acting responsibly towards society and communities**

- 2.1 Impact on communities and charity policies
- 2.2 Outsourcing and suppliers
- 2.3 Anti-Corruption
- 2.4 Product responsibility
- 2.5 Public policy
- 2.6 Anti-competitive behavior
- 2.7 Compliance

*** Taking responsibility towards the environment and future generations**

- 3.1 Waste and recycling
- 3.2 Energy
- 3.3 Water
- 3.4 Biodiversity
- 3.5 Greenhouse gas emission
- 3.6 The amount of provisions and guarantees for environmental risks, provided that such information would not likely cause serious harm to the company in an ongoing litigation
- 3.7 Miscellaneous

*** Governance**

- 4.1 The creation of the CSR Committee
- 4.2 Missions of the CSR Committee
- 4.3 Controlled by an independent expert

***Appendix**

- 5.1 Cross-reference table GRI indicators and Global Compact principles
- 5.2 Cross-reference table CSR report
- 5.3 Assurance report by the appointed Independent Third Party, on the consolidated environmental, labour and social information presented in the management report
 - 5.3.1 Statement of completeness of CSR information
 - 5.3.2 Reasoned opinion on the fairness of the CSR information

Message from the President

Since commencing our journey on Corporate Social Responsibility (CSR) in late 2008 we have travelled a long way in a short period of time but still have some distance to go.

One of our first actions was to join the United Nations Global Compact (UNGC), becoming the first global market research company to do so, and we have remained a continuous active member of the UNGC since that time.

The Ipsos approach to CSR incorporates three critical elements – social, societal and environmental. This information gives us not only insight into benchmarking our performance, around the world, but also provides a basis for improvement. Through our two initiatives, the Taking Responsibility Survey and the Ipsos GreenHouse Gas (GHG) Audit, we are able to respond to the increasingly detailed questions, that relate to CSR, from investors, clients and our employees. As each year passes, we are seeing a growing interest and uptake, both by Ipsos employees and by Ipsos countries; to become more firmly involved with influencing the world around us, whether it be environmentally or community based.

Ipsos adheres to the Ten Principles of the United Nations Global Compact and we continue to advance our policies in support of them. This year, we have again extended our scope of reporting by covering the largest number of countries, ever, as part of our Taking Responsibility Survey. Our GHG Audit, which is completed by 22 of our most important countries, encompasses well in excess of 80% of our global business. Our Whistle Blowing Policy, which Ipsos introduced last year as part of our commitment to these Principles, continues to be an effective part of compliance.

During the last year we have seen our GHG emissions fall by 9.5% and the GHG emissions per headcount have also fallen from 4.8 to 4.2 tonnes per head. This has been primarily due to a lower amount of Business Travel around the world with a decrease of 6% of the volume of the CO₂ emissions and significant actions taken by a number of key countries to reduce their GHG emissions.

Ipsos continues to believe that it is critical for all companies to address their CO₂ emissions. Since emissions surged in the late 19th Century some 1900Giga Tonnes (Gt) of CO₂, and 1000Gt of other greenhouse gases have already been emitted; leaving less than 1000Gt of CO₂ left to emit before locking the world into dangerous temperature rises of more than 2°C. International talks in Paris, in 2015, could see the world's nations agree to limit global warming to a rise of no more than 2°C. This will require huge commitments on all parts. The United Nations have already said that CO₂ emissions must be zero by 2070 to prevent climate disaster and that 'negative emissions' will be needed, globally, by the second half of this century.

Ipsos also believes that a critical part of that sustainability is to enable education for all. A recent report from UNICEF and UNESCO highlighted the millions of children who are either out of school or do not progress beyond the basic education age of 10/11yrs. We believe that equipping all citizens with the basic skills of reading, writing and arithmetic is a prerequisite for removing any obstacles that would prevent their active participation in society.

As a result, in our Annual Report last year, Ipsos announced that it was looking to create the 'Ipsos Foundation' whose primary mission would be "A global outreach programme to support, develop and implement the education of disadvantaged children and youth worldwide". Ipsos is delighted to announce that the Ipsos Foundation was formally established in late 2014 as a US based 501(c)3 charitable foundation and in France as a "fonds de dotation". Our mission is exactly as we stated above. The Ipsos Foundation will be funded by Ipsos and, from early 2015, will also be open to employees of Ipsos to support financially through either direct contribution or fund raising.

Based on the data that we are receiving from our countries (through both the Taking Responsibility Survey and the GHG Audit) we are now developing a three year plan that will oversee the further development of Key Performance Indicators relating to our CSR programme. We will continue to develop the monitoring and evaluation of all elements of our CSR programme and for 2015, will incorporate key suppliers in our supplier chain in adherence of the UNGC Principles. This progress can be evidenced through our reporting to the Carbon Disclosure Project which saw an overall improvement in our disclosure score from 52 to 82 and our performance score from Level E in 2013 to Level C in 2014. We will be seeking to improve on this and the recent award from Ecovadis of 'Silver Level' to Ipsos.

Ipsos has also established, in 2014, a CSR Committee to review and oversee this progress. This committee comprises (among others) two independent Board Members.

Our support of the United Nations Global Compact is clearly stated in the goals of our vision statement, namely:

- 1) **Maintain excellence in all aspects of our clients relations;** regularly follow up on their point of view;
- 2) **Create and maintain an organisation where learning and personal development are actively promoted;** where people are recognised in line with their contributions; and employee enrichment programs are developed to support our vision, values and initiatives;
- 3) **Pursue a strategy of growth with our clients through the integration of the finest talents;** inject a certain sense of urgency and proactiveness into furthering our development to boost profitability and strengthen our organisation;
- 4) **Communicate the implications of our strategic plan;** create a culture sharing and working together throughout the Ipsos community;
- 5) **Develop responsibly taking care** to make the best use of Ipsos means and resources;
- 6) **Maintain solid financial performance.**

As highlighted above, as we move forwards we will further translate our corporate social responsibility commitments into increased organisation vision and action, and remain wholly committed to the UNGC Principles.

Didier Truchot

Chairman & Chief Executive Officer

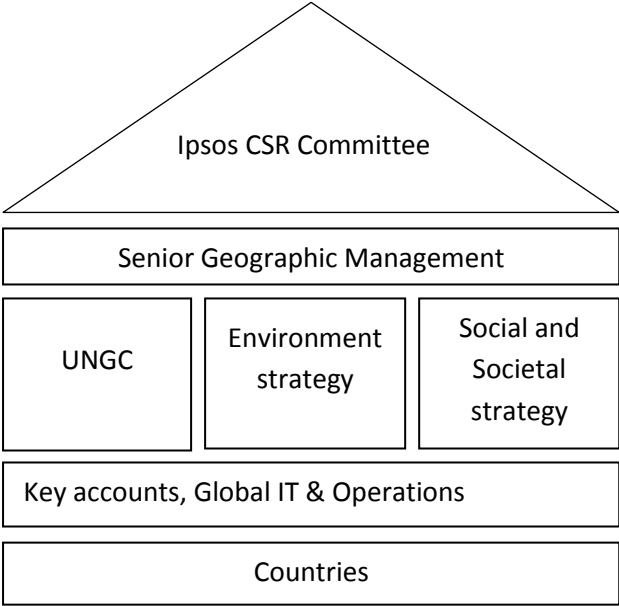
Introduction

'Proud to be Ipsos' is the long-term, but still accurate, Ipsos Vision Statement and is an excellent summary of the Company's intention to grow in a sustainable manner as it continues to broaden and build.

Alongside the Ipsos Vision 'Taking Responsibility', the umbrella for all Corporate Social Responsibility (CSR) action within Ipsos, is intended to compliment this Vision and ensure it is embedded throughout the company to enable Ipsos to maximise its positive contribution to the world in which it operates by:

- Actively supporting the ten principles of the United Nations Global Compact;
- Having a Global Corporate Social Responsibility Framework to implement the Taking Responsibility mission and to support and enhance the Ipsos in-country CSR actions;
- Minimising the environmental impact and carbon footprint of Ipsos;
- Creating a fair and engaging approach within which Ipsos operates in relation to its social and societal community;
- Linking to, and deepening, the Ipsos Vision, in the respect of the international Esomar Code (ICC / ESOMAR. International Chamber of Commerce, European Society for Opinion and Marketing Research), defining the main rules of professional conduct.

Taking Responsibility Structure



Taking Responsibility Mission Statement

- Be the Global Framework and platform for Ipsos Group Corporate Social Responsibility initiatives.
- Build upon the existing Taking Responsibility pillars and in-country actions by providing a consistent global framework to support and enhance these activities.
- Provide guidance and international networks to develop our global and domestic Corporate Social Responsibility actions to ensure a “Better Ipsos”.

Rankings and Achievements:

- Global Head of Corporate Social Responsibility position created late 2012.
- The ‘Taking Responsibility’ programme requires Ipsos to report annually to the United Nations Global Compact (UNGC) on our sustainability performance, and integration of the 10 Global Compact principles. Due to the continued focus on Taking Responsibility, Ipsos has now moved from the UNGC ‘Learner Platform’ to the UNGC ‘Active Level’.

This new status means that the UNGC recognises Ipsos is:

- Addressing all of their issue areas;
- Fulfilling our commitment to the Ten UNGC principles
- Publicly disclosing our progress.

- The Ipsos Whistle-blowing System was launched in early 2013. To ensure Ipsos complies with the standards set in the Code of Conduct every employee has a duty to report violations. Ipsos has set up an external alert system managed by an independent agency that will allow any employee to report ethical issues, risks and behaviours that can affect Ipsos’ business in a serious manner or which are fraudulent in nature;
- The majority of our countries provide the Ipsos Green Book – The Ipsos Professional Code of Conduct – (and/or training on the Green Book) to all new employees.
- In addition, we are creating a CSR training programme for all employees which will be launched in early 2015.
- In November 2013, Ipsos was awarded the prize for the French company that has most improved its disclosure to the Carbon Disclosure Project (CDP). The Carbon Disclosure Project is an international, not for profit, organisation providing the only global system for companies to measure, disclose, manage and share vital environmental information. Globally CDP works with over 4,000 companies and over 700 institutional investors (who between them have responsibility for \$87trillion in assets).
- In 2014, Ipsos significantly improved its performance, with CDP, resulting in the award of ‘C’ Grade (compared to ‘E’ Grade for 2013). Our performance was further recognized by Ecovadis providing Ipsos with ‘Silver’ level in 2014.
- Ipsos has established in 2014 a new Board Committee: the Ipsos CSR Committee. This committee is chaired by Florence von Erb an independent Board Member. The committee comprises Mary Dupont-Madinier (independent Board Member), Didier Truchot (Chairman & Chief Executive Officer) and Richard Silman (Group Head of CSR); Antoine Lagoutte (Ipsos Deputy CFO) assists the meetings.

Note on the methods used in social and environmental reporting

The 2014 CSR report is intended to adhere to the UN Global Compact Communication on Progress (CoP) requirements and as such the report is structured around the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines and the UN Global Compact Principles.

Indicator selection

- The selection of indicators and other qualitative information contained in this report are aligned with Ipsos CSR strategy and based both on the requirements of the Articles L.225-102-1, R.225-104 and R.225-105 of the French Commercial Code and the GRI indicators.
- Please note that as Ipsos is a professional services organization, not all GRI Disclosure Sections are felt to be relevant so only those with a direct relevance to an organization of this nature are highlighted in this report.
- The requirements of the French Commercial Code and the GRI table index can be found in this section of the report. They state which subjects have been considered applicable and then included in the report, or not applicable with the reasons for their exclusion.

Methodological procedures

Ipsos' procedures are specified in the following materials:

- For the Ipsos Group Taking Responsibility 2014 Country Survey:
 - This online survey serves as a follow up to the 2010, 2011, 2012 and 2013 surveys of all of the CSR activities being conducted globally, and results in a dedicated analysis and report. In 2013, the survey was sent to 74 countries and a total of 66 countries responded with a response rate of 89%.
In 2014, it was sent to 79 countries and covers activities undertaken between October 2013 and September 2014. A total of 72 countries responded (in part or in whole) with a response rate of 91%.
 - Interviewing was completed from October 23 to November 21, 2014.
- For GHG Emissions Report:
 - The information is collected at country level via an excel file formatted by the Ipsos group (the Green House Gas (GHG) emissions calculation file) prepared on the basis of the tools provided by the "Bilan Carbone[®]" Association.
 - The GHG emissions calculation file was completed with the help of specific training provided by the Group central team, during which the following materials were provided, which have been prepared based on a Carbon Balance methodology: instructions, GHG emissions calculation file (excel file) to be used by countries, "Bilan Carbone[®]" spreadsheet user manual and a Methodology Guide.
 - The GHG emissions were reported for the period October 2013 to September 2014.
- For the Social analytics coming from Ipsos Employee systems - iStaff and iTime:
 - The iStaff system is the Ipsos global employee database where all the information on our headcounts is stored according to common group rules. The iTime system is the Ipsos global system recording time allocation per person. Both iStaff and iTime guides containing definitions, rules and processes are available on the Group intranet.

- The social indicators correspond to the situation as at 31 December 2014 with the exception of the Permanent Employee Turnover rate which relates to the period from January to December 2014.
- Teams were closely involved at local level, particularly during the preparation phase for the collection of data. Communication was coordinated by the Head of CSR.

Scope

- The Ipsos Group Taking Responsibility Country Survey:
 - In 2013, the survey represented data compiled from 66 countries, this accounts for over 96% of Ipsos turnover.
 - In 2014, this survey represents data compiled from the 72 responding Ipsos Country Managers who were invited to submit responses to the on-line questionnaire, this accounts for over 97% of Ipsos turnover;
 - The countries who participated in the 2013 and 2014 Taking Responsibility Survey are highlighted below.
In 2014, seven clusters and countries did not complete the survey: Adria Cluster, Algeria, Belgium, Ghana, Ivory Coast, Tunisia and Zambia.

In blue: Countries who participated in the 2013 and 2014 Taking Responsibility Survey.

In green: New participants in the 2014 Taking Responsibility Survey.

In red: Countries who participated in the 2013 survey but not the 2014 edition.

Argentina	Germany	Kuwait	Romania	Vietnam
Australia	Ghana	Lebanon	Russia	Zambia
Bahrain	Greece	Malaysia	Singapore	
Bolivia	Guatemala	Mexico	Slovak Republic	
Brazil	Hong Kong	Morocco	South Africa	
Bulgaria	Hungary	Mozambique	Spain	
Canada	India	Netherlands	Sweden	
Chile	Indonesia	New Zealand	Switzerland	
China	Iraq	Nigeria	Taiwan	
Colombia	Ireland	Norway	Tanzania	
Costa Rica	Israel	Pakistan	Thailand	
Czech Republic	Italy	Panama	Turkey	
Denmark	Japan	Peru	UAE	
Dominican Republic	Jordan	Philippines	Uganda	
Ecuador	Kazakhstan	Poland	UK	
Egypt	Kenya	Portugal	Ukraine	
El Salvador	Korea	Puerto Rico	USA	
France	KSA	Qatar	Venezuela	

- The GHG emissions report:

For 2013 and 2014, GHG reporting is covering 22 countries of the Group representing 80% of the turnover: Argentina, Australia, Brazil, Canada, China, France, Germany, IIS Europe, Hong-Kong, India, Italy, Japan, Mexico, Peru, Russia, Singapore, South Africa, Switzerland, Turkey, UAE, UK, USA.

- Quantitative data drawn from the iStaff and iTime systems:
 - The scope covered in this report is similar to the scope covered in the annual consolidation financial report (*further information is provided in section '20.2.Consolidated financial statement > 1.2.3.Consolidation methods' of the reference document*).
 - The iStaff (employees HR information database) and iTime (employees time tracking) systems are covering all Ipsos Group entities since 2011. Please note that the scope of reliable countries could be somehow adjusted for some indicators and is listed in the report whenever relevant.
 - Concerning training, hours are declared by employees on their timesheets in iTime on a weekly basis. Timesheets are validated by line managers and automatic reminders are sent if not completed. Total training hours include participant training hours and staff trainer hours.

Limitations

The methodologies used for some social and environmental indicators may be subject to limitations due to:

- Differences in labour and social laws in some countries; the fact that some estimates may not be representative or that some external data required for calculations may not be available, particularly data required for environmental indicators, where a statistical approach is being deployed for this purpose;
- Improvements in indicator definitions that could affect their comparability;
- Changes in business scope from one year to the next;
- The difficulty of collecting data from a subcontractor or joint venture with external partners;
- The procedures for collecting and entering this information.

Consolidation and internal control

- Ipsos Group Taking Responsibility 2014 Country Survey:
 - The Ipsos Group Taking Responsibility 2014 Country Survey requested Country Managers, or a duly authorised delegate to complete the survey online.
 - The collection, analysis and consolidation process of the data coming from the survey is under the responsibility of the Head of CSR.
- The GHG emissions report:
 - The GHG emissions calculation files are filled in at country level and collected at Group level by a team from the Group finance under the supervision of the Deputy Group Finance Director. They have all received a “Bilan Carbone[®]” certification.
 - Data consistency checks are carried out at Group level. Comparisons are made with the previous year’s data and any material discrepancies are analysed in detail.
 - The consolidation of data is made with the consolidating tools of the Method “Bilan Carbone[®]”.
- Data coming from iStaff and iTime:

- The data is filled in the systems on a monthly basis by each operational entity in our countries. Data is locally checked and consolidation and integrity are reviewed by Group Finance and Group HR on a monthly basis.

Review of the info by independent auditors

The mission of verification was entrusted to KPMG. Their report may be seen at the end of this report.

SOCIAL

Market research is a service industry, and, as for all companies operating in this sector, our employees are our most important resource. Ipsos aims to attract the most talented people, offering its staff the framework of a top-performing company.

The Company's senior executives want its employees to be proud and happy to be working for Ipsos. This also means allowing all employees to realise their full potential, and sharing the fruits of its success with them.

