

A socially responsible Group

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MESSAGE FROM THE PRESIDENT

Since commencing our journey on Corporate Social Responsibility (CSR) and Sustainability in late 2008, we have travelled a long way in a relatively short period of time and still have some further distance to travel.

Ipsos commenced the measurement of its GreenHouse Gas emissions in 2012. We started by measuring our largest 16 countries (which on a combined basis accounted for over 73% of our total business). This was expanded to 22 countries and, in this latest year, it has been increased to 26 countries. As such over 86% of our business is now measured through our GreenHouse Gas Emissions Report. In addition to expanding the number of countries, Ipsos has also been successful in driving down our total carbon footprint. In the first year of measurement in 2012, Ipsos created 40,456 tonnes of CO₂ emissions (which covered 16 countries). In 2013 (when we covered 22 countries) it increased to 50,383 tonnes of CO₂. In our latest year (where we covered 26 countries) it has reduced to 44,476 tonnes. Compared to our base year of 2013, Ipsos has successfully reduced its CO₂ emissions by around 12%. At the same time we also actively measure the CO₂ footprint per employee. This has also successfully decreased, each year, from a high of 5.1 in 2012, to 4.8 in 2013, 4.3 in 2014 to 3.6 in 2015. All of the work that has been invested in our CSR and Sustainability has also been reflected in our CDP Climate Change score. In November 2015 we were awarded our highest ever score of 91 C.

However, initially, we needed to ‘benchmark’ what our company was doing, where, and as a result we introduced our own Taking Responsibility Survey to measure this. This was soon followed by the introduction of the GreenHouse Gas (GHG) Emissions Report. These two reports not only tell us where we are but also guide as to where we need to go.

When we commenced our journey in 2008, one of our first actions was to join the United Nations Global Compact (UNGC), becoming the first global market research company to do so. Since that time we have remained a continuous active member of the UNGC and I am delighted that we are now at the ‘Advanced Level’ of reporting to the UNGC.

The Ipsos approach to CSR has always incorporated three critical elements – Social, Societal and Environmental. This information not only gives us insight into benchmarking our performance, around the world, but also provides a basis for our improvement. Through the two initiatives highlighted above (the Taking Responsibility Survey and the Ipsos GreenHouse Gas (GHG) Emissions Report) we are able

to respond to the increasingly detailed questions that relate to CSR and Sustainability, from our investors, our clients and indeed our employees. As each year passes we are seeing a growing interest and uptake, both by Ipsos employees and by Ipsos countries; in becoming more firmly involved with influencing the world around us in a positive fashion. Whether it be environmentally or community based (or most frequently both of these), Ipsos is delighted to see this happening and will continue to promote and support this.

Ipsos adheres to the Ten Principles of the United Nations Global Compact and we continue to advance our policies in support of them. As highlighted above, in this current year we have again extended the scope of reporting by covering the largest number of countries, ever, as part of our GreenHouse Gas Emissions Report. This GHG Emissions Report is also supported by our internal Taking Responsibility Survey which is completed by more than 70 of our countries (representing well over 90% of our total business and employees). Our Whistle-Blowing Policy, which Ipsos introduced in 2013 as part of our commitment to these Principles, continues to be an effective part of both our compliance and our strategic governance.

During the last year we have seen our GHG emissions fall, again, in total by 14.8% (on a like for like basis). Meanwhile, the GHG emissions per headcount have also fallen from 4.3 tonnes per head in 2014 to 3.6 tonnes per head (on a like for like basis) in 2015. This has been primarily due to two factors. Firstly an ever growing accuracy in reporting on fuel and electricity usage through our offices (historically this has been a problem particularly in those office premises where we are only leasing part of the building). The second reason is the increasing use of video conferencing which is starting to reduce the need for business travel on a global basis. Both of these factors are then enhanced by a significant number of local actions being taken in our key countries to reduce their own GHG emissions.

Ipsos continues to take their responsibilities in this area very seriously. At the time of writing, COP 21 is proceeding in Paris. The backdrop of this meeting is that in the last 100 years the average temperature of the earth’s surface has increased by nearly one degree Centigrade; simultaneously sea levels have risen, on average, 19 centimetres globally. The concentration of CO₂ in the atmosphere is now higher than at any other time in history. In the first UN Climate Change conference which occurred in 1995, the atmospheric concentration of CO₂ was 361 parts per million. Last year, it reached 399 parts per million (and has now passed the 400 parts per million). As widely reported, it is vital that governments, businesses and individuals act

to keep temperature rise below 2°C. Scientists estimate that the world can cope with a total of 3,200 gigatonnes of CO₂ in total to be emitted before this 2°C rise is breached. Currently we are at 2,000 gigatonnes but, if the current run rate continues, this total level would be breached within 30 years. Thus, we believe, that it is imperative that we do all we can individually and corporately, to help reduce CO₂ emissions (it is also worth noting that other emissions – such as methane, black soot etc – are far more dangerous to the atmosphere but this is something that Ipsos is not involved in).

Ipsos also believes that a critical part of our approach to Sustainability is to enable education for all, and particularly for the most disadvantaged in our society. 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, and as highlighted in our last year's report, I am delighted to announce that in January 2015 the Ipsos Foundation 'opened for business'. The mission for the Ipsos Foundation is to provide a global outreach programme that "supports, develops and implements the education of disadvantaged children and youth worldwide". The Ipsos Foundation is now established in France, the United Kingdom, and the United States.

Throughout 2015, the Ipsos Foundation Board has reviewed a number of proposals and applications from different parts of the Ipsos world. Of over 20 applications submitted, the Ipsos Foundation is now funding 10 different ventures, all of which are targeted to help disadvantaged children and youth with education in one form or another. The applications approved range from Philippines and Hong Kong to Romania and the United Kingdom, through to Kenya and Ghana. The Ipsos Foundation looks forward to continuing to grow the help it provides and, in 2016, will be open to employees of Ipsos to support the Foundation financially through either direct giving or fundraising.

In 2014 Ipsos established a CSR Committee to review and oversee our progress. This committee comprises (among others) two independent board members (Florence von Erb and Mary Dupont-Madinier). The CSR Committee meets twice a year to assess the strategic direction of our CSR and Sustainability approach and to review all aspects of progress.

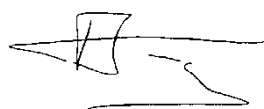
Finally, I would just like to reiterate that, as Chief Executive and President of Ipsos that our support of the United Nations Global Compact is clearly stated in the goals of our Vision Statement, namely:

1. To maintain excellence in all aspects of our client relations; regularly follow up on their points of view;
2. Creating and maintaining an organisation where learning and personal development are actively promoted; where people are recognised in line with their contributions; and employee enrichment programmes are developed to support our vision, values and initiatives;
3. To pursue a strategy of growth with our clients through the integration of the finest talent; to inject a certain sense of urgency and proactiveness into furthering our development to boost profitability and strengthen our organisation;
4. To communicate the implications of our strategic plan; to create a culture sharing and working together throughout the Ipsos community;
5. To develop responsibly, taking care to make the best use of the Ipsos means and resource;
6. To maintain solid financial performance

As highlighted above, and as we continue to move forwards, we will further translate our Corporate Social Responsibility commitments into increased organisational vision and action, and remain wholly committed to the UNGC Principles.

Didier Truchot

Chairman & Chief Executive Officer



8. Social and environmental information

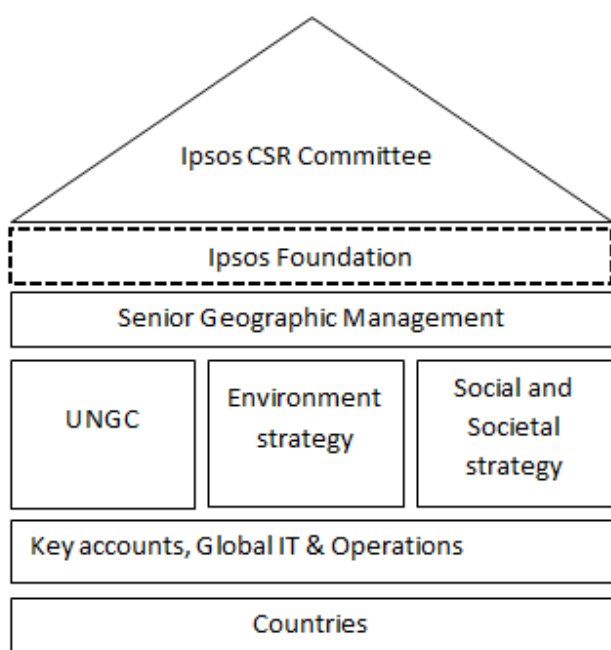
INTRODUCTION

‘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 since 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’ through the UNGC ‘Active Level’ to the UNGC ‘Advanced 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 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 2016. This CSR training programme is in the final stages of development and will be launched after the release of our Reference document.
- 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 2015, Ipsos significantly improved its performance, with CDP, resulting in the award 91C – our highest performance level ever. Our performance was further recognized by Ecovadis providing Ipsos with ‘Silver’ level.
- 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 (President of Corporate Finance) assists the meetings.

Note on the methods used in social and environmental reporting

The 2015 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.225-105-1 and R.225-105 of the French Commercial Code and the GRI indicators.
- Please note that as Ipsos is a professional services organisation, 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 Taking Responsibility 2015 Survey:
 - Since 2010, this online survey serves as a follow up of all of the CSR activities being conducted globally, and results in a dedicated analysis and report. In 2014, the survey was completed by a total of 72 countries.
In 2015, the Taking Responsibility Survey was extended to cover more question areas and sent to 86 countries covering activities undertaken between October 2014 and September 2015. A total of 73 countries responded with a response rate of 85% with those countries representing over 92% of all employees.
 - Interviewing was completed from October 23 to December 7, 2015.
- For GHG Emissions Report:
 - The information is collected at country level via an excel file formatted by the Ipsos group (the GreenHouse 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 2014 to September 2015.
- 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 2015 with the exception of the Permanent Employee Turnover rate which relates to the period from January to December 2015.

- 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 Taking Responsibility 2015 Survey:
 - In 2014, the survey represented data compiled from 72 countries, accounting for over 97% of Ipsos turnover.
 - In 2015, this survey represents data compiled from the 73 responding Ipsos Country Managers who were invited to submit responses to the on-line questionnaire, this accounts for over 92% of Ipsos turnover;
 - The countries who participated in the 2014 and 2015 Taking Responsibility Surveys are highlighted below.