Our Commitment

« Proud to be Ipsos » is a publication intended for Ipsos' clients and employees summarising our vision of the business, our values, our goals and what makes Ipsos different. This leaflet, translated into the main languages spoken within the Group, was introduced for the first time in summer 2007. It is given to all new employees accompanied by the following statement:

« Ipsos is currently a key player among international research companies. We work with the biggest companies and share with our clients a steadfast commitment to quality and excellence. The Ipsos name is well known and respected thanks to our teams of experts in every part of the world. [...] We want to continue to improve on our strong and profitable growth through the transformation of Ipsos. As we continue to expand our company globally, and expand the roles and diversity of our organization, we believe that Ipsos needs a simple, clear and concise expression that summarises our Company. With help from many people at Ipsos, we have developed the enclosed Ipsos Vision Statement.

This statement summarises our vision, values, goals, and most importantly, what makes us unique. Many of the thoughts contained in the Vision Statement are not new to Ipsos. One of the reasons we have been so successful is that we have built up our business on the basis of many of these principles. Additionally, as we recruit new people to our Company, expand our client activities, and expand our geographical boundaries, it is important that we act as one Ipsos, based on sharing one intent, and one set of values. Our new « Proud to Be Ipsos » Vision Statement is an excellent summary of our Company and our intentions as we continue to broaden and build our Company.

We wanted each of our employees to have this charter, to have a better understanding of the essence of Ipsos, and to share it with our clients as appropriate. The more we can act as outlined in our Vision Statement, the more successful we will be. »

Ipsos prioritises the following values:

- **Integrity** – We maintain honest, direct, and loyal relations with clients and colleagues.
- **Client commitment** – As a market leader, we are committed to delivering the finest level of service to our clients, with the aim of going above and beyond their expectations.
- **Leadership** – We strive for excellence in everything we do, thereby setting new standards for the research profession.
- **Entrepreneurial spirit** – Curious and passionate professionals, we also know how to take risks when necessary for a given situation. Making mistakes is not harmful as long as we learn from them. We mobilise our expertise, skills and intelligence, and encourage innovative and new ideas to immediately set up working solutions for our clients and our company.
- **Accountability** – We are accountable and respect our commitments towards our clients and colleagues whatever it takes. We face up to each situation. We do not give up, we go all the way.
- **Partnership** – Together, we contribute to the success of our clients and our company. We know that we can count on each other. We appreciate and respect our differences.

It is also inherent in Ipsos values to measure its people’s loyalty toward the Group and its management, through the yearly internal survey Ipsos Pulse. *(Please refer to Focus on section 1.1.2 of the present CSR report to learn more about it).*

The Green Book – The Ipsos Professional Code of Conduct –

The Green Book is the reference framework for all Ipsos employees. It provides a summary of Ipsos’ organizational structure, objectives, values, code of ethics and the rules of behaviour it respects. Published for the first time in 1998, a number of new editions have been published since. It is given to all newcomers to the Company, providing each member of the Ipsos community with a framework for assessing and, if necessary, adjusting their conduct in line with our values and principles. It is also available on the Ipsos intranet site.

Book of Policies and Procedures

The Book of Policies and Procedures is published in addition to the Green Book, providing a detailed presentation of the principles, rules and procedures in force within Ipsos and which each employee is required to respect. Also available on the Ipsos intranet site, it constitutes the reference framework for all questions of a regulatory nature or relating to Ipsos’ organizational structure.

1.1 Labor practices and decent work

1.1.1 Employment

Since it was founded, the number of employees at Ipsos has risen significantly. A French company that became pan-European in the 1990s, it now operates on a global scale.

Ipsos permanent headcount as at 31/12

2005	2006	2007	2008	2009	2010	2011	2012	2013 Published	2013 Restated	2014
6,100	6,800	8,088	9,094	8,761	9,498	16,569	15,927	15,536	17,065	16,530

At 31 December 2014, the Group had 16,530 permanent headcounts worldwide, resulting from a headcount adjustment of -3% versus the 17,065 permanent headcount in 2013 restated scope.

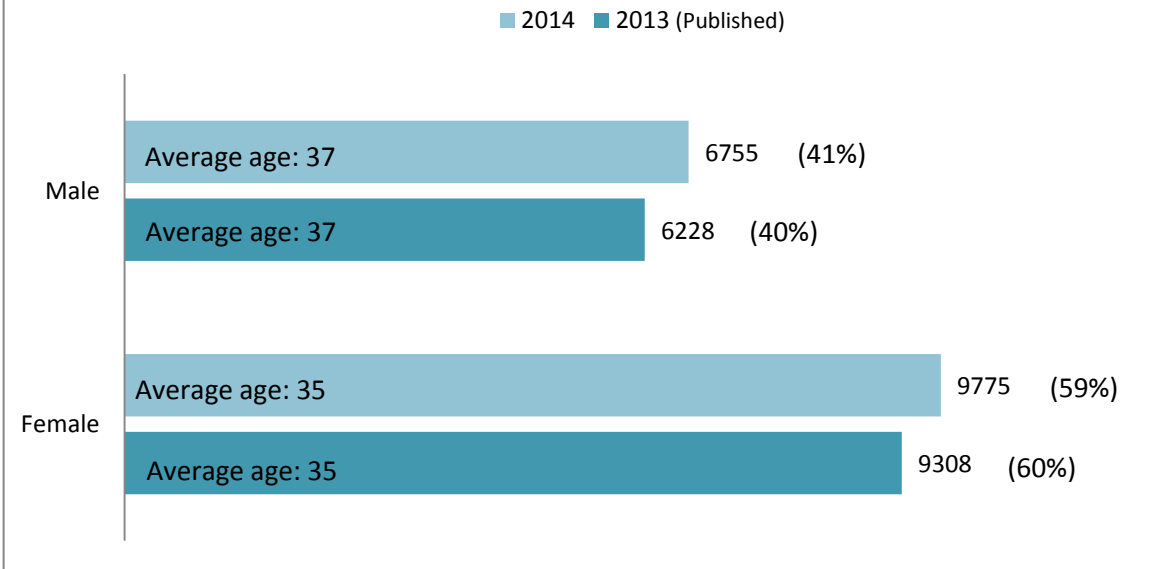
2013 Permanent Headcount - Restated Figures:

We have improved the process to follow and count our number of employees by implementing in all Ipsos countries one global employee classification and having this classification administrating the rights and accesses to the Ipsos resources (like IT licenses, IT resources, email address...). This has led us to reclassify +1,529 (net) people into the permanent headcount numbers. Note these headcounts are internal transfers from former categories called “variable-staff” that were not previously counted in our published permanent headcount population; most of them are standard contractors.

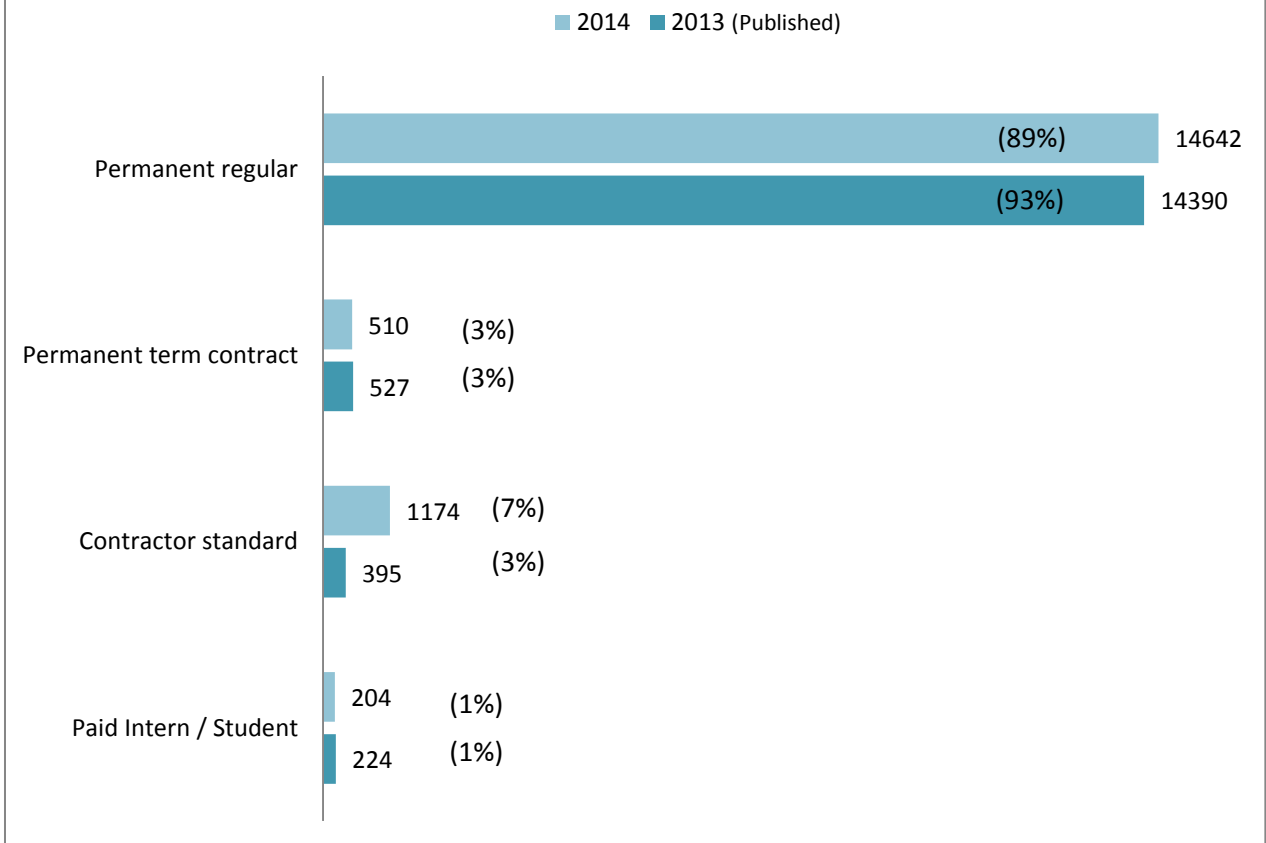
The Ipsos Updated definition of permanent headcount is considering a broad definition of headcount as it includes all permanent regular and permanent term contract employees, paid interns / students, as well as contractors having an Ipsos email address.

In addition, the Ipsos group employs a large number of mainly temporary workers to administer its questionnaires, the interviewers. These mainly temporary workers are not counted in the permanent headcount and the related variable costs are included in the direct costs of the Ipsos Consolidated Income Statement.

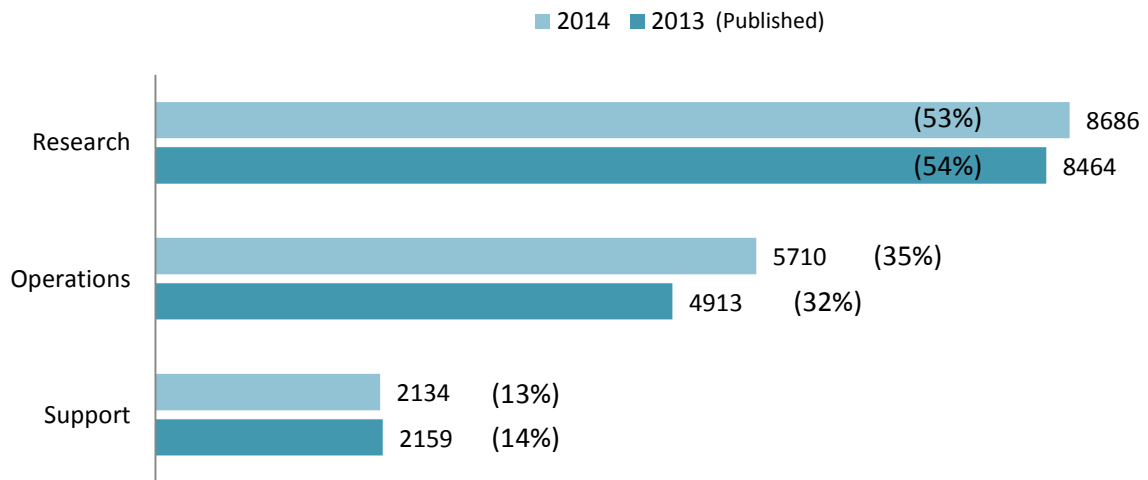
Gender Balance - As at 31/12



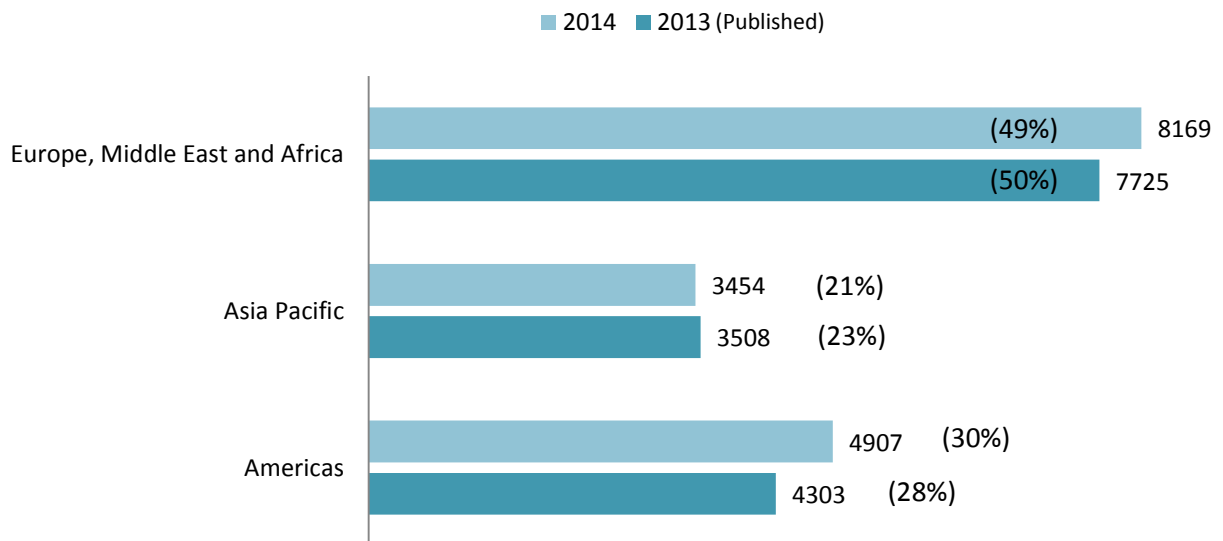
Permanent headcount by contract - As at 31/12



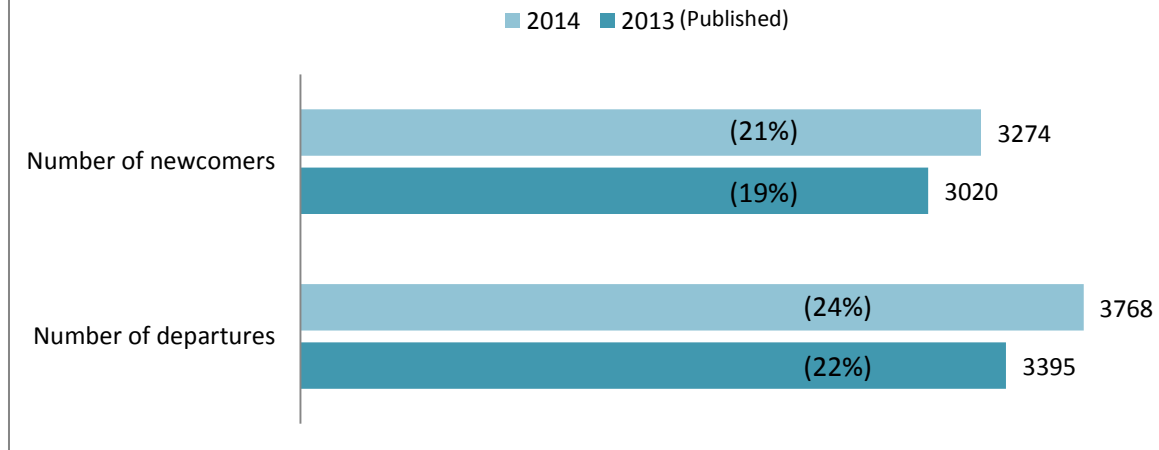
Permanent headcount by activity - As at 31/12



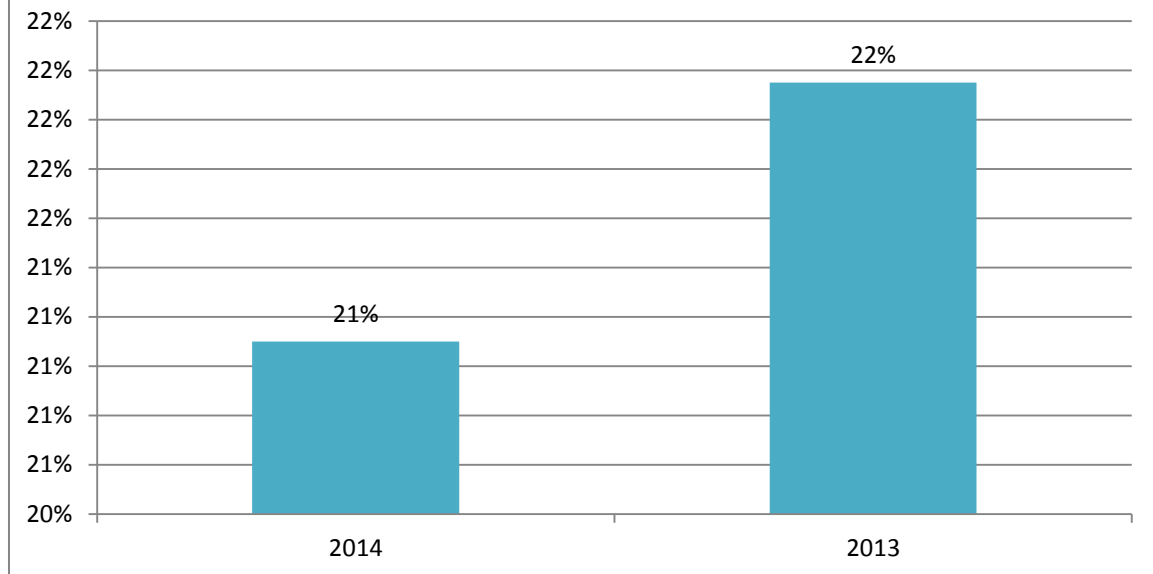
Permanent headcount by region - As at 31/12



Permanent headcount, new joiners and departures analysis - As at 31/12



Turnover rate - As of 31/12



**Calculation method: Ipsos Group permanent employees' turnover rate is defined as the total of voluntary and involuntary departures (layoffs) in the year / total headcount at opening date of the year (excl. students and contractors).*

Internal mobility and international mobility

Ipsos encourages internal mobility and international mobility. Internal mobility gives all employees the opportunity to enhance their professional development and enables Ipsos to foster the loyalty of its talented staff. Employees can express an interest in moving to another area during their annual assessment interview or by making a spontaneous application to the Human Resources department.

Compensation policy and evolution

The compensation policy of the Group is based on specific principles, adapted to local labor market and social legislation. This policy aims to:

- Attract and retain talent;
- Reward performance (personal and collective) through a flexible and motivating model of compensation;
- Act fair and respect the financial and operational Group objectives.

Thus, Ipsos applies a global staff grid comprising ten remuneration levels (i.e. from 0 to 9). Levels 0-3 correspond to the central management and major business unit levels and are reviewed centrally.

Ipsos' total compensation including base salary, incentives and benefits amounts to **XXX** for the year 2014, vs. 701.4 million euros in 2013, representing a **XXX%** evolution compared to 2013 (evolutions of exchange rates and changes in the consolidation scope included). *For more information, please refer to our consolidated income statement (section 20.3.1 of our Reference Document).*

Variable compensation

In order to strengthen unity across the Group, Ipsos has adopted a general compensation policy for its main managerial staff based on fixed salary and a variable compensation, as well as incentive schemes based on the company's development. The variable compensation is based on quantitative criteria relating to the performance of the country, region and/or Group as applicable - and reflecting the Ipsos group's strategic priorities, as well as on qualitative criteria relating to individual performance.

Incentive schemes based on the company's development entail the allocation of cash bonus or bonus shares. Ipsos has therefore developed compensation policies shared by the entire Group in the area of performance management. Ipsos is a "people" business, and that our employees and officers are our primary asset. Therefore, it is essential that Ipsos be able to both attract and retain the best talent. The Company believes that the best way to accomplish this goal, and to align the interests of our senior employees and corporate officers with the interests of the shareholders, is to incentivize them through the grant of free shares which reward their involvement and performance.

In 1999, at the time of the IPO, and then in 2000 at the time of the capital increase, Ipsos offered its employees the opportunity to invest in the Company's shares as part of a Group savings plan. In 2002, the Group adopted a scheme to motivate and encourage loyalty among its staff – the Ipsos Partnership Fund – to which 80 executives signed up. The programme has allowed for the creation of a real community of interests between the Group's main executives and managers and all Ipsos shareholders.

In 2012, a similar long-term incentive plan, (IPF 2020) was launched, consisting of the grant of free shares and stock options to top executives, provided that they acquired a certain number of Ipsos shares on the market. This five-year incentive plan gives to its 150 beneficiaries the opportunity to benefit from the increase in the value of Ipsos to which they contribute by their skills, motivation and performance *(further information on the IPF 2020 programme is provided in section 21.1.4.2.1 of the reference document).*

The Group's managerial staff also benefit from annual awarding of performance shares, reflecting the Group's strategic targets and based on each entity's profitability. The plan is adjusted as necessary to give the best reflection of Ipsos' strategic priorities. These awards are renewed each year. *(Further information on the annual free shares and stock options programmes are provided in section 21.1.4.2 of the reference document).*

Employee shareholding agreement (participation)

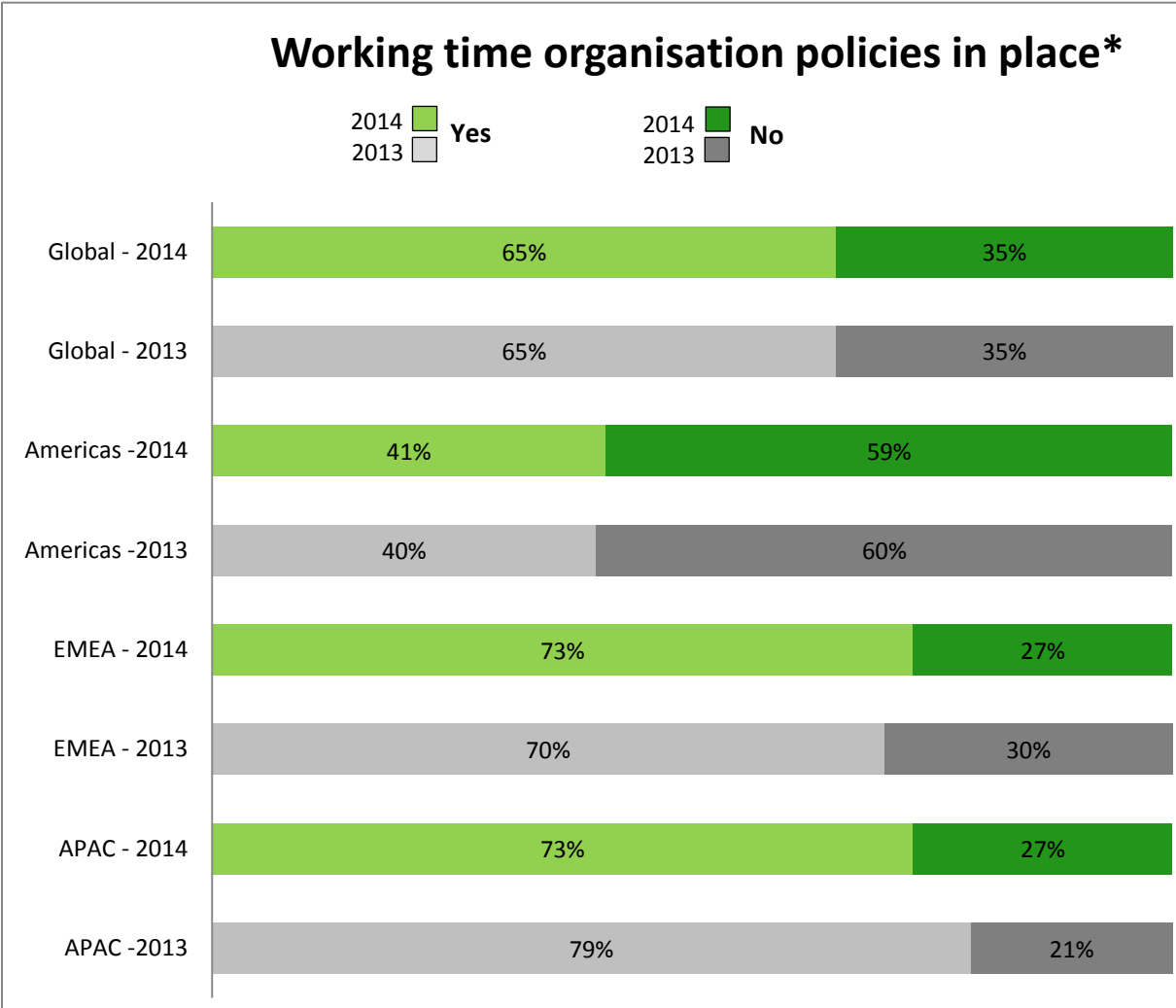
In France, following the employee shareholding agreement introduced in 1997 and the company savings plan set up in 1999, the Group's French companies have created the « **Ipsos Actionnariat** » mutual fund, which is designed to receive sums allocated to employees under profit-sharing schemes and paid as part of the Group savings plan.

1.1.2 Labor/management relations

Working time organisation

Ipsos pays particular attention to ensuring a good work-life balance and professional efficiency. Systems for organizing working hours are in place in each country in accordance with local legislation (part-time working,

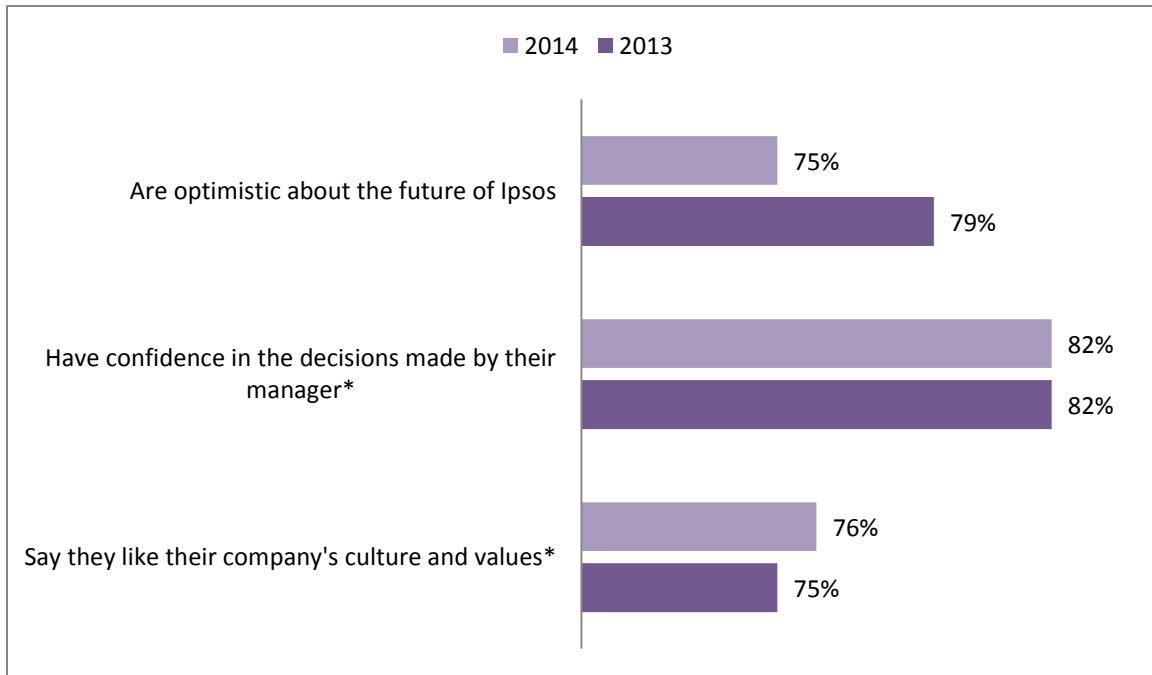
working from home, and agreement on the reduction in working hours in some countries in accordance with the local law in force).



*Based on headcount, 71% of employees globally are covered by working time organisation policies

Focus Ipsos Pulse

Ipsos Pulse is one of Ipsos’ tools for managing its Human Resources policy. This annual survey of all employees gives everyone at Ipsos the opportunity to express their views on their working environment, management and the Group’s strategy. The Ipsos Pulse survey is managed by a team in Ipsos Loyalty, specialists in company employee surveys. The survey is carried out online in the Group’s different languages. Responses are processed anonymously and statistically, ensuring complete confidentiality. The response rate in 2014 reached a record level, with 86% participating.



The in-house climate is very positive and our employees trust their management. They have confidence in the strategic direction taken by the Group: in 2013 and 2014, 80% of Ipsos people declared they are proud to work for Ipsos*.

*Score above or in line with RED © norms, ie Ipsos Representative Employee Database Benchmark. (RED © is based on a specific survey conducted each year since 1999 among representative samples of employees working in 100+ people organizations it covers 33 countries and 23 sectors.)

Labor dialogue's organisation – in particular rules and procedures pertaining to how the company informs, consults and negotiates with the staff

Ipsos has implemented appropriate consultation procedures for employees in each of its subsidiaries in accordance with local laws. However, it is difficult to describe the rules and procedure pertaining to how the company informs, consults and negotiates with staff at Group level, given the nature of the labor organization concept itself. Indeed the labor dialogue's rules and organization are regulated on a country by country basis, within the legal context of each country.

Focus on South African agreement signed in 2014

A recognition agreement was signed between Ipsos Markinor Call Centre's (Durban & Johannesburg) & United Association of South Africa (UASA) on the 18th November 2014.

At the core of the agreement lies the collective and individual representation of the interests of employees within a sustainable environment. The focal points of the agreement are employment and income, two aspects which cover a very broad area. Ensuring equality in the workplace for both genders and all races, solidarity, freedom of speech and sustainability of employment are the core principles that the agreement aims to meet.

Focus on Sweden

Ipsos follows the Sweden Collective Agreement (that is more restrictive than the Swedish laws). On top of that, Ipsos Sweden has signed for the staff working maximum 832 hours per annum an extra insurance. This extra insurance is covering accidents during working hours and traveling to and from work.

1.1.3 Occupational health and safety

Being a service company, where a large majority of employees work in offices, Ipsos has no dangerous business as such, but health and safety are important issues to the Group.

A large number of Group staff is based in buildings in which Ipsos is not the only tenant. Depending on local regulations, most of our offices have committees, with equal or multi-party representation to address health and safety issues. Thus, the structure of the health and safety organization may vary from country to country, as do the responsibilities of the different dedicated committees.

However, similar major topics are covered by these organisations:

- Ensuring a safe and healthy working environment;
- Making sure employees are comfortable with their working environment.

The Company adheres to applicable regulations, particularly those relating to working with computers.

For each country, Ipsos has developed a health and safety policy covering a number of areas such as working on site, fire and first aid training. Ipsos has no overall preventive programmes for health risks at Group level, considering that it would not really be pertinent given the nature of its activity. However, the Group encourages its Country Managers to address this topic on a voluntary basis, for example in the following ways:

- For seasonal epidemics, such as the flu, vaccination campaigns can be organised (as is the case in France, for instance, where the headquarters are based);
- Information campaigns can be developed and rolled out in coordination with national local prevention programmes, like anti-smoking, anti-alcohol programmes or testing for certain pathologies.

Health and security topics covered in formal agreements with trade unions

Health and Safety Committees do not exist in every country because legal obligations differ, making a Group-level indicator inappropriate. Because Ipsos is based and operating in 87 countries, it does not seem relevant to list all topics related to Health and Safety covered by formal agreements as it would not be meaningful at Group level.

However, Ipsos complies with local requirements and national law in force to ensure that all employees work in a safe environment.

> FOCUS on French CHSCT

The CHSCT's mission is to contribute to the protection of the physical and mental health and safety of employees, to improve working conditions, and to ensure compliance with legislative and regulatory requirements.

Thus, it ensures:

- the analysis of occupational hazards;
- regular inspections in-house;
- investigations of occupational accidents or diseases of occupational nature; these investigations are conducted by a delegation comprising at least the person in charge of the building, or a representative designated by him/her, and a staff representative of the CHSCT. An informative note is then sent to the labor inspector within 15 days.

The CHSCT contributes to the prevention of occupational hazards in the facility, including raising any initiative he finds useful in this context and suggesting preventive actions.

The CHSCT can propose preventive actions in terms of sexual harassment and bullying.

> Focus on Germany

Companies in Germany are legally obliged to take care in terms of occupational health and safety. According to this, Ipsos Germany has a detailed policy in place which covers all aspects of what can be done to guarantee the health and safety of all employees:

- Works councils supervise the compliance in terms of laws, other regulations and bargaining agreements which are related to the health and safety of the employees.

- Ipsos Germany has engaged a company medical officer and trained 20 first-aiders for all locations so that in case of emergency the right measures can be taken with immediate effect.
- There are emergency plans rolled out in all locations and as well via intranet so that in case of emergency, no panic situation should arise as every employee basically knows how to behave, where the escaping doors are, where the first aid materials are stored etc.
- Health and safety audits are conducted on a regular basis in all Ipsos locations in Germany. E.g. the working environment (chairs, desks, displays etc.) are examined, eyesight tests with the employees are conducted etc..
- Exercises are conducted on a regular basis (e.g. leaving the building in terms of fire etc.)

The local Ipsos board for health and safety at the working place has to prove and report all the activities mentioned above to the responsible employers liability insurance association which observes and controls the abidance by the law.

Absenteeism Rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities by region

The absenteeism rate is defined as the number of hours of absence from work (other than employee vacation or company holidays) related to the number of hours of theoretical work, that is to say the percentage of working time lost by employee absence. Typical reasons for absence from work are sickness, exceptional leave, marriage leave and long term leave (e.g. maternity leave).

We do our outmost to ensure that the iTime HR information system will enable to report on this data at a global level in the future.

For instance, in France, the absenteeism rate reaches 4.34% of the total hours declared (compared to 4.04% in 2013).

Accidents at work, notably frequency and gravity, and professional diseases

Given the nature of Ipsos' activity worldwide, reporting on accidents at work or professional diseases does not really seem pertinent to the transparency of our health and safety policy and for this reason, this has not been an indicator we have followed up on. However, Ipsos makes sure its employees have the opportunities to report on any kind of incidents and takes care of the prevention of psycho-social risks.

In 2014, 6 accidents during the home/workplace journey were recorded (compared to 8 accidents in 2013), which resulted in a total of 61 days of absence (compared to 68 days in 2013). No accident at work and no work-related death occurred in France in 2014 (compared to 1 accident at work and no work-related death in 2013).

1.1.4 Training and education

Average hours of training per year per employee and by employee category

Ipsos believes that recruiting and training people who are deeply involved in their local market is a determining factor for a deep understanding of societal trends and a sound analysis of the behaviours, thoughts and desires of the consumer-citizen. Thus, Ipsos has developed comprehensive training programmes that cover both areas of growing expertise in which we operate, but also training programmes intended to individually support employees throughout their careers.