In blue: Countries who participated in the 2014 and 2015 Taking Responsibility Survey.

In green: New participants in the 2015 Taking Responsibility Survey.

In red: Countries who participated in the 2014 Survey but not the 2015 edition.

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

- The GHG Emissions Report:

In 2014, GHG Emissions Report covered 22 countries of the Group, representing 80% of the turnover

For 2015, four new countries were added, it is now covering 26 countries of the Group representing 86% of the turnover: Argentina, Australia, Belgium, Brazil, Canada, China, France, Germany, Hong-Kong, India, Italy, Japan, Korea, Mexico, Netherlands, Peru, Romania, Russia, Singapore, South Africa, Spain,

Switzerland, Turkey, United Arab Emirates, United Kingdom, United States. The new countries are: Belgium, Korea, Netherlands and Spain.

- 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 Taking Responsibility 2015 Survey:
 - The Ipsos Taking Responsibility 2015 Survey requested Country Managers, or a duly authorised delegate to complete the survey online or on hardcopy.
 - The collection, analysis and consolidation process of the data coming from the survey is under the responsibility of the Group 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 President, Corporate Finance. They have all received “Bilan Carbone[®]” training. Some information can come from extrapolation done by the country GHG responsible if needed.
 - 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[®]” using an extract of emissions in accordance with the GHG Protocol format.
- 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 Human Resources on a monthly basis.

Review of the information by independent auditors

As required by the article L225-102-1 of the French Commercial code, the present information has been verified by an independent third party designated by Ipsos. 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 best talents in the profession. Curiosity, intuition and a passion for creating knowledge characterizes our professionals.

The Company's senior executives want its employees to be proud and happy to be working for Ipsos. They believe that the best way to motivate is to empower. Ipsos aims to set the minimum number of rules and guidelines to provide a framework within which employees can operate efficiently and flexibly. This also means allowing all employees to realise their full potential, and sharing the fruits of its success with them. This is why we have chosen "entrepreneurial spirit" as one of our five values.

Our Commitment

'Proud to be Ipsos' is a publication intended for Ipsos' clients and employees summarising Ipsos' organizational structure, 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:

« At Ipsos we are passionately curious about people, markets, brands and society.

We deliver information and analysis that makes our complex world easier and faster to navigate and inspires our clients to make smarter decisions. We believe that our work is important.

Through specialisation, we offer our clients a unique depth of knowledge and expertise, we can share our perspective and be creative in proposing innovative solutions and points of view in complex situations. Learning from different experiences gives us perspective and inspires us to boldly call things into question, to be creative.

The 4S's: Security, Simplicity, Speed and Substance applies to everything we do. By nurturing a culture of collaboration and curiosity, we attract the highest calibre of people who have the ability and desire to influence and shape the future.

"GAME CHANGERS" - our tagline - summarises our ambition.»

Ipsos prioritises the following values and behaviours that should inspire all Ipsos employees as we explore the world:

- Integrity
- Curiosity
- Collaboration
- Client first
- Entrepreneurial Spirit

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 8.1.2 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' policies, objectives, professional obligations, code of ethics and Ipsos employees' personal commitment. It outlines the various policies and procedures that we have in place to ensure compliance not only with laws and the highest industry standards but also with our own values as a leader in market research. 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 and Ipsos website www.ipsos.com.

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' organisational structure.

8.1. Labor practices and decent work

8.1.1. Employment

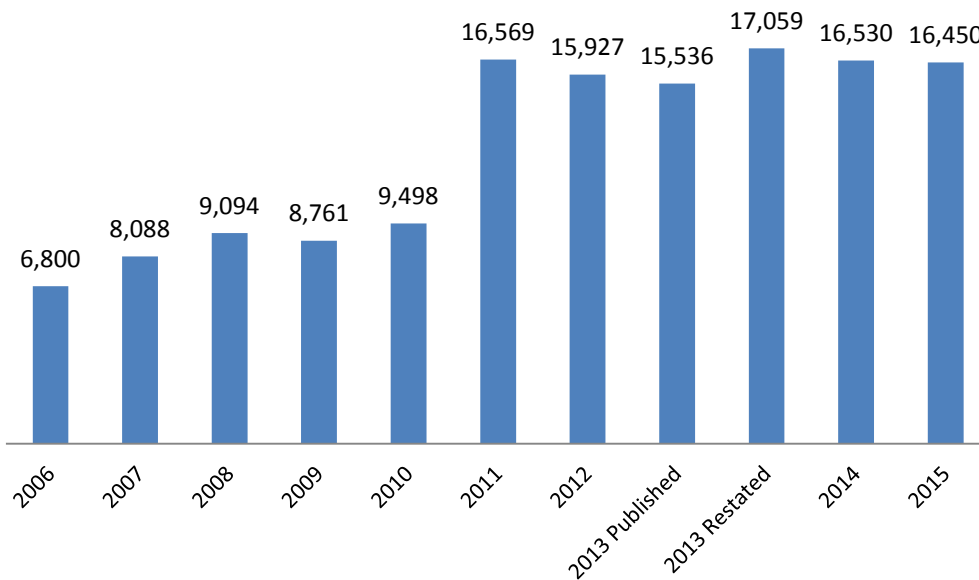
Since it was founded, the number of employees at Ipsos has risen significantly. A French company that became pan-European in the 1990s, it now operates on a global scale.