These programmes are of several different kinds and can be rolled out both physically through ad-hoc seminars or through online trainings which reach the greatest number of Ipsos people. It is for this reason difficult to report on a number of total hours per employee at Group level.

In 2013 and 2014, Ipsos can report on the total number of hours of training for a selected number of countries (*Australia, Canada, Emirates, France, Germany, Hong Kong, Japan, Korea, Malaysia, Netherlands, Singapore, Spain, Sweden, Switzerland, and UK*) where the iTime HR information system enables to report on relevant information. Thus, in 2014, for these countries, the average % of time spent on training amounts 1.9% of the total hours declared (2% in 2013).

It has to be noted that the Group pays extra attention to comply with the local law whenever it states that employees can benefit from a specific number of hours of training (in France for instance).

In addition to local and country based training, Ipsos provides centralised training and Ipsos is proud of the participation level of its people in the various programmes of its online campus, Ipsos Training Center (ITC). As a way of promoting a learning culture, Ipsos created the ITC, the Company’s e-learning institute accessible via a dedicated site available to all Ipsos employees and to Ipsos Clients worldwide. It offers training programmes for three audiences: Newcomers / Specialism / Management & Leadership through a Learning & Development Philosophy that frames all our training practices.

The ITC Mission is to provide high quality and up to date training solutions that contribute to all Ipsos employees and key Ipsos clients’ personal and organisational growth and development.

The training is designed to provide comprehensive research, managerial and leadership content and is broadly grouped into the following categories:

- Newcomers: Induction courses for new employees or employees who are new to research.
- Specialism: A wide range of content closely related to research topics. The ITC provides a broad e-learning course curricula aligned with the WSBLs (Ipsos Worldwide Specialized Business Lines) tools and methodologies and research strategies.
- Management and Leadership: An increasing offer comprising general and soft skill courses. It includes topics such as Client Management, Leadership, Cultural Diversity and Personal Effectiveness at the workplace.

The ITC currently offers 283 online training options to our employees (made of 214 e-courses and 69 webinar recordings) (As at 31/12/2014)

	2014	2013
Total number of hours people trained	122,126	117,520
Total number of employees who received online training	9,324	7,170
Average training time per employee	13	16

Employees can also take *face to face training*, especially within the framework of their expertise.

The Learning & Development Board

Ipsos walks the talk in creating a clear culture of sharing practices and enriching from working together across geographies. The Learning & Development Board, which was created in 2013, kept on working together during 2014. It is made by 15 L&D representatives from all regions that volunteered to work together, connecting, collaborating and developing global initiatives that are relevant for the company. This group meets every other month and manages special projects such as the development, design and deployment of key training programmes for our staff.

Its functions are to cascade information to the organization, represent the businesses or regions in their learning needs, operate as a Feedback point, collaborate in the development of global learning initiatives, promote local implementation of global learning initiatives and stimulate sharing and collaboration.

The Fundamentals of Management initiative and The Entry Level Training Programme are part of their achievements and show the commitment that we have towards our people growth.

Focus on → Specific training actions

The Entry Level Training Programme (ELP)

The Entry Level Training Program (ELP), is aimed at **any new graduate who has joined the company** in recent months to work for any of the Business Lines.

This Program sets the basis for our researchers at entry level, by providing a set of skills that could be applied in any Business Line in the future.

It is intended to develop a solid ground on general research skills, gain a wider understanding of the overall business, facilitate cross-Business Lines rotations and internal exchanges and make daily work increasingly challenging and motivating.

The Entry Level Training Program has different training instances which are combined under one Learning Path:

- A series of online courses available on the ITC Campus, some of them mandatory and some optional
- On-the-job activities established in the Program and locally offered
- A final online assessment at the end of the Program after which a certification will be granted

The programme was launched on September 2014. More than 611 participants in 48 different countries are taking part of this initiative, as at 31/12/2014.

Fundamentals of Management (FOM)

It is proven that employees who report to effective people managers perform at a higher level, are significantly more committed and substantially less likely to leave the organization.

Given the constant challenges our industry and clients face, delivering high results through people deeply committed to their jobs is not an option.

Therefore, Ipsos renews its commitment to its clients and its staff, helping leaders develop and enhance leadership and management skills.

The Fundamentals of Management programme is designed for new managers or people about to be promoted to managerial roles, with up to two years of experience leading others. It seeks to convey key messages on leadership, setting the basis about our culture and expectations for managers. It covers diverse topics such as: Development Philosophy at Ipsos, Giving Feedback, Delegation skills, Time Management, Personal Effectiveness, Working with multicultural teams, among others.

Since its launch, more than 600 employees completed it.

Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.

As stated earlier in this section, Ipsos considers that recruiting and training people in the areas of Market Research expertise and management skills, is key to our collective success.

Thus, local initiatives have been developed and implemented to enable employees to capitalise on their skills and therefore access career moves in order to take on greater responsibilities. It is key to our knowledge industry that our managers develop solid skills in management in order to cascade their expertise and enthusiasm to their teams.

It is Ipsos' Human Resources Department's duty to support them in this personal development.

Country Manager School

The Better Ipsos Country Managers School was launched in 2013 to help our new Country Managers boost their learning about Ipsos, gain alignment in key management aspects and increase their connections, networking and relationships within the group.

The idea of creating and implementing this initiative was agreed with the Management Board Executive Committee (MBEC), addressing the need to implement a standard training activity to ensure our Country Managers at Ipsos have a set of knowledge skills to perform properly in their positions. This initiative is

intended to spread the Ipsos way of managing the company, ensuring we are all aligned in key management aspects.

The School is intended to enable participants:

- To increase learning about the Ipsos way of managing the company
- To gain alignment in key management aspects
- To learn about Ipsos' business bringing a real understanding and learning about Ipsos terminology, processes and management topics
- To give them the chance to boost their connections, networking and relationships

Additionally, it provides the chance to interact with Senior Leaders fastening their learning curve at Ipsos.

In 2014, we hosted the second edition of the school with a two-year consecutive success.

- We trained 12 new Country Managers in 2014 (in addition to the 17 trained in 2013); 22 Senior Leaders had the responsibility of training the participants, showing our high commitment to the initiative.
- The School was held in Paris for a full week, with a wide range of methodologies and training proposals such as face-to-face sessions, breakdown team work activities, case studies, and homework. The participants were assigned a mentor to follow up on their learning.
- The Better Ipsos Country Managers School was **very well evaluated and very much appreciated by participants**. It was qualified as being Excellent many times (overall rating for the training: 4.9 over 5).

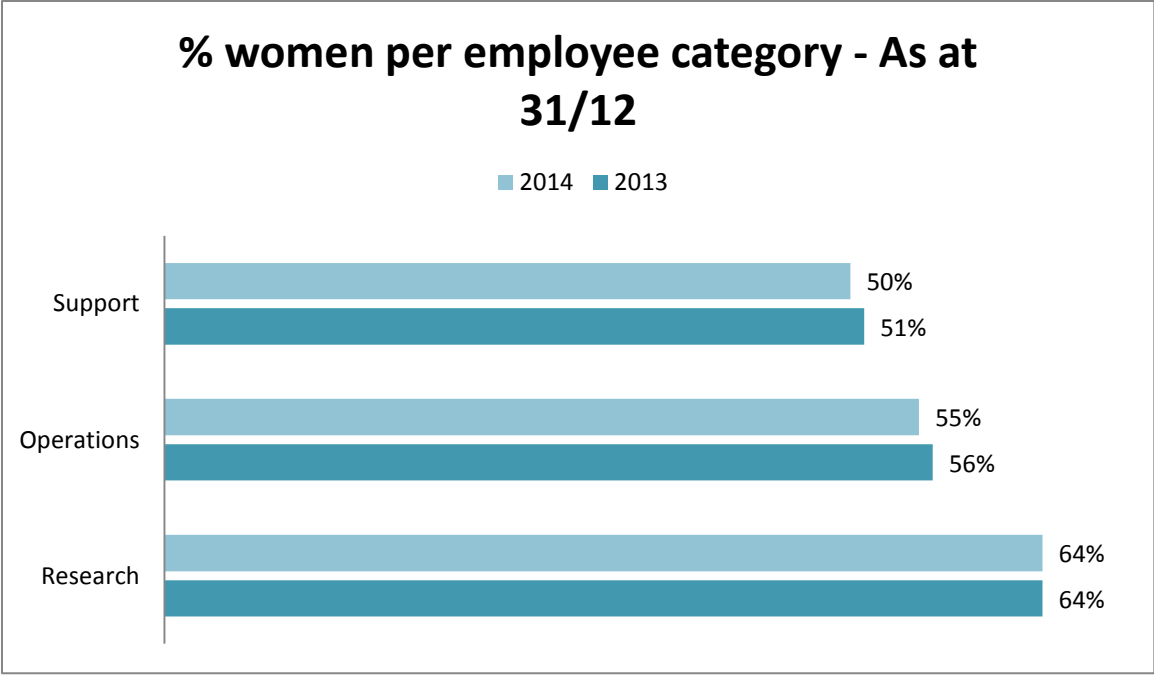
Percentage of employees receiving regular performance and career development reviews

It is the policy of the Group to enable each employee to benefit from a formal evaluation interview in order to better manage professional expectations through career development.

1.1.5 Diversity and equal opportunities

The research industry is predominantly female, as reflected by the proportion of women within the Group with the overall percentage of female/male 59%/41% (60%/40% in 2013). Ipsos, which has employees in 87 countries, supports diversity in its recruitment. In accordance with all applicable federal, state and local laws, Ipsos supports equality between its male and female salaries. Concrete applications of this gender policy are as following: promote equal opportunities and equal pay, in career promotion and progression for men and women, create a family-friendly workplace whenever possible or at least ensure work-life balance.

Ipsos pays extra attention to the respect of such internal rules and would be in a position to closely monitor any potential issue that could occur.



Ipsos also ensures that women are well represented among the top levels of the hierarchy. Thus, about 28% of Ipsos Partnership Group managers, including the Top managers of Ipsos as at 31/12/2014, are women (29% in 2013).

Fight against discrimination

Ipsos considers difference as a factor that drives progress and performance and is thus committed to equity in employment and in providing a workplace environment that treats all employees with respect and dignity. We are committed to providing equal opportunity to all staff and applicants.

The Group encourages our employees to act in a respectful and responsible manner, including in particular codes of best practice concerning human rights, diversity and disability. Our employment policies meet not only legal and regulatory requirements, but also the highest standards in all countries in which we operate.

We are committed to treating all employees and all people applying to the company properly and fairly. Decisions relating to employment are based on merit, experience and potential, not taking account of ethnic origin, nationality, gender, marital status, age or religion.

Ipsos and disability

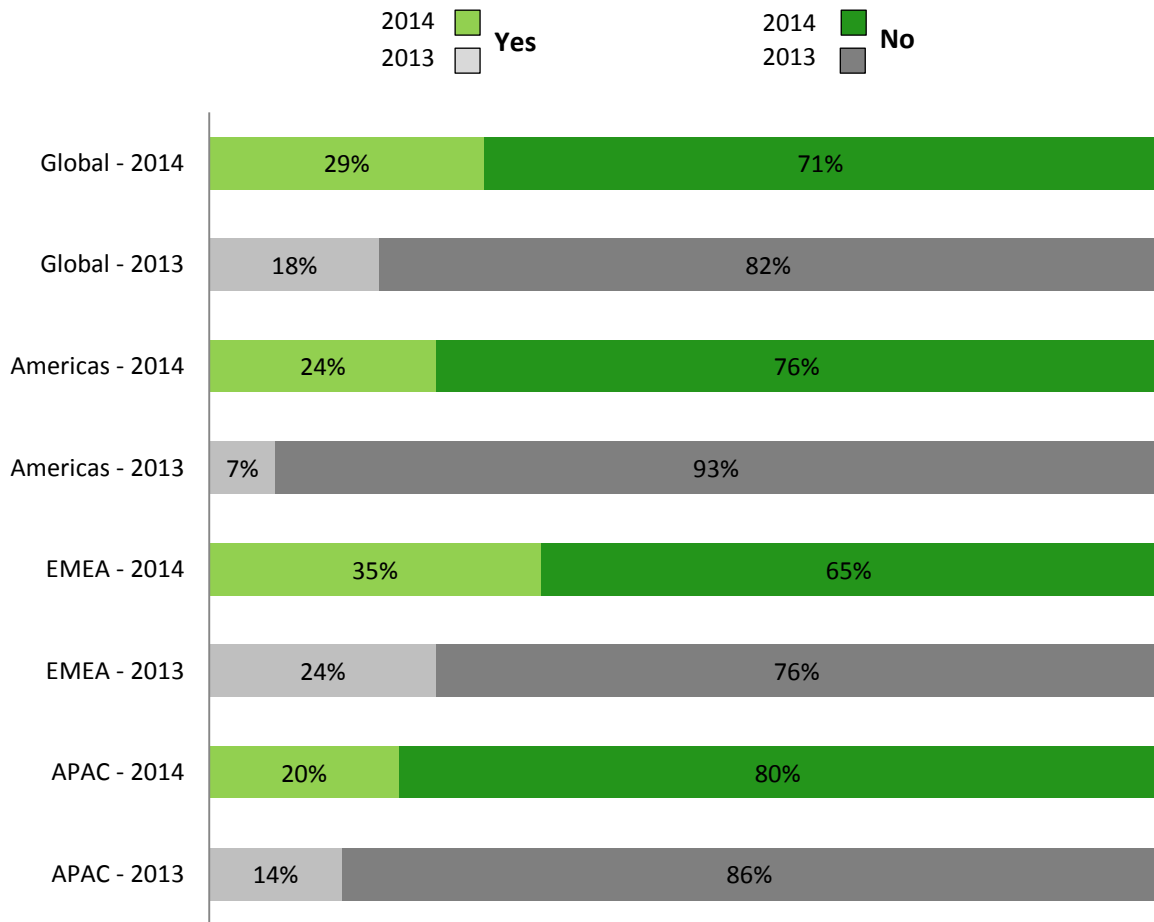
The company does not discriminate on grounds of disability and actively recruits people with a disability. Our approach is based on three main measures: communication and raising awareness among all staff in combating outdated ideas; helping to recruit people with disability by calling on specialist organizations; keeping workers in employment and those in difficulty for health reasons following an accident at the workplace, while traveling, a professional illness, a personal accident or a debilitating disease.

The number of countries with both a disabled work integration program, and disabled hiring quotas in place, have increased since 2013.

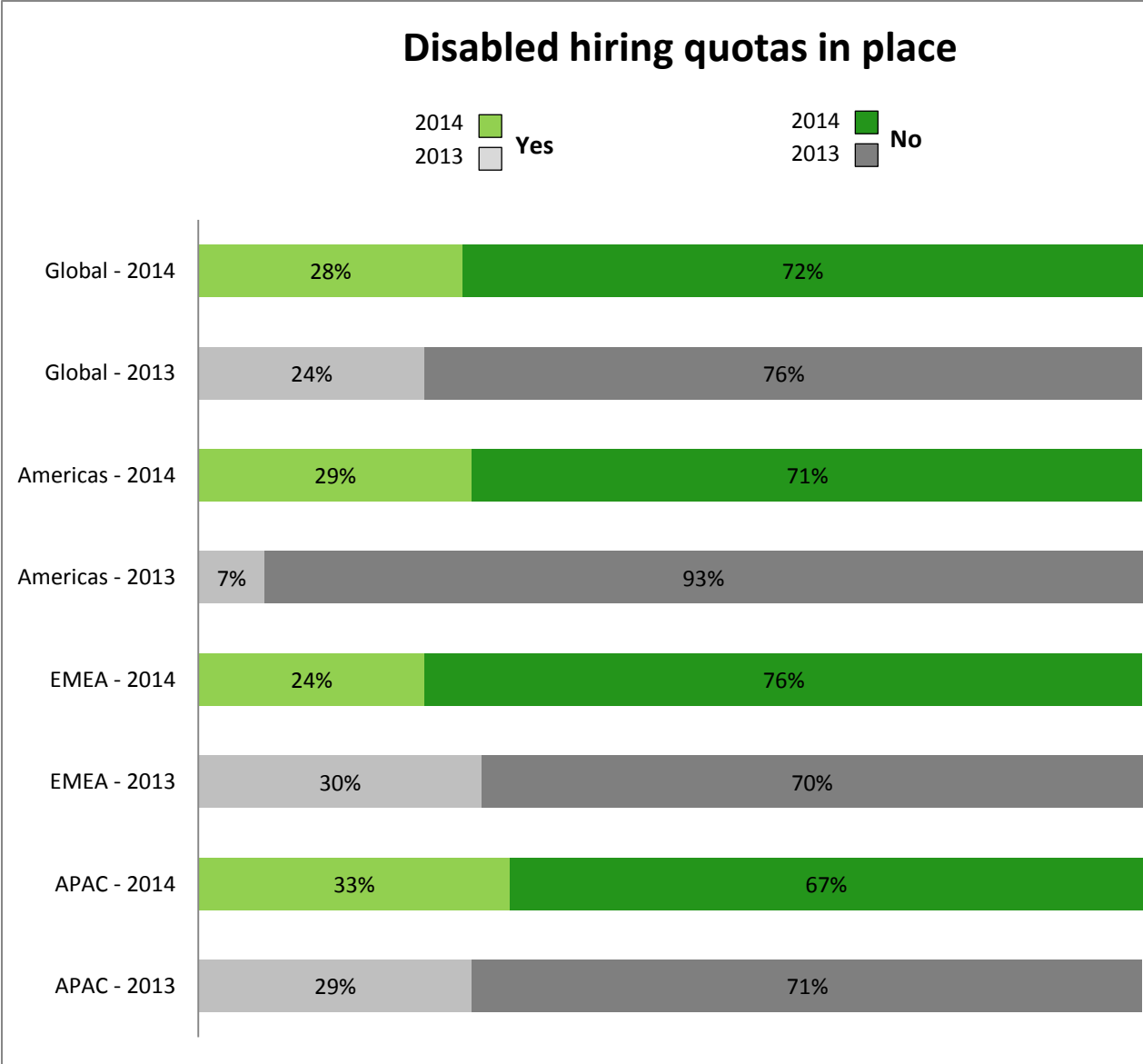
Disabled Work Programs:

We have seen an increase in the focus on disability, within Ipsos, in 2014. The number of countries with disabled work hiring programmes in place has risen from 18% to 29% in 2014 and there has been a slight increase (from 24% to 28%) in the number of countries with disabled hiring quotas in place.