At 31 December 2015, the Group had 16,450 headcount worldwide, versus the 16,530 headcount in 2014.

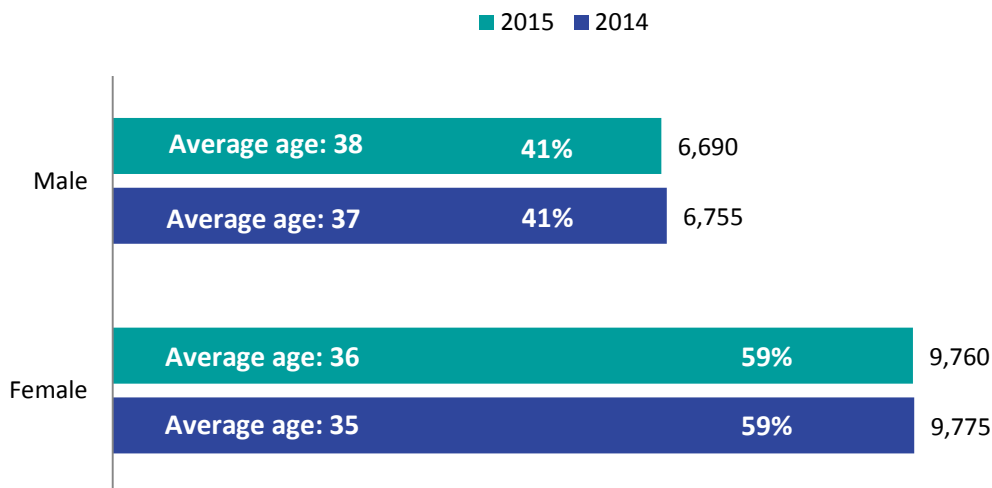
Ipsos headcount as at 31/12:

The Ipsos Updated definition of 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.

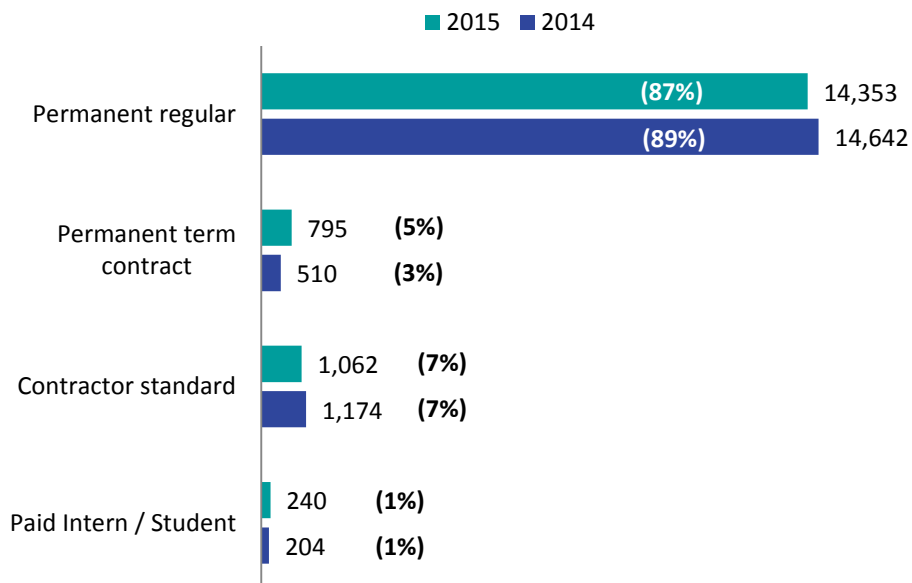
In addition, the Ipsos group employs a large number of mainly temporary workers to administer its questionnaires, the interviewers. These mainly temporary workers are not counted in the permanent headcount and the related variable costs are included in the direct costs of the Ipsos Consolidated Income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



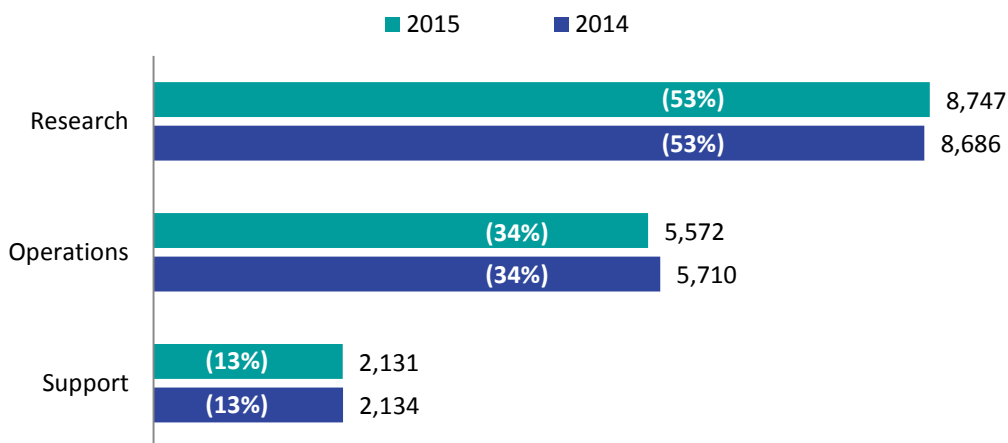
Gender Balance - As at 31/12



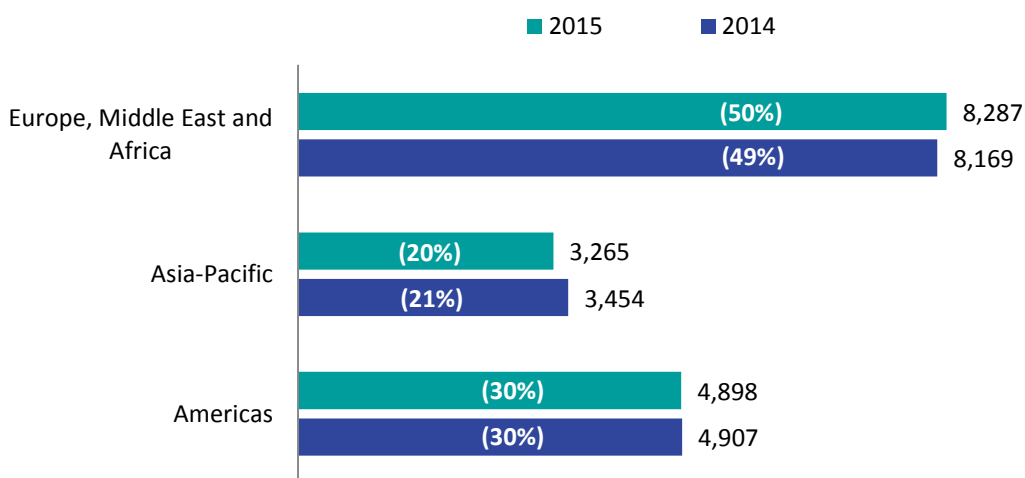
Headcount by contract - As at 31/12



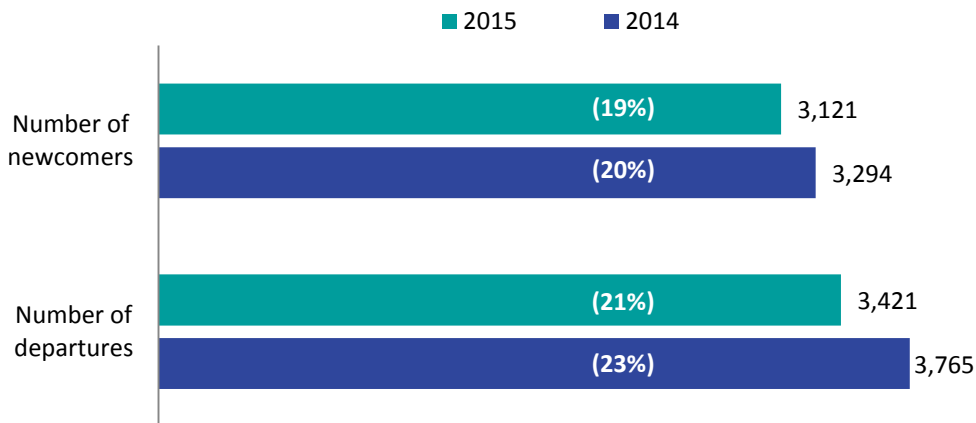
Headcount by activity - As at 31/12



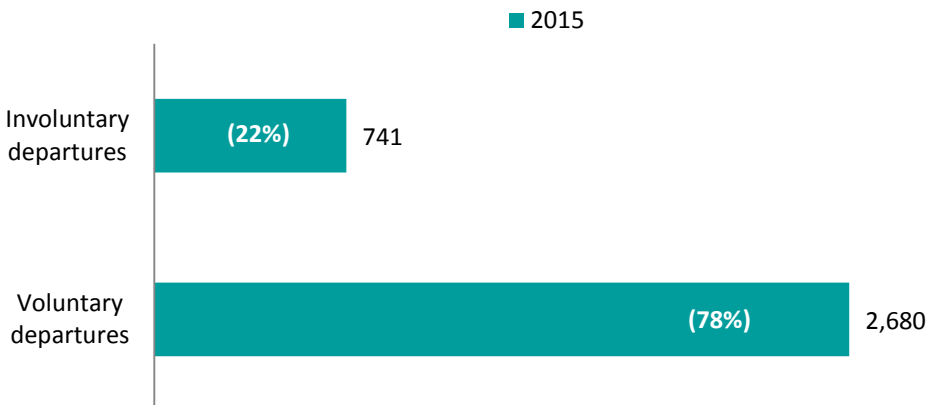
Headcount by region - As at 31/12



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

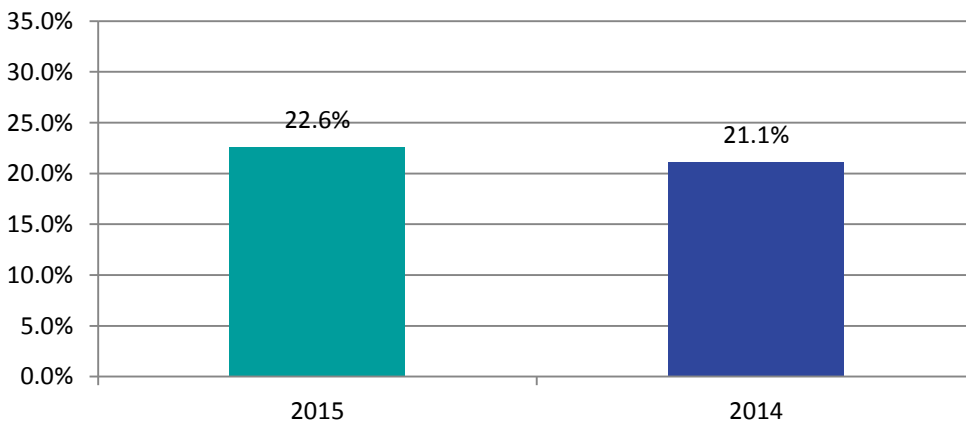


Departures analysis*: Involuntary and Voluntary departures - As at 31/12



**Calculation method: Annualised number of leavers / active employees at end of November
 Targeted population: Permanent Regular and Permanent Term contracts
 Voluntary: Resignation + Retirements + Death + end of temporary contract + mutual agreements
 Involuntary: Performance Terminations + Economic terminations*

Turnover rate* - As at 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 implemented in 2015 a new job level system with 3 key objectives:

- Align jobs located in multiple regions and lines of business;
- Ensure internal equity across the Group Global consistency and efficiency among HR policies and practices;
- Reinforce a consistent global talent management approach.