Disabled work integration programs in place



**Based on headcount, 43% of employees globally are covered by disabled work integration programs (an increase from 25% in 2013)*



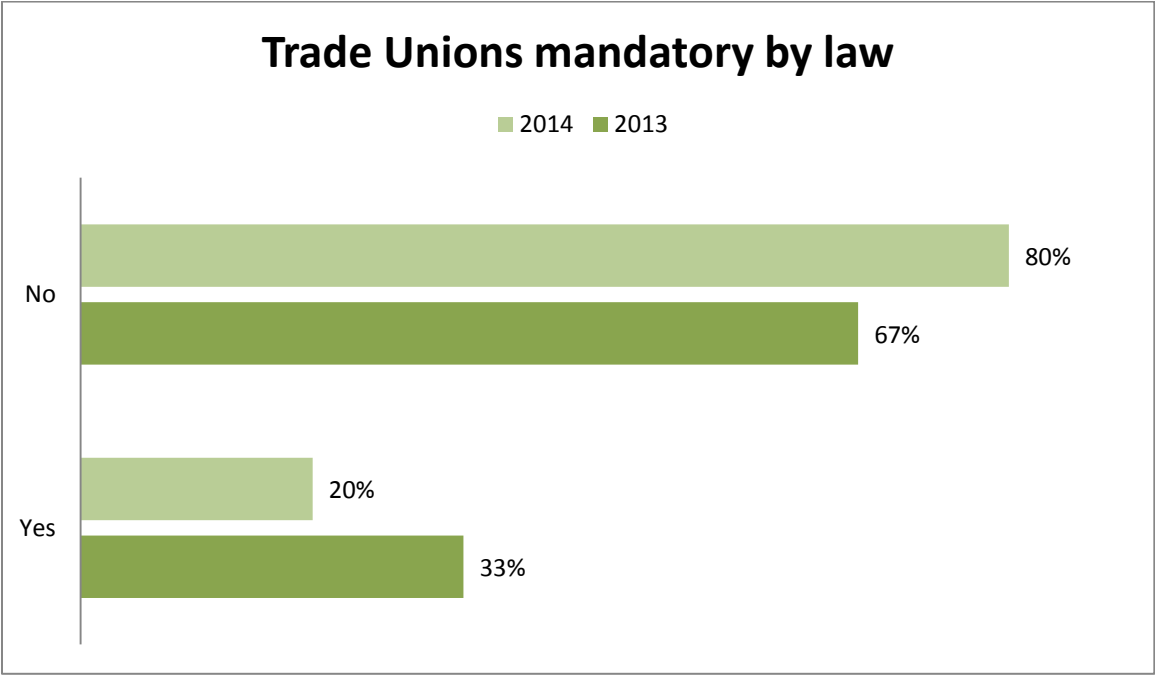
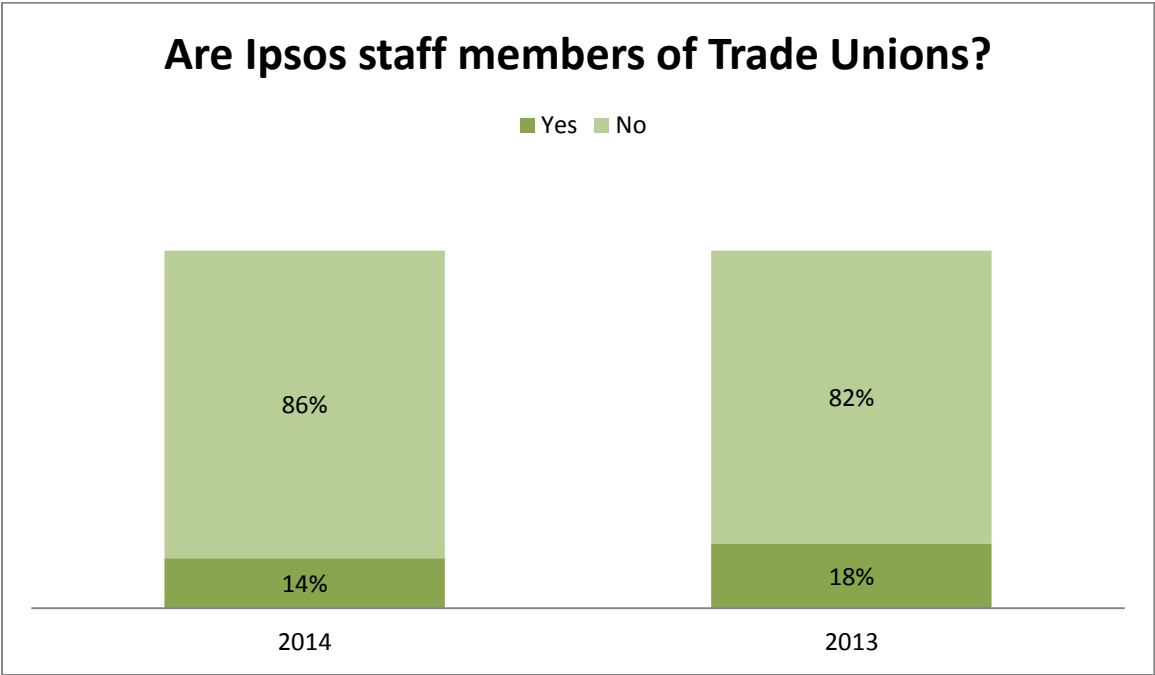
1.2 Promotion and enforcement of the fundamental conventions of the International Labor Organisation regarding:

1.2.1 Freedom of association and collective bargaining

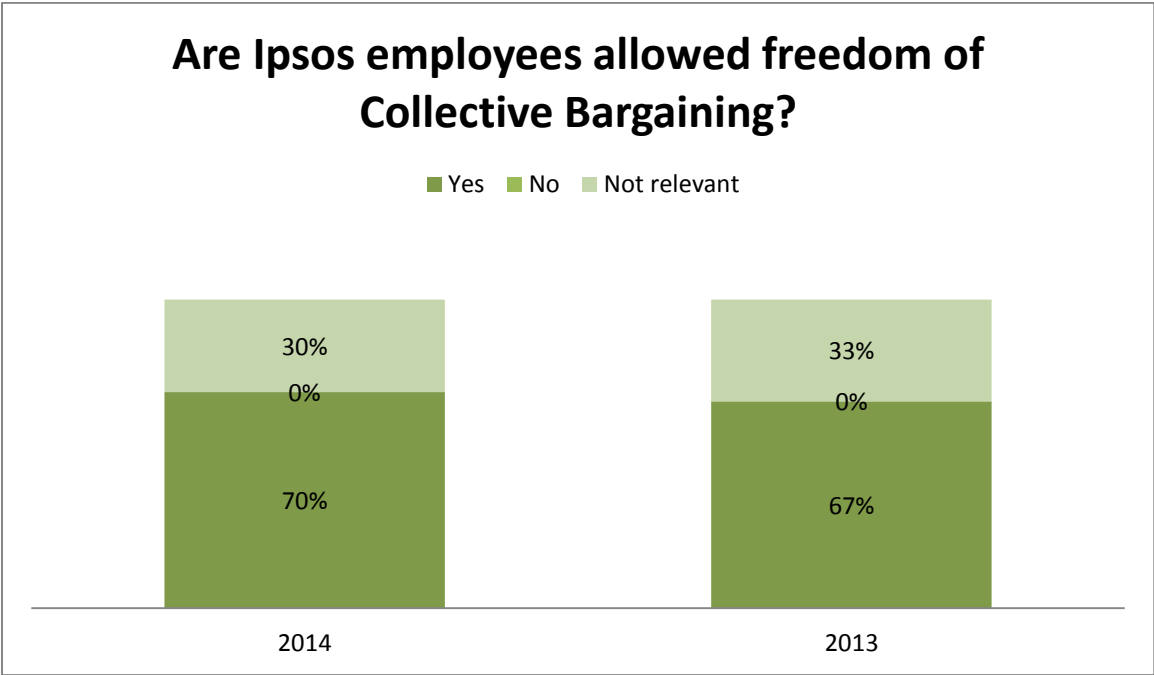
Respect of trade unions’ freedom of association and collective bargaining

Freedom of association and collective bargaining, to be found under the Principle 3 of the Global Compact, are part of fundamental human rights, compliance with which is one of the Group’s main concerns. In all countries in which Ipsos operates, the Group ensures unconditional compliance with this Principle. Collective agreements are in place in 13% of our countries (compared to 6% in 2013)

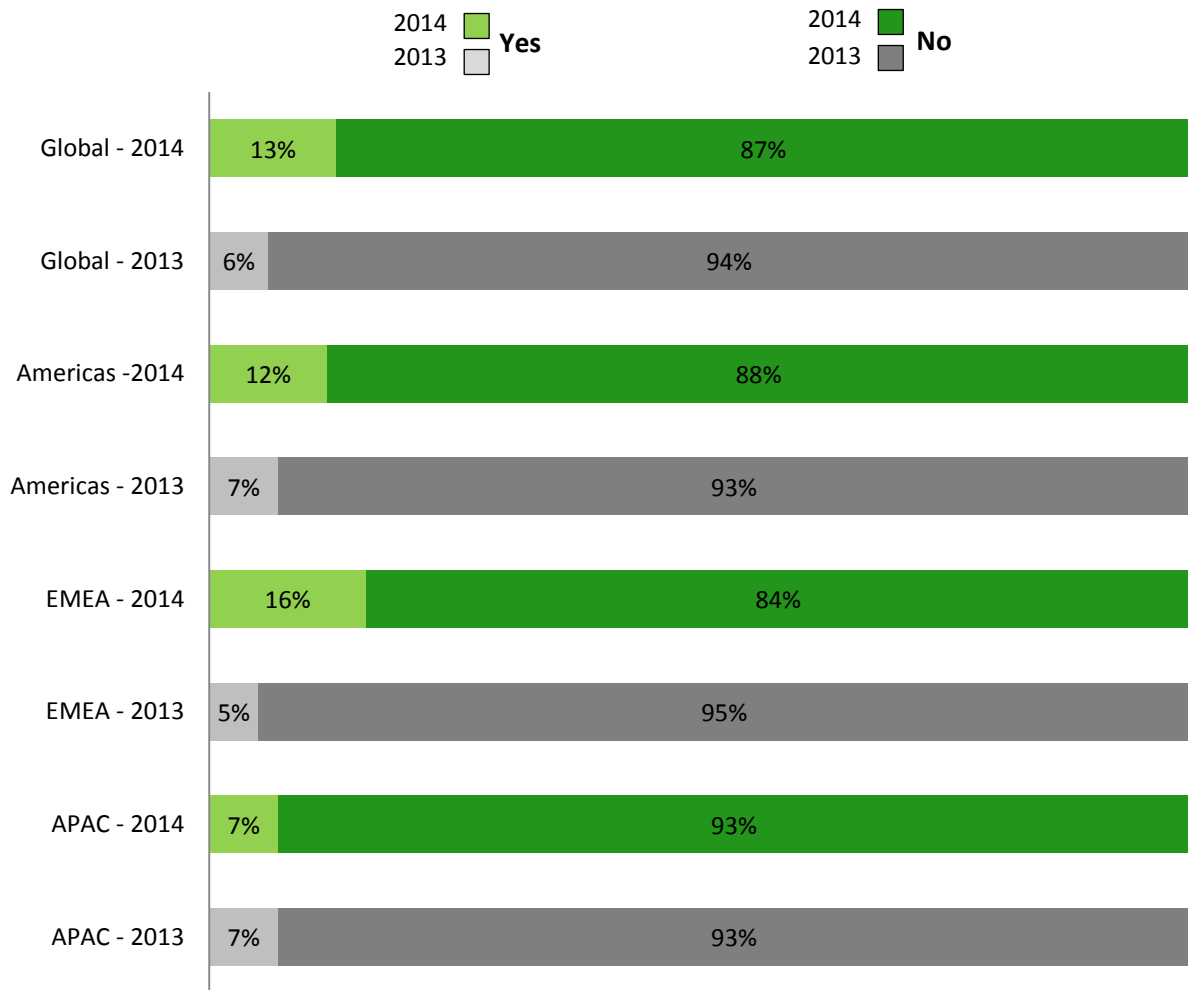
Labour Unions



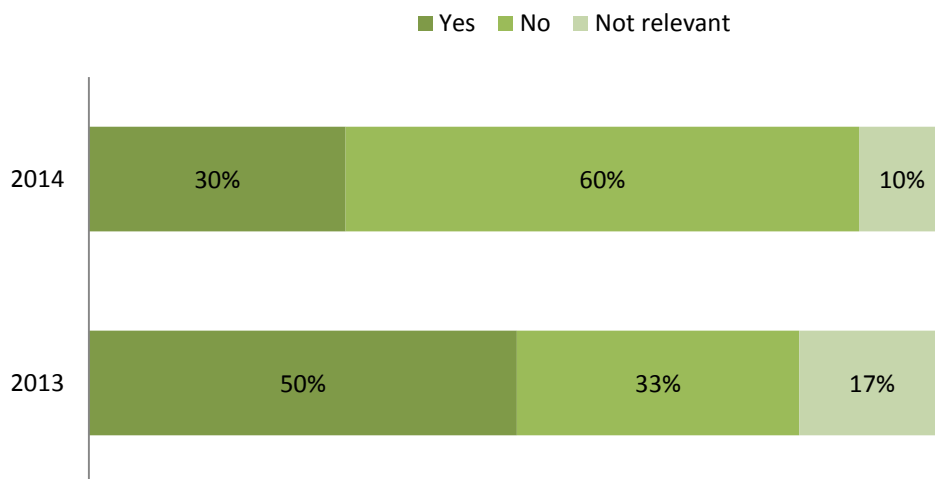
Collective Bargaining



Collective agreement covering Ipsos staff



Health and safety topics covered in formal agreements with Trade Unions



1.2.2 Investment and procurement practices

In all countries in which Ipsos operates, with respect to the signature of the Global Compact, the Group ensures unconditional compliance with the Human rights, as well as ensuring that the key principles advocated by the ILO (International Labor Organization) are strictly respected. We also ensure that none in the organization knowingly aid or abet human rights violations. This applies to all Ipsos employees and suppliers. However, Ipsos cannot control its suppliers entirely [\(see section 2.2\)](#).

Percentage of significant suppliers and contractors that have undergone screening on human rights, and actions taken)

Given the Group structure in terms of procurement, which is predominantly decentralised and processed at the country level, Ipsos is not in a position to release a centralised percentage of significant suppliers and contractors that have undergone screening on human rights.

However, instructions given to the local procurement department strictly respect the Principles 1 and 2 of the Global Compact, relating to the respect of Human and Fundamental Rights, and Ipsos commits itself to ask its major suppliers to comply with the UNGC principles, through a dedicated clause added to our contracts.

Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained

Compliance with human rights is part of Ipsos' internal values. It is a component of our "Proud to Be Ipsos" corporate statement. All employees, especially new recruits as they go through their initial orientation sessions, are reminded of these values, by taking an online or physical new-joiners training session.

One of the CSR objectives for 2014 was to review the requirements, and make appropriate recommendations, for putting an Ipsos accredited supplier assessment process in place. This will occur in 2015.

1.2.3 Non-Discrimination

Non-Discrimination is a value supported by Ipsos Green Book and in 2014, there hasn't been any incident of discrimination reported at the Group level.

In all countries in which Ipsos operates, the Group ensures unconditional compliance with the Principle 3 of the Global Compact relating to non-discrimination. [\(To read more about Ipsos policy, please refer to section 1.1.5\)](#)

1.2.4 Forced and compulsory labor

With regards to forced labor, given the nature of Ipsos activity, we do not directly entail any risk of forced or compulsory labor. Moreover, in all countries in which Ipsos operates, the Group ensures unconditional compliance with the Principle 4 of the Global Compact relating to the abolition of forced and compulsory Labor.

1.2.5 Child labor

Operations identified as having significant risk of incidents of child labor, and measures taken to contribute to the elimination of child labor

Given the nature of Ipsos activity, meaning the delivery of market research services, we do not directly entail any risk of child labor issues. Moreover, in all countries in which Ipsos operates, the Group ensures unconditional compliance with the Principle 5 of the Global Compact relating to the abolition of Child Labor.

In addition, Ipsos is particularly cautious when interviewing children and young people, and conducts all activities according to the ESOMAR Code. The consent of parents and responsible adults must be obtained before any such interview.

ACTING RESPONSIBLY TOWARDS SOCIETY AND COMMUNITIES

The Community pillar of the Taking Responsibility structure of Ipsos covers both the 'Social' and 'Society' aspects of the GRI structure. The Society aspect of GRI is an area that Ipsos has fully embraced and this chapter is intended to highlight the breadth of activities undertaken by Ipsos.

2.1 Impact on communities and charity policies

Territorial, economic and social impact on regional development and neighboring communities

Given the level of decentralisation of its activities and the geographical dispersion of its staff, Ipsos has no significant direct impact on local employment. The direct impact of the Economic and Social Group is thus that of a multinational company with more than 16,000 employees in 87 countries.

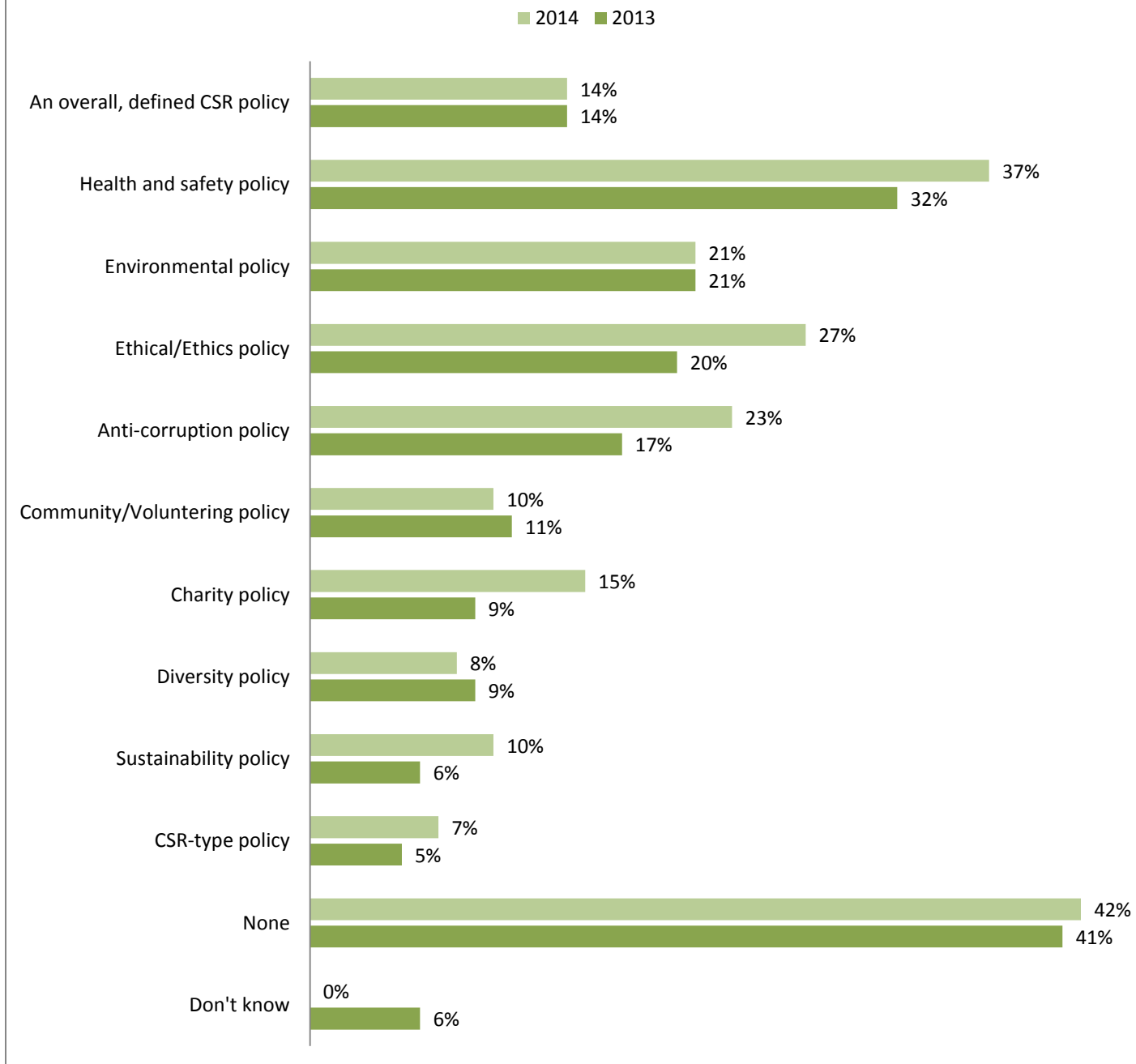
However, we favour the recruitment of local populations in that we believe that their understanding of the social, economic and cultural thematics is a key success factor of our business with our local clients.

Engaging with and having active relations with societal and community stakeholders are a key component of the 'Taking Responsibility' programme.

In a significant proportion of Ipsos countries there are formal policies in place in relation to their charity, community and volunteering policies: 58% of surveyed countries are aware of some formal policy in their country as of 2014 (53% in 2013).

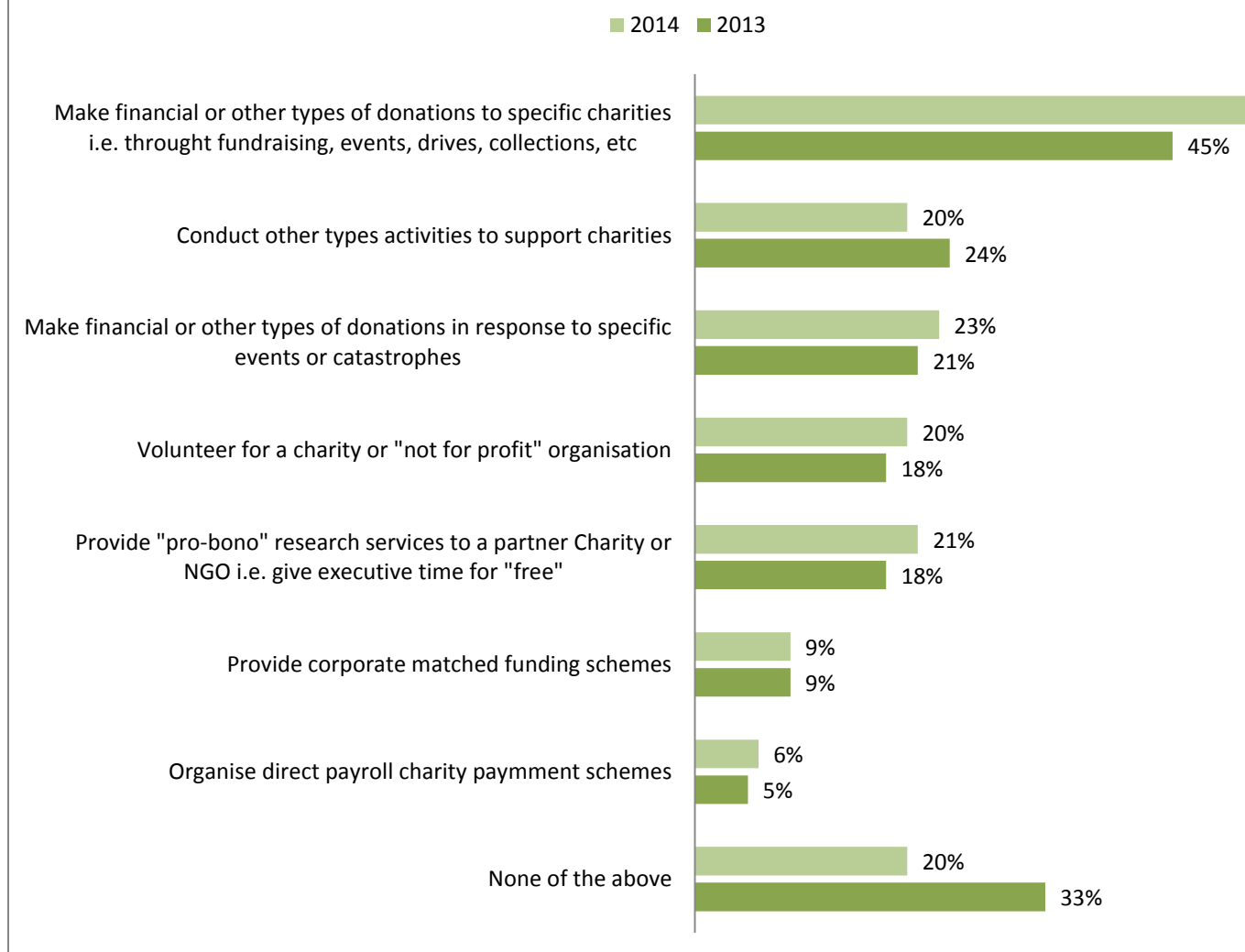
The 2014 Taking Responsibility survey results highlight the existence of very specific and formal policies covering the following range of issues:

Formal CSR Policies: Global



Ipsos allows and actively encourages its employees to engage in several kinds of charitable activities. As a result, in 2014 Ipsos people participated in the following activities:

Staff charitable activities



For the 2014 reporting period, among the surveyed countries, over 1000 days of volunteering work have been conducted by Ipsos staff, more than double the reported level for 2013. When a value is attributed to the known activities undertaken by Ipsos in the 'Society' area the cumulative value is significant – equivalent to more than 1m Euros in 2014, a rise of over 16% from 2013 levels.

These results are generally positive but it is believed that Ipsos can make a more positive community and societal impact and a number of initiatives being undertaken will actively enhance this impact on both a local and broader stage.

Specific Charities and Actions supported

Country	Verbatim
Argentina	Médecins sans Frontières / Educar por Argentina, an educational-focused NGO.
Australia	All health related
Bolivia	Health clinic support, for x-rays.
Brazil	Tucca (health)/ Instituto Ayrton Senna (educational, health, homelessness)
Bulgaria	"For Our Children Foundation", it supports parents of children with development difficulties in order to provide them with a permanent and supporting family environment and to stimulate the development of their full potential.

Canada	<p>North East Calgary Adopt-A-Family Society (homelessness/food) / Farm and Food Care (food) / Advanced Ag Leadership Charity Auction (industry) / Heart and Stroke Foundation (health) / Centraide (poverty) / Share the Warmth (homelessness/food) / Pancreatic Cancer Canada (health) / Adopt-A-Family for BBNC (homelessness/food) / Shared Christmas (homelessness/food) / Giving Tuesday (volunteering) / Helping Hands (educational/social responsibility) / Daily Food Bank (food) / North York Women's Shelter (women) / CA Feed the Children (food) / Sick Kids Hospital (health) / BC Children's Hospital (health/children) / BC SPCA (animals) / Covenant House Vancouver (homelessness) / WAVAW – Women Against Violence Against Women (abuse) / Coast Mental Health (health) / Richmond Animal Protection Society (animal) / Salvation Army (poverty) / Canadian Red Cross (humanitarian) / Christmas Cheer Board (homelessness) / Dream Factory (children) / Make a Wish Foundation (children) / Habitat for Humanity (housing).</p> <p>Advanced Ag Leadership Charity auction (industry event) / Harvest Gala (industry event) / Christmas Hamper Fundraising for food (money and gifts) / Halloween Dress-Up / Valentine Candy Grams / Food Baskets / Clothing Swap / Bake Sale / BBNC Donations / Email Bingo / Ticket Raffles / Photo Auction / Holiday Gift Donations / Payroll Deductions / Corporate Matching / Time Off for Volunteering / Probono Research (Pancreatic Cancer) / Chili Cook-Off / Hockey Ticket Auction / Silent Auction / Adopt-A-Family / Candy Grams / Bingo / Easter Egg Raffle / Pancake Breakfast / Flower Sale / Summer BBQ / Rocky Mountaineer Raffle / Bake Off / 50/50 Raffle / Cheer Board Hamper</p>
Chile	Manos & Naturaleza Foundation (Educational)
China	LP17 Charitable Community, to help children back to school who live in poor rural (payment, stationary and any goods can be sold).
Colombia	<p>Just starting a program to support Fundación Clown, an Institution that takes care of children with cancer.</p> <p>Planned to start a program to contribute to the education of the low social economic sector for Young adults in 2015, who later could be integrated as interviewers in our field work group</p>
Czech Republic	Fond ohrožených dětí Children / Unicef Children / Český Červený kříž Health / Člověk v tísní People / Nadace Naše dítě Children / Česká katolická charita People / Pomozte dětem, Kuře Children / Lékaři bez hranic Health / Kapka naděje Health / Liga proti rakovině Health / Světluška Blind people
Dominican Republic	Relief funds set up for specific disasters in Panama (floodings)
Ecuador	Foundation Techo in building homes for families as scarce economic resources
Egypt	El Orman Orphanage, Egypt Orphan's Day / So7bet Khier NGO, Distributing food bags for the holly month of Ramadan
France	Alliances & Missions Médicales
Germany	Möllner Tafel (food for homeless) / Arche (supporting orphans) –no money donation but employees spend additional time on various events / SOS Kinderdorf (diverse children Projects) / UNICEF / Initiative Markt- und Sozialforschung e.V. (initiative promoting market Research industry)
Hong Kong	Feeding Hong Kong (Food bank)
Hungary	MEREK Alapítvány, Foundation for the Rehabilitation of Handicapped People / Hospital for Homeless People
India	SOS children's village, support annual education of 5 children / EUR 330 on Indian Independence day for women empowerment to Care India
Indonesia	Orphanage and Flood disaster
Ireland	Blackrock Hospice, health
Italy	UNICEF (health/educational) / TELETHON (research on genetic diseases) / VIDAS (health) / EMERGENCY (health/educational) / AIG / OZANAM
Japan	Japan Red Cross / Children's care institutions / nursing home, etc.

Jordan	Haven't supported any "Charities", but have worked with members of Oasis 500 and Intaj (not-for-profit ICT association) in Jordan.
Kazakhstan	Orphanage, clothing and shoes for orphans in Almaty
Kenya	Mary Faith Children's Home / Kwetu Children Home Madaraka / Hands off Our Elephants Campaign- About USD 2000
Korea	Aid to colleague (health, cancer)
Lebanon	SESOBEL
Malaysia	Orphanage
Mexico	Educational / Breast cancer Association / Red cross
Morocco	An NGO fighting against Children Cancer
Netherlands	Aids Fonds / Artsen zonder Grenzen / Brandwondencentrum / burgercooperatie Lochem Energie / CliniClowns / De Hartstichting / Diabetes Fonds / Dierenbescherming / Greenpeace / Het Nederlandse Rode Kruis / kngf, www.geleidehond.nl / KNRM / KWF Kankerbestrijding / Maastad omroep stichting waalwijk / NCR / Nederland Krijgt Nieuwe Energie / Nederlands Juristencomite voor de mensenrechten / Nederlandse Hartstichting / Oxfam Novib / Oxfam Novib / Prinses Máxima Centrum voor Kinderoncologie / Rode Kruis / Stichting Castrum Perigrini in Amsterdam / Stichting Dutch Cycling Embassy / stichting filminstuut / Nederland / Stichting Kika / Stichting Lezen & Schrijven / Stichting Macheo Nederland / Stichting Nationale Dierenzorg / Stichting natuur en milieu in Nederland / Stichting Ronald McDonald Kinderfonds / Stichting Rondon Baba / Stichting Voedselbank Regio Rotterdam-Rijnmond / SWO / Thomas Stichting voor Jongeren / Unicef / Vereniging MilieuDefensie / Voedselbank / Warchild / WNF Wereld Natuur Fonds / Cancerfoundation / Khartoum / MedecinsSansFrontieres / Oxfam
Pakistan	Donations to help flood victims / Providing strategic guidance to the Board of Directors of a charity "Help in Need"
Panama	Plan RD / Educational
Peru	Fe Y alegría (educational) / Liga Peruana de Lucha contra el cáncer (health) / Collect money to help people with serious problems (general) / Aldeas Infantiles (others)
Philippines	Red Cross, for victims of Super Typhoon Haiyan / Jollibee Christmas donation drive, to generate gently used books and toys for children in various orphanages, charitable institutions and schools / Jollibee, a popular QSR, will match every donation with a new toy that will be given during Christmas time
Poland	Stow.na Rzecz Os.z Up-darowizn / darowizna Dom Dziecka nr 16 W / Fundacja Integracja darowizna / Schron.dla bezd zwierz-darowiz / darowizna-Fund A.Dymnej Mimo W / Fundacja Integracja-darowizna / darowizna-Stow.Przyjaciol Dom / SP DOM DZIECKA- darowizna
Portugal	Casa de Betânia, helps social and professional integration of persons with mental deceases.
Puerto Rico	Health charities related to Multiple Sclerosis Association
Romania	Collecting books from employees that do not need them anymore and giving them to rural libraries, with focus for children educational materials (educational) / Support for rural community, involvement (with the support of our employees) in refurbishing the local libraries / Workshops for children, by involving our employees to deliver custom workshop for children (painting, handcrafting, etc.) / Donation of old PCs, that would otherwise be destroyed.
Russia	Orphanage "Solnyshko" (Moscow region)

Singapore	World Vision Singapore
Slovak Republic	Slovensko bez drog, Drug prevention
South Africa	Goodwin Park, food for school kids / Bible Zone, Donated funds for church / Mandela Day, revamping of underprivileged school / Job shadowing to university students and high school students.
Spain	Casal del Raval / Fundación Tomillo / Fundación Garrigou
Sweden	Charity for preventing use of drugs among children and teenagers/ Charity for the deaf people / Medecins sans frontiers
Switzerland	Caritas Suisse (Education, life skills, re-insertions in society, third-world projects)
Taiwan	Child Welfare League Foundation (Child's Welfare) / Sunshine Social Welfare Foundation (health)
Thailand	Ban Bangkæe Foundation (Homeless elderly people)
Turkey	ACEV, Mother Child Education Foundation to teach those women who didn't have chance to learn reading and writing in turkey (charity marathon)
UK	Macmillan (cancer support) / Shelter (homelessness) / Cancer Research UK (cancer support) / Wildhearts (poverty) Volunteering: Farming For All (community farming) / The Winch (meals for at risk families) / Oasis Play (children's play areas) / the City of London Academy (local school partnership/ Hillingdon council / local wildlife preservation such as Thames21, River Chess Association...
Ukraine	Military hospital Kiev / Donbass SOS / Maidain SOS / Military hospital in Vynnytsa / Military hospital in Irpen (Kiev region) / Children blood cancer personal donations / Women Cancer center personal donations / Refugees from Eastern Ukraine donations (food, clothes)
UAE	Homelessness and employment rights
USA	Lurie Children's Hospital (health) / Mercy Hospital (health) / PAWS Chicago (animals) / Freestore Food Bank (poverty) / Lighthouse Youth Services (homelessness) / Matthew 25 Ministries (poverty) / Our Lady of Grace Catholic School (education) / Toys for Tots (children) / Cincinnati Children's Hospital (health) / LunchBeat Cincinnati/Starfire Council (education) / American Heart Association (health) / Give Back Cincinnati (poverty) / Schools on Wheels / Indiana Blood.org (health) / Gleaners Food Bank (food/poverty) / Department of Children and Family Services (poverty) / Norwalk Emergency Shelter (poverty) / Movember (health) / Norwalk Hospital (health) / Food Bank for NYC (poverty) / K.I.D.S. NYC Cares (poverty) / Making Strides Against Breast Cancer (health) / Interfaith Food Pantry (poverty) / Hugs from Home (troops) / Catholic Charities/St. Vincent DePaul (poverty) / Local Food Pantry (poverty) / North Shore Animal League (animals) / Split the Pot Raffles / Holiday Boxes / Toy Drive / Trivia Nights / Chicago Bears Squares / Silent Auction and Tag Sale / Root Beer Float Day / Parking Raffle / Food Collections / Giving Tree / Necessity Drive (cleaning products, personal care items and bottled water) / School donations (supplies, extra items from the office, etc) / Lunch Time Bingo / Coat Drive / Lunch Time Dance Party / Walk/Races / School Supply Drive / Blood Drive / Canned Food Drive / March Madness Brackets / Penny Wars / Wall of Hope / Adopt-A-Family/Susan G. Komen (health) / The Academy Charter School (education).