The job level applies a global staff grid comprising 7 job levels (i.e. from 1 to 7). Levels 1-3 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 744.5 millions euros for the year 2015, vs. 692 million euros in 2014, representing a +7.6% evolution compared to 2014 (evolutions of exchange rates and changes in the consolidation scope included). For more information, please refer to our consolidated income statement (section 20.2 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 2012, a 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 is provided in section 21.1.4.2 of the Reference document).

In 2015, the Group launched a significant initiative on Bonus schemes. All managers at Level 2 of the internal job leveling system (around 600 employees) are now entitled to a Bonus called Business Leader Pool which relies both on Group financial Targets (60%) and Personal Goals (40%).

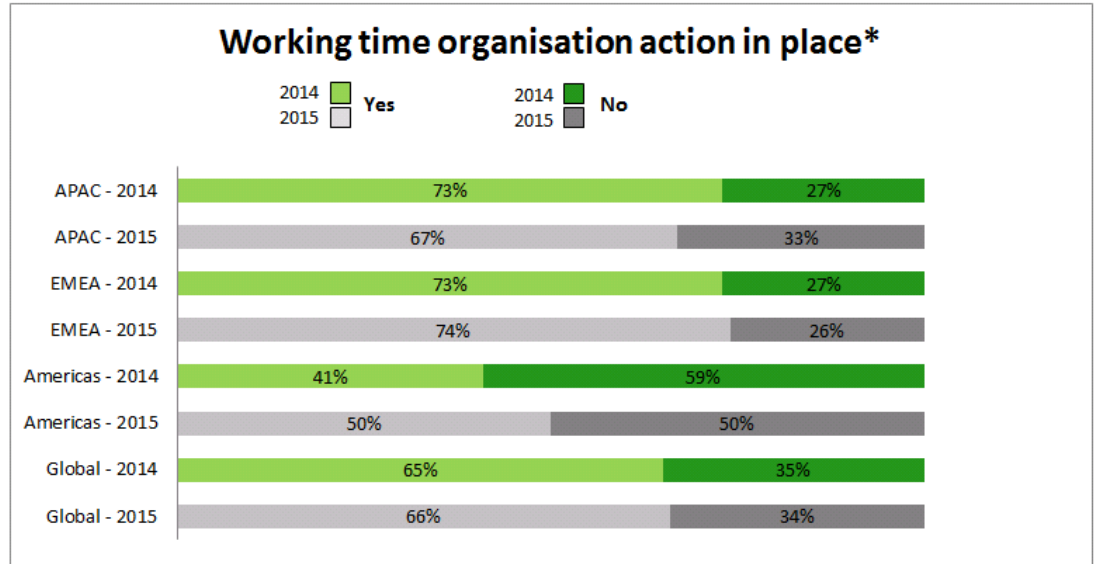
Employee shareholding agreement (participation)

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.

8.1.2. 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). Changes by region may be a reflection of the change in scope of reporting from one year to another.