Venezuela	Fundación promotores justicia de paz
Vietnam	To support poor children enjoy festive season
Israel	Health

The Ipsos foundation

The Board of Directors of Ipsos SA of January 9, 2014 approved the project to create the Ipsos Foundation. The aim of the creation of this foundation is to provide further structure and focus for Ipsos Corporate Social Responsibility work by providing the means of engaging with the voluntary sector on a significant scale. More specifically, it can create the venue to allow Ipsos to share and apply its resources and expertise in an effort to help tackle social and societal issues.

The Ipsos Foundation mission statement is “A global outreach programme to support, develop and implement the education of disadvantaged children and youth world-wide”. This mission statement comes from the standpoint that the Ipsos Foundation should focus on disadvantaged children and youth education in order to help some of the ‘respondents of tomorrow’. This mission statement aligns the Ipsos Foundation closely with the societal part of the Taking Responsibility programme.

Didier Truchot, Chairman and Chief Executive Officer, formally announced the launch of the Ipsos Foundation in November 2014 as a US charitable 501(c)3 foundation and in France as a “*fond de dotation*”. The Ipsos Foundation is overseen by a Board comprising Florence von Erb (independent Board Member), Didier Truchot (Chairman & CEO) and Richard Silman (Group Head of CSR) with support from Sheryl Goodman (Group General Counsel), Antoine Lagoutte (Ipsos Deputy CFO) and Debra Mason (CFO America).

The Foundation will be donating money to projects authorized by the Foundation Board for the fulfilment of the mission criteria.

2.2 Outsourcing and suppliers

Ipsos’ overall strategy is to own its data collection and production platforms, ie a vertical integration operating model. When it is necessary, Ipsos may outsource. In those cases, Ipsos makes sure that it has a strong control over the quality of the information collected and produced. Consequently the level of Subcontracting is low in this area. It is more developed when Ipsos consider that the supply is not directly strategic for our Business and also where the external offer can obviously support us at a good price and a good level of efficiency. This will be the case for example for all the type of IT infrastructure (hosting), software (ERP).

In conformity with the Global Compact, Ipsos ensures as far as possible that its suppliers and subcontractors (whenever applicable) support the principles of the Universal Declaration of Human Rights. They must avoid using equipment that is in violation of these rights. In addition, we recognize that local customs, traditions and practices may differ but expect suppliers to comply at least with local, national and international laws. We expect suppliers to support International Labor Organisation core conventions on labor standards. However, Ipsos cannot control its suppliers directly.

The principles driving our relationships with our suppliers also apply in the social and environmental spheres: suppliers should not discriminate in hiring, compensation, access to training, promotion, and termination of employment or retirement and they should do their utmost to respect and protect the environment. This engagement matters to Ipsos when it comes to work with a supplier.

Starting January 2014 our main new contracts signed with suppliers are including a UN Global Compact clause when possible. Ipsos has today signed 14 contracts with global suppliers representing an amount of spending of more than 4 M€ in 2014.

2.3 Anti-Corruption

Anti-Corruption is a value supported by the Group and supporting Principle 10 of the Global Compact relating to the refusal of bribery and corruption in business practices, Ipsos pays extra attention to anti-corruptive practices. A specific section in the Ipsos code of conduct reminds to each employee that they must comply to anti-corruption legislations around the world and the prohibition of any corrupt practice.

The Group has a policy of encouraging its employees to report any potential wrong doing that could not be reported through the formal internal company reporting route, and implemented a whistle-blowing system in 2013. This system provides the ability to report using mail, emails and phones that will be logged into a case management system, ensuring follow-up and feedback to the employee concerned.

2.4 Product Responsibility

Consumer health and safety

The Group's business is about providing intellectual services. The notion of impact on health and security of consumers can only be assessed in the light of the principles applied by Ipsos whilst carrying out its survey research: independence, integrity, quality and non-partisan positions.

Confidentiality – Integrity of Client, Supplier and Other Relationships

The confidentiality of business processes must be safeguarded at all times. The essence of Ipsos' business is based on the integrity of the data measurement, work, products and services that we sell to our clients. They rely on the fact that our data are processed and produced without flaws or bias.

Any disclosure of confidential information of a client, supplier or other party to another third party is strictly prohibited. Each Group company is committed to treating such confidential information with the same degree of care as used within the Ipsos organisation to protect our own confidential information. Confidential information shall be stored in a safe place, and copies shall be limited to what is necessary.

Privacy – Data Protection

The handling of personal data by Group companies is made with due care and in strict compliance with relevant privacy laws and regulations.

Confidentiality and privacy issues are dealt with in the Ipsos Information Security Policy that defines all Security Sensitive Information that has to be protected (Personally Identifiable Information, Sensitive Personal Information, Client Information and Company Confidential Information). The implementation of this policy is supported by, the Legal Department.

Practices related to customer satisfaction

Quality is a key priority for Ipsos at Group level. As it says in the Green Book: *"Every employee is responsible for ensuring and maintaining the quality standards Ipsos promises to its clients"*.

In order to follow up on client satisfaction, Ipsos has implemented two dedicated systems:

- A Client Satisfaction Monitor: Eligible jobs lead to a questionnaire being sent to the client. Measuring post-project satisfaction enables us to get regular assessment of our job quality and to react rapidly when problems occur or when clients raise a concern.
- A Global Client Survey (GCS): Once a year, the GCS measures the overall relationship with our main clients. It evaluates perceptions of Ipsos as a company and as a brand.

Results of both studies are closely monitored and dedicated action plans are set up whenever needed.

2.5 Public policy

Due to the nature of the work undertaken by Ipsos – market and opinion research – it is important that Ipsos always maintains a neutral non-partisan position. Among the 72 Country Managers who responded to the specific question, not one reported that they made financial contributions to political parties, politicians and related institutions.

Ipsos is an active member of ESOMAR, which through its Code on Market and Social research, (developed jointly with the International Chamber of Commerce) sets out global guidelines for regulation and professional standards. These standards are undersigned by all ESOMAR members and are adopted or endorsed by more than 60 national market research associations worldwide. As a member, Ipsos therefore adheres to the principles of good conduct as defined by this code.

This issue is of paramount importance to Ipsos. From the 2014 Survey, where lobbying efforts are reported these have been immediately investigated and found not to be in breach of any standards. Three Country Managers (of the 72 who responded to the specific question) reported that Ipsos had been involved in public policy development. The countries were UK, Kenya and The Netherlands.

2.6 Anti-competitive behavior

Ipsos Group will not accept any violation of anti-trust and competition laws and regulations.

Anti-trust and competition laws and regulations are issued by a national or regional government or agency and have a national, regional and/or global reach. They define acceptable behaviour for competing in a given territory and aim at promoting fair competition.

Ipsos seeks to compete actively in a fair and ethical manner. In this context, we refuse and prohibit:

- Dealing with competitors on prices or other terms of sales, or attempts to divide territories or clients;
- Price agreements with communication outside work on any part of an agreement;
- Agreements with competitors, suppliers or clients not to sell to a client or buy from a supplier;
- Any anti-competitive practices.

2.7 Compliance

In 2014, the Ipsos Group did not incur fines or non-monetary sanctions for non-compliance with laws and regulations.

TAKING RESPONSIBILITY TOWARDS THE ENVIRONMENT AND FUTURE GENERATIONS

General policy and organizational structure

As an international company, Ipsos' growth strategy takes account of the ecological and environmental impact of its business activities. Ipsos set up in several countries environmental policies to sensitise its teams to the practices of reduction of waste, energy consumption and our carbon footprint. As much as possible, Ipsos seeks to decrease the side-effects of our activities on the environment by supporting the use of renewable resources.

Ipsos reports on its 2014 Greenhouse Gas (GHG) emissions on an international scope and uses the results from the annual Taking Responsibility survey to help to manage its broader environmental impact.

For the 2014 reporting period Ipsos proceeded internally to the calculation of the GHG emissions. We are reporting across 22 countries that represent 80% of Ipsos revenues on Level 1, 2 and 3 emissions.

This renewal of the way the Group proceeds in measuring and reporting on its impact towards its people and environment will enable us in the coming years to better orientate our CSR policy and to follow reduction target plans accordingly.

The Ipsos organisational structure takes into account environmental issues, and if need be, steps taken for environmental evaluation or certification

The Ipsos CSR structure is headed by a Head of Corporate and Social Responsibility since 2012 and is monitored in close cooperation with the Ipsos Group CEO. Together they design the Ipsos CSR policy and activate internal local structures to roll it out. Given the international landscape of CSR, some countries within the Group have a dedicated structure and some are less advanced. Supervision of the environmental certification process worldwide (ISO norms where relevant for instance) following local specificities will also fall under this task. It will also require working in close cooperation with teams on-site.

Since 2013, Ipsos internalised the measuring and reporting on its GHG emissions to internationally recognised standards demonstrating its active desire to adopt the relevant systems.

As part of our annual Taking Responsibility survey, we are monitoring progress being made on a country by country basis to reduce our overall impact globally and we know from the 2014 Taking Responsibility survey that 58% of our countries now have some formal policy on CSR (14% in 2013).

Recycling and energy saving initiatives are increasingly being used in various formats such as recycling paper, ink cartridges, electronics and energy saving initiatives such as travel reduction schemes, lighting and electricity savings.

For the same population universe and same level of business, Ipsos wants to reduce its GHG emissions by 10% over the next three years (at constant activity level) and by 3% during 2015.

3.1. Waste and recycling

The major item of waste produced by Ipsos is paper and at country level Ipsos is willing to make progress in the recycling of this primary waste source. This kind of initiative typically finds great support within countries, where local teams are always prompt to follow them.

In 2014 the results from the 2014 GHG survey show that, amongst the Ipsos countries reporting, we recycled over 148 tonnes of paper (275 tons in 2013).

3.2 Energy

Being a professional services organisation, our major energy consumption variables relate to business travel and electricity consumed in buildings (lighting, heating, air conditioning and IT related spending).

In 2014, the total electrical energy consumption is 32,480,506 kWh (compared to 33,98 GWh in 2013); a decline of 4.4%.

The business travel undertaken by Ipsos employees, including air and ground transportation, are the main source of our greenhouse gas (GHG) emissions and must be seen as the main impact of our activities on climate change.

Tackling this is a major challenge for Ipsos, where worldwide business and our geographical scope entail the mobility of our people.

The 2014 Taking Responsibility survey shows that 64% of Ipsos respondents currently use a central booking system for all travel requirements, which is recognized as one step in rationalizing the impact from business travel (57% in 2013). Having this measurement will allow Ipsos to increase the number of countries using a central booking system, thereby further rationalizing this figure in the future.

Initiatives to reduce energy consumption and reductions achieved

The implementation of central booking systems for all travels has resulted in a better control and reduction of expenditures on business travel, which is being tracked on a country by country level.

Alongside this, other activities related to energy and emissions savings have been rolled out across the Group, for instance lighting initiatives or special use of energy-saving devices.

In terms of the use of renewable energy we promote sustainable behaviors, from which we know from the 2014 TR Survey that:

- 14% of respondents to the TR survey stated that they have reviewed contracts with energy and other utility suppliers to ensure offices are utilizing green tariffs (10% in 2013);
- One third of respondents state that the energy efficiency of electronic equipment is reviewed before it is purchased with 31% reporting that they only purchase electronic equipment that has high energy efficiency levels (23% in 2013);
- In terms of energy and emission savings activities, 86% of respondents state they have energy and lighting saving initiatives and 67% use energy savings devices (In 2013, 41% of respondents declared they had energy and lighting saving initiatives and 38% used energy savings devices).
- 71% of respondents have programs to encourage employee use of phone/web conference facilities.

3.3 Water

Given the nature of our activity, our water consumption is only that of the daily use of office facilities. In terms of our own use of water, we have not tracked this data since it is not a significant environmental aspect for Ipsos. However, awareness is raised among Ipsos employees in order to foster responsible and thrifty behaviors.

3.4 Biodiversity

Strategies, current actions and future plans for managing impacts on biodiversity

Ipsos has no office or operating sites concerned by such issues and as a result, there is no Group action plan designed to manage impacts on biodiversity at this stage.

However, local initiatives supported by the Group have arisen in some countries, driven by on-site sensitivities and priorities, such as in France Ipsos has installed beehives on the roof of its headquarters to support this endangered species in urban areas.

3.4.1 Land Grabbing

As with Biodiversity, Ipsos has no office or operating sites concerned with any kind of land grabbing activities. As a service company this does not impact upon Ipsos but, even so, we operate a zero tolerance policy towards land grabbing.

3.5 Greenhouse gas emissions

The internal methodology adopted is compliant with the **BILAN CARBONE[®]**. The GHG initiative reports across 22 countries that represent circa 80% of Ipsos revenues on most emissions sources of the business (with an equal proportion of OECD and non-OECD members).

The period on which we are reporting data is from 2013-Q4 to 2014-Q3 in the 22 selected countries.

On this scope, the global carbon footprint amounts to 49,901 tCO₂e/year across Scope 1, 2 and 3 (51,892 tCO₂e/year in 2013).

The result of this GHG report shows that business travel, electricity consumption and air conditioning are the biggest contributors to the global carbon footprint.

In future years the Ipsos carbon strategy is intended to include actions to:

- Increase the scope, certainty and visibility of this reporting,
- Monitor GHG progress from year to year and the value creation from emissions mitigation through carbon efficiency actions,
- Reduce emissions with a focus on transportation optimization. Our 2015 budget include targets of reductions of business travel,
- Achieve overall emission reduction objectives. The target is to reduce our countries emissions by 3% next year and 10% over the next three years (same perimeter, same level of business).

GHG emissions by source (%):

Emissions categories	Numbers	Emissions Sources	2014	2013
Scope 1	1-1	Direct emissions from stationary combustion sources	0.0%	0.0%
	1-2	Direct emissions from mobile combustion sources	2.2%	2.5%
	1-3	Direct emissions from processes	0.0%	0.0%
	1-4	Direct fugitive emissions	11.0%	10.9%
	Total Scope 1			13.2%
Scope 2	2-1	Indirect emission from electricity consumption	31.5%	28.4%
	2-2	Indirect emission from steam, heat and cooling consumption	0.0%	0.0%
	Total Scope 2			31.5%
Emissions of scope 3, upstream			55.3%	56.4%
	3-1	Purchased goods or services	2.3%	1.3%
	3-2	Capital goods	0.0%	2.8%
	3-3	Emissions due to fuels and energy (not covered by scope 1)	3.0%	2.9%
	3-4	Upstream transportation and distribution	0.0%	0.6%
	3-5	Waste generated	1.2%	2.7%
	3-6	Business travels	42.5%	43.2%
	3-7	Employee commuting	0.0%	0.0%
	3-8	Upstream leased assets	0.2%	0.0%
		Other indirect emissions upstream	6.0%	2.8%
Emissions of scope 3, downstream			0.0%	1.9%
	3-9	Downstream transportation of goods and distribution	0.0%	1.9%
	3-10	Processing of sold products	0.0%	0.0%
	3-11	Use of sold products	0.0%	0.0%
	3-12	End-of-life treatment of sold products	0.0%	0.0%
	3-13	Downstream leased assets	0.0%	0.0%
	3-14	Franchises	0.0%	0.0%

	3-15	Investments	0.0%	0.0%
		Other indirect emissions downstream	0.0%	0.0%
	Total Scope 3		55.3%	58.2%
Total Scope 1+2+3			100.0%	100.0%

85% of total emissions are generated by 3 sources:

- 42.5% - Business travel: for air transportation, the data is relatively accurate as it is captured by payment card systems reports. For ground transportation, the data accuracy varies from country to country.
- 31.5% - The data on electricity consumed is based on energy bills. National emissions factors are provided by Bilan Carbone[®] database.
- 11%– Refrigerant gas emissions for Air conditioning in the offices: the data is an estimation based on the equipment capacity usage or refrigerant purchases. Fugitive emissions factors are provided by Bilan Carbone[®] methodology.”

Scope 1 and Scope 2 data are consistent and exhaustive from country to country. However depending on local regulations, markets, systems and organizations, Scope 3 data present a high variability from country to country.

3.6 The amount of provisions and guarantees for environmental risks, provided that such information would not likely cause serious harm to the company in an ongoing litigation

Ipsos is not engaged in any risky environmental actions likely to cause serious harm to the company in an ongoing litigation. The Group does not amount provisions.

3.7 Miscellaneous

Employee information and training with regard to environmental protection

For many years, we have benefited from great support among local management, who rarely miss an opportunity to highlight how important Corporate Social Responsibility is to Ipsos and how handling the environment is the responsibility of all staff.

In this regard, they ensure each new joiner is sensitive to the Ipsos CSR engagement, through the new joiner package and our Intranet and internet dedicated sections.

In addition, a specific programme on corporate social responsibility will be performed in 2015 with the Ipsos Training Centre. This dedicated programme will allow all employees to know and understand the Ipsos approach to CSR and the importance of CSR to the company, its clients and its employees.

Means used for preventing environmental risks and pollutions

Given the nature of Ipsos activity, the environmental risk incurred, as well as generated, can be considered limited. Our impact on environment is mostly linked to associated GHG emissions. Hence the most relevant indicator has been identified as GHG Emissions and to the set of actions implemented to reduce and optimize energy resources as a professional services organisation; our core activity does not engender any direct waste-releases into the atmosphere, water or soils that will badly affect the environment. This is also true of noise pollution. Having a large majority of people working in offices prevents us from acting in a prejudicial manner in this regard. Besides, there is very little land or ‘green’ space at our office locations for which we have responsibility. As a consequence, the Group has not developed any global policy towards land use.

Besides, Ipsos has not taken today any specific global adaptation measures to the consequences of climate change. The aim going forward is to set reduction targets globally. However, the internalization of the calculation of the GHG emissions for instance raised awareness within the Group of the consequences of climate change.

GOVERNANCE

Governance and Ipsos Governing Bodies are key matters for Ipsos. As it is expressly mentioned in the fourth update of the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines to which the UN Global Compact refers (cf G4-34 and seq.). Ipsos has a need to focus the reporting process on these topics that are material for its business and key stakeholders. In this context, Ipsos has taken three major initiatives this year:

4.1 – The creation of the CSR Committee

In recognition of the increasing importance of Corporate Social Responsibility, Ipsos has now established a new specialised Committee: the Ipsos CSR committee. This committee is chaired by one of Ipsos' independent Board members, Florence von Erb. The committee comprises Mary Dupont-Madinier (independent Board member), Richard Silman (Group Head of CSR) and Didier Truchot (Chairman & CEO); Antoine Lagoutte (Ipsos Deputy CFO) assists the meetings. The CSR committee meets twice per annum to review the progress on our Key Performance Indicators relating to CSR.

4.2 – Missions of the CSR Committee regarding Governance

One of the assigned missions on corporate governance of the CSR Committee is to review the assessment of the functioning of the main Governing Body of the Company, (The Ipsos Board of Directors), also in compliance with UN Global Compact Principles.

4.3 – Controlled by an independent expert

In this context, it has been also decided that major points of Corporate Governance will be controlled by an independent expert (KPMG). This expert will issue a report during the course of 2015 about their conclusions and controls that will be presented to the CSR Committee and released into the next CSR Report. These major checking points are numbered ten and include the control of a questionnaire sent to each Board Member regarding quality of the board management according to their views, and also major key elements of a good Governance, among which, number of Independent board member, number of board meetings, length of the board meetings etc.

APPENDIX

5.1 Cross-reference table GRI indicators and global compact principles

The following cross reference table refers to selected GRI indicators to which specific attention has been given - The other GRI indicators are less or not relevant to our business.

GRI Indicators		Chapter/section of the CSR report	Retained indicator
EN1	Materials used by weight or volume	3.1	Not available, p.
EN2	Percentage of materials that are recycled input materials	3.1	Recycled materials (metric tones of paper), p.
EN3	Direct energy consumption by primary energy source	3.2	Direct energy consumption (kWh), p.
EN4	Indirect energy consumption by primary energy source	3.2	p.
EN5	Energy saved due to conservation and efficiency improvements	3.2	Description of initiatives, p.
EN7	Initiatives to reduce indirect energy consumption and reductions achieved	3.2	
EN8	Total water withdrawal by source.	3.3	Not available as not significant in respect of the Ipsos business, p.
EN12	Description of significant impacts of activities, products and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	3.4	Not applicable, as not relevant to the Ipsos business, p.
EN16	Total direct and indirect greenhouse gas emissions by weight	3.5	Gas emissions by TCO2 per year and sources, p.
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	3.5	Description of initiatives, p.
EN 26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	3.2	Description of initiatives, p.
EN30	Total environmental protection expenditures and investments by type	3.7	Description of policy, p.
HR2	Percentage of significant suppliers, contractors and other business partners that have undergone human	2.2; 1.2.2	Description of policy, p.

	rights screening, and actions taken		
HR 3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	1.2.2	Description of policy –plus hours included in the total hours training per year and per employee, p.
HR 4	Total number of incidents of discrimination and corrective actions taken	1.2.3 ; 1.1.5	Description of policy, p.
LA1	Total workforce by employment type, employment contract, and region	1.1.1 ; 1.1.5	Total workforce by employment contract, activity, region and gender, p.
LA2	Total number of new comers and lay offs and rate of employee turnover by age group, gender and region.	1.1.1	Total number of new comers and lay offs – Rate of employee turnover, p.
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work related fatalities by region and by gender	1.1.3	Not available, p.
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	1.1.4	p.
LA10	Average hours of training per year, per employee, by gender and by employee category	1.1.4	Total number of hours training per year, per employee and average training time per employee, p.
LA9	Health and safety topics covered in formal agreements with trade unions	1.1.3	Description of initiatives, p.
LA11	Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career	1.1.4	Description of programmes p.
LA12	Percentage of employees receiving regular performance and career development reviews	1.1.4	p.
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity,	1.1.5	p.
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	2.4	Description of the practices related to customer satisfaction, p.
PR9	Monetary value of significant fines for noncompliance with laws and regulations concerning the provision and use of products and services	2.7	p.
SO 1	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating and exiting	2.1.	Operations on communities and charity policies - Breakdown by CSR activity, with number of countries involved and number of days of volunteering work, p.

SO 2	Percentage and total number of business units analysed for risks related to corruption	2.3	No incident recorded. See, p.
SO 4	Actions taken in response to incidents of corruption	2.3	Description of policy, p.

Global Compact principles	Corresponding GRI indicators retained by Ipsos
Principle 1: Businesses should support and respect the protection of Internationally proclaimed human	HR 2 • HR 3 • HR 4 • LA7 • LA9
Principle 2: Businesses should ensure that they are not complicit in human rights abuses.	HR 2 • HR 3 • HR 4
Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right	HR 2 • HR 3
Principle 4: Businesses should uphold the elimination of all forms of forced and compulsory labour.	HR 2 • HR 3
Principle 5: Businesses should uphold the effective abolition of child labour	HR 2 • HR 3
Principle 6: Businesses should uphold the elimination of discrimination in respect of employment and	LA2 • LA 13 • HR 2 • HR 3
Principle 7: Businesses should support a precautionary approach to environmental challenges.	Introduction Section 3 EN18 • EN26 • EN30
Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility	EN1 • EN2 • EN3 • EN4 • EN5 • EN7 • EN16 • EN18 • EN26 • EN30
Principle 9: Businesses should encourage the development and diffusion of environmental friendly	EN2 • EN5 • EN7 • EN18 • EN26 • EN30
Principle 10: Businesses should work against all forms of corruption, including extortion and bribery	SO2 • SO4

5.2 Cross-reference table CSR report

The following cross-reference table refers to the Sections of the CSR report included in the annual report, corresponding to the different items of article R 225-105-1 of the French commercial code.

	Chapter	Pages
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1 • EMPLOYMENT INFORMATION		
A/ EMPLOYMENT		
Total employees (broken down by gender, age and geographical region)	X	X
New joiners and lay-offs	X	X
Remunerations and their evolutions	X	X
B/ ORGANISATION OF WORK		
Organisation of working time	X	X
Absenteeism (reasons)	X	X
C/ LABOUR RELATIONS		
Structure of social dialogue (rules and procedures on employee information, consultation and negotiation)	X	X
Assessment of collective agreements	X	X
D/ HEALTH AND SAFETY		
Health and safety conditions	X	X
Agreements with union bodies or employee representatives in the area of health and safety at work	X	X
Frequency and severity of accidents at work and recording of work-related illness	X	X
E/ TRAINING		
Measures implemented regarding professional training programmes for employees	X	X
Total number of hours of training	X	X
F/ DIVERSITY AND EQUALITY OF OPPORTUNITY (POLICY ADOPTED AND MEASURES TO PROMOTE)		
Gender equality	X	X
Employment of people with disabilities	X	X
Policy for tackling discrimination	X	X
G/ RESPECT FOR THE PROVISIONS OF THE FUNDAMENTAL CONVENTIONS OF THE ILO		
Respect for the freedom of association and the right to collective bargaining	X	X
Elimination of discrimination in respect of employment and occupation	X	X
Elimination of all forms of forced and compulsory labour	X	X
Abolition of child labour		
2 • ENVIRONMENTAL INFORMATION		
A/ GENERAL ENVIRONMENTAL POLICY		
The company's structures and evaluation and certification Processes	Introduction - general policy and organizational structure and note on the methods used	X
Employee training and information in the area of environmental Protection	X	X
The resources devoted to the prevention and reduction of environmental risks and pollution	X	Due to the nature of our activities, our impact is mostly linked to associated carbon emissions. Hence the most relevant indicator has been identified as Greenhouse Gas Emissions and to the set of actions implemented to reduce and optimize energy resources, p
Value of provisions and guarantees against environmental risks (provided that such information is not likely to cause serious prejudice to Ipsos as part of an on-going dispute)	X	X
B/ POLLUTION AND WASTE MANAGEMENT		

Prevention, reduction or attenuation of emissions into the air, water or soil having a serious impact on the environment	X	X
Waste reduction, recycling and elimination	X	X
Tackling noise pollution	X	X
Reducing all other forms of pollution specific to a business activity	X	X
C/ SUSTAINABLE RESOURCE USE		
Consumption of water and supplies in accordance with local Constraints	X	The consumption of water is not a significant environmental aspect for Ipsos, p
Consumption of raw materials and measures implemented to improve efficiency of their use	X	Due to the nature of our business we do not consume raw materials
Consumption of energy, measures implemented to improve energy efficiency and use of renewable energy	X	X
Land use	X	As there is very little land or 'green' space at our office locations for which we have responsibility, data relating to the use of land is not available and not considered applicable, p
D/ CLIMATE CHANGE		
Greenhouse gas emissions	X	X
Adaptation to impacts of climate change	X	The aim going forward is to set reduction targets globally, p
E/ PROTECTION OF BIODIVERSITY		
Measures taken to limit impact on the balance of nature, natural habitats and protected animal and plant species	X	X
3) TERRITORIAL, ECONOMIC AND SOCIAL IMPACT OF THE BUSINESS		
A/ TERRITORIAL, ECONOMIC AND SOCIAL IMPACT OF ACTIVITIES		
On employment and regional development	X	X
B/ RELATIONSHIPS WITH STAKEHOLDERS (SOCIAL INCLUSION CHARITIES, EDUCATIONAL INSTITUTIONS, ENVIRONMENTAL PROTECTION BODIES, CONSUMER GROUPS AND NEIGHBOURING POPULATIONS)		
Condition of dialogue with stakeholders	X	X
Support, partnership and sponsorship programs	X	X
C/ SUB-CONTRACTORS AND SUPPLIERS		
Incorporation of social and environmental issues in purchasing policy	X	X
Extent of use of sub-contractors and social and environmental responsibility in relationships with suppliers and sub-contractors	X	X
D/ HONEST PRACTICE		
Action taken to prevent corruption in any form	X	X
Measures to ensure the health and safety of consumers	X	X
E/ OTHER ACTIONS TAKEN TO PROMOTE HUMAN RIGHTS	X	X

5.3 Assurance report by the appointed Independent Third Party, on the consolidated environmental, labour and social information presented in the management report

This is a free translation into English of the Independent Third Party's report issued in French and it is provided solely for the convenience of English-speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

Year ended 31 December 2014

To the Shareholders,

In our capacity as the appointed Independent Third Party, whose certification request having been approved by the COFRAC, we hereby present to you our report on the consolidated environmental, labour and social information (hereinafter the "CSR Information") for the year ended December 31st, 2014, presented in the management report. This report has been prepared in accordance with Article L.225-102-1 of the French Commercial Code.

Responsibility of the company

The Board of Directors is responsible for preparing the company's management report including CSR Information in accordance with the provisions of Article R.225-105-1 of the French Commercial Code and with the guidelines used by the company (hereinafter the "Guidelines"), summarized in the CSR chapter of the management report and available on request from the company's head office.

Independence and quality control

Our independence is defined by regulations, the French code of ethics governing the audit profession and the provisions of Article L.822-11 of the French Commercial Code. We have also implemented a quality control system comprising documented policies and procedures for ensuring compliance with the codes of ethics, professional auditing standards and applicable law and regulations.

Responsibility of the Independent Third Party

On the basis of our work, it is our responsibility to:

- attest that the required CSR Information is presented in the management report or, in the event that any CSR Information is not presented, that an explanation is provided in accordance with the third paragraph of Article R.225-105 of the French Commercial Code (Statement of completeness of CSR Information);
- express limited assurance that the CSR Information, taken as a whole, is presented fairly, in all material respects, in accordance with the Guidelines (opinion on the fair presentation of the CSR Information).

Our work was performed by a team of approximately five people between October 2013 and February 2014 and took around five weeks.

We performed the procedures below in accordance with professional standards applicable in France, with the decree dated 13 May 2013 determining the manner in which the independent third party should carry out his work, and with ISAE 3000 (1) concerning our opinion on the fair presentation of CSR Information.

5.3.1 Statement of completeness of CSR Information

On the basis of interviews with the individuals in charge of the relevant departments, we reviewed the company's sustainable development strategy with respect to the social and environmental impact of its activities and its social commitments and, where applicable, any initiatives or programmes it has implemented as a result.

We compared the CSR Information presented in the management report with the list provided in Article R.225-105-1 of the French Commercial Code. For any consolidated information that was not disclosed, we verified that the explanations provided complied with the provisions of Article R.225-105, paragraph 3 of the French Commercial Code.

We verified that the CSR Information covers the consolidation scope, i.e. the company, its subsidiaries as defined by Article L.233-1 and the entities it controls as defined by Article L.233-3 of the French Commercial Code, within the limitations set out in the methodological information entitled "Note on the methods used in social and environmental reporting" of the management report.

Based on these procedures and given the limitations mentioned above, we attest that the required CSR Information has been disclosed in the management report.

5.3.2 Reasoned opinion on the fairness of the CSR Information

Nature and scope of the work

We conducted approximately 10 interviews with the people responsible for preparing the CSR Information in the departments in charge of collecting the information and, where appropriate, with those responsible for internal control and risk management procedures, in order to:

- assess the suitability of the Guidelines in terms of their relevance, completeness, reliability, impartiality and understandability, taking into account best practice, where appropriate;
- verify that a data-collection, compilation, processing and control procedure has been implemented to ensure the completeness and consistency of the Information and review the internal control and risk management procedures used to prepare the CSR Information.

We determined the nature and scope of our tests and controls according to the nature and importance of the CSR Information with respect to the characteristics of the company, the social and environmental impact of its activities, its sustainable development strategy and best practice.

With regard to the CSR Information that we considered to be the most important presented in the following table:

Social Indicators	Scope of reporting
Total headcount (split by gender, age, function and geographical region)	
Number of recruitments and departures	Ipsos Group
Turnover	
Number of training hours	Germany, Australia, Canada, South Korea, United Arab Emirates, Spain, France, Hong Kong, Japan, Malaysia, The Netherlands, United Kingdom, Singapore, Sweden, Switzerland
Environmental Indicators	Scope of reporting
Electricity consumption	South Africa, Germany, Argentina, Australia, Brazil, Canada, China, United Arab Emirates, France, United States of America, Hong-Kong, IIS Europe, Italy, India, Japan, Mexico, Peru, United Kingdom, Russia, Singapore, Switzerland, Turkey
Greenhouse Gas emissions	
Qualitative Information	
Labour	Measures implemented to promote gender equality
Environmental	The organization of the company to integrate environmental issues
Social	Conditions of the dialogue with stakeholders interested in the company's activities Action implemented against corruption]

- at parent entity level and subsidiaries and controlled entities level, we consulted documentary sources and conducted interviews to substantiate the qualitative information (organization, policy, action), we performed analytical procedures on the quantitative information and verified, using sampling techniques, the calculations and consolidation of the data. We also verified that the data was consistent by cross-checking it with other information in the management report;
- at the entity level for a representative sample of entities selected (2) on the basis of their activity, their contribution to the consolidated indicators, their location and risk analysis, we conducted interviews to verify that the procedures were followed correctly and to identify any undisclosed data, and we performed tests of details, using sampling techniques, in order to verify the calculations made and reconcile the data with the supporting documents. The selected sample represents 24% of headcount for quantitative social information and between 35% to 38% of quantitative environmental information. For the other consolidated CSR information, we assessed its consistency based on our understanding of the company. We also assessed the relevance of explanations given for any information that was not disclosed, either in whole or in part.

We believe that the sampling methods and sample sizes used, based on our professional judgement, were sufficient to enable us to provide limited assurance; a higher level of assurance would have required us to carry out more extensive work. Due to the use of sampling techniques and other limitations intrinsic to the operation of information and internal control systems, we cannot completely rule out the possibility that a material irregularity has not been detected.

Conclusion

Based on our work, we did not identify any material anomalies likely to call into question the fact that the CSR Information, taken as a whole, is presented fairly in accordance with the Guidelines.

Appointed Independent Third-Party Auditor

French original signed by:

Paris La Défense, 27 February 2014

KPMG Audit

Division of KPMG S.A.

Philippe Arnaud

Partner

Climate Change & Sustainability Services