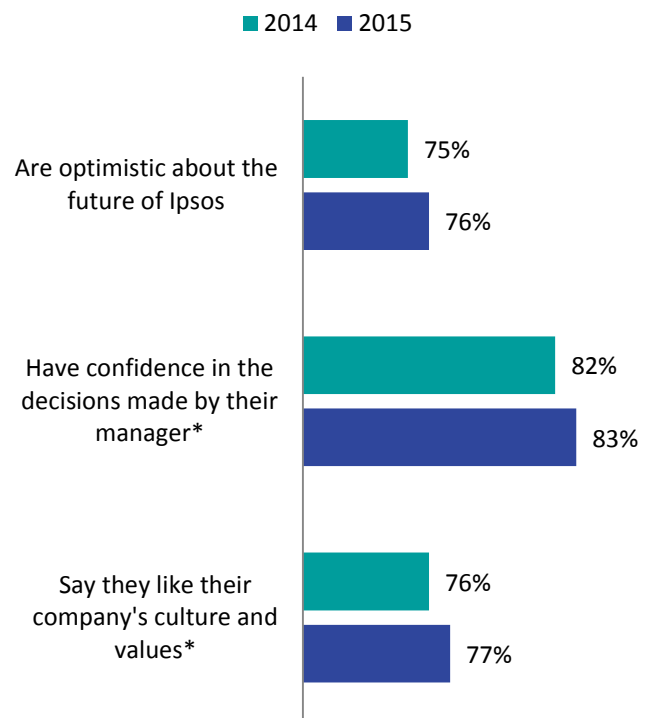
Focus Ipsos Pulse

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 an Ipsos team, specialised 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 participation level remains very high: in 2015, 82% of Ipsos employees participated in the survey (vs 86% in 2014 and 77% in 2013).

The in-house climate and level of engagement remain very positive, reflected in the high level of our Engagement level score (70%) while 77% of the employees say they like Ipsos culture and values. In 2015, 83% of the employees express their confidence in their supervisor, 83% of Ipsos employees declared they have confidence in the strategic direction taken by the Group and 81% 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 35 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 implements appropriate consultation procedures for employees in each of its subsidiaries in accordance with local laws. At Group Level, Ipsos make sure to communicate to all our employees through our media tools such as Ipsos Today, our weekly Group newsletter received by all employees, and through our Group intranet or other initiatives (for example during the 40th anniversary of Ipsos in 2015). In terms of Labor negotiation, the labor dialogue's rules and organization are regulated on a country by country basis, within the legal context of each country.

Focus on: Ipsos in France

No new collective agreement has been signed in France in 2015.

Ipsos in France has kept on implementing the commitments and plan which were designed following the signature in February 2014 of an agreement with the trade-unions, namely "Generation Contract". Under this agreement, Ipsos offers a mentoring programme to employees under 26 years old, keen to learn from senior employees. This sustains the transfer of knowledge, improve confidence and collaborative relationships in the workplace. Through this agreement, Ipsos in France commits itself to hire a minimum number of young employees per year, to support the hiring and integration of young trainees by mentors and give the priority to the development and retention of our senior employees. In 2015, 21 new hires were successfully involved in this Generation Contract.

8.1.3. 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.

Focus on: Ipsos priority on Work life balance

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).

Because it is at the heart of its corporate values and its Employee value proposition, Ipsos encourages our managers and our employees to launch initiatives in order to improve the working conditions of our people. Having a good balance of commitment in work and in personal life is a condition for a sustainable performance and the loyalty of our best employees. We value that the vast majority of these initiatives are proposed and piloted by our employees.

As examples of the numerous initiatives towards a better work life balance:

- In North America, Ipsos has offered to the employees that they can purchase an additional 5 days of vacation every year in order to promote work life balance. This has been a very successful programme and 1/3 of the employees have purchased extra vacation days.
- Ipsos in Turkey offers the possibility to work at home one day per week. The programme have been a success among employees, in particular those with long commuting. The program is applied one day per week, the managers have been trained to remote management and employees widely use instant messaging and conference calls.
- Ipsos in Argentina has launched the "Flex Programme", which contributes to the work life balance of our employees: among several initiatives, we can stress the possibility of home office one day per week and flexible working time arrangements.

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. Ipsos encourages its managers and employees to take initiatives to contribute to the safety and best in class healthy working conditions.

Focus on:

- Ipsos in North America has developed Health and Safety programmes. We promote safety by posting signs and email reminding our employees to be alert when traveling. We have promoted Health “Fairs” throughout North America which employees can attend. We provide flu shots to all our employees free of charge as well as Health Risk Assessments.
- The HR team of Ipsos in Romania designed “Ipsos BeHealthy Programme” to promote healthy behaviors & practices among the employees. Four key behaviors at risk have been identified against which various initiatives were designed: promoting drinking water rather than soft drinks, daily balanced breakfast, daily physical activities more consumption of fruits and vegetables. The programme is designed by an inter-departmental, inter-disciplinary team, headed by our specialist on organizational culture, growing people & teams who is an organizational development expert for the Romanian Minister of Health. Among the actions that were put in place, regular workshops on healthy behaviors with experts, arranging showers both in Bucharest and Brasov premises, discounts for various services related to well-being.
- Latin America:
In Mexico, during the “Health week” all employees can meet nutritionist, ophthalmologists, gynecologists and a medical appointment with cheap fares, including laboratory exams and equipments like glasses. Ipsos in Mexico also encourages flexible work organisations for its employees and in 2016 it will launch a new Maternity Leave policy which will enable pregnant employees to choose either a full time flex time scheme, a half time scheme or up to 2 months of absence without pay.
In Colombia, the “Health Week” includes ergonomic diagnosis, evacuation drills and a psychosocial risk factors survey. In Argentina and Chile, Ipsos has launched the “Eat healthy” programmes with free access to bio food and fruits.
In Ecuador, all the employees can benefit from a free medical appointment with a doctor.

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 utmost 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 5% of the total hours declared (compared to 4.34% in 2014).

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 France in 2015, 13 accidents during the home/workplace journey were recorded (compared to 6 accidents in 2014), which resulted in a total of 161 days of absence (compared to 61 days in 2014). No accident at work and no work-related death occurred in France in 2015 (like in 2014).

8.1.4. 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 2014 and 2015, Ipsos can report on the total number of hours of training for a selected number of countries (please refer to the legend below) where the iTime HR information system enables to report on relevant information. Thus, in 2015, for these 26 countries, the average % of time spent on training amounts to 2.2% of the total hours declared (1.9% in 2014 for 15 countries, see below).

In blue: Countries included in the 2014 and 2015 training figures

In green: Countries included in the 2015 training figures

In red: Countries not included in the 2015 training figures

Argentina	Australia	Belgium	Brazil
Canada	China	Emirates	France
Germany	Hong Kong	India	Italy
Japan	Korea	Malaysia	Mexico
Netherlands	Peru	Romania	Russia
Singapore	South Africa	Spain	Sweden
Switzerland	Turkey	United Kingdom	United States

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).

Focus on: A key initiative towards our young Talents, the launch of “Generation Ipsos” programme and a new On Boarding Process

On October 1st, 2015, the Generation Ipsos Programme was launched as a pilot in 5 countries: Brazil, Canada, South Korea, United Kingdom and United States. Generation Ipsos is a comprehensive programme to increase the knowledge about Ipsos, getting a first immersion in our different business lines. It is aimed at any new graduate who has joined the company in recent months and currently has about 60 registered participants. In 2016 more countries in various regions will join the project.

Generation Ipsos is built on 3 pillars:

- Recruitment;
- Learning & Development;
- Rotational Programme.

It 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 through a series of e-learning courses, cross functional exchanges and a final online assessment. It aims at developing a solid ground on general research skills, at gaining a wider understanding of the overall business, at facilitating cross-Business Lines rotations and internal exchanges and at making the daily work increasingly challenging and motivating.

Generation Ipsos is in the Learning & Development pillar where the former Entry Level Training Programme (ELTP) fits in (for more information on the ELTP, please refer to the CSR Report 2014). In 2015, over 400 participants from 33 different countries took part of the ELTP programme, and 127 graduated at the end of the 12-month period.

Focus on: Onboarding experience

A new Onboarding process has been designed and implemented to ensure Ipsos new joiners have a standardized and consistent employee experience across all regions.

This process has been communicated to all countries and implemented as from July 2015, aiming at providing our new hires with the best quality onboarding experience. These tasks include the delivery and signing of legally required documents, delivery of ‘Proud to be Ipsos’ and the Green Book – The Ipsos Professional Code of Conduct and the completion of the Ipsos Training Center’s mandatory courses (Discover Ipsos, Security Awareness and 30/30 Initiative Overview), as well as the assigning of a mentor to facilitate the newjoiner’s onboarding experience.

Focus on: The Ipsos Training Center

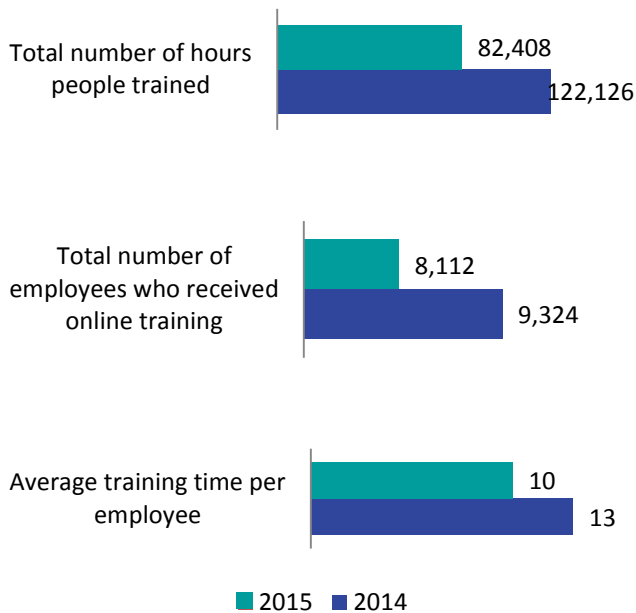
In addition to local and country based training, Ipsos provides centralised training and Ipsos is proud of the participation level of its people in the various programmes of its online campus, Ipsos Training Center (ITC). As a way of promoting a learning culture, Ipsos created the ITC, the Company’s e-learning campus accessible via a dedicated site available to all Ipsos employees and to Ipsos Clients worldwide (more information may be found at www.ipsos-trainingcenter.com). It offers a wide range of training programmes through a Learning & Development Philosophy that frames all our training practices. This year, the ITC campus was revamped to be accessible from mobile devices, offering new social learning functionalities and generating a friendlier user experience.

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, soft skills training, managerial and leadership content and is broadly grouped into the following categories:

- **New at Ipsos:** On-boarding courses for new employees or employees who are new to research.
- **Market Research Fundamentals:** An e-learning offer which provides the basic information on the Market Research world for those Ipsos employees with little or no experience in market research.
- **Specialism:** A wide range of content closely related to research topics. A broad e-learning course curriculum aligned with the Business Lines tools, 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.

It is currently offering 312 online training options to our employees, made of 228 e-courses and 84 webinar recordings.



These figures are lower than in 2014, consequence of the great success these programmes had in previous years, no longer necessary in 2015 as the teams had already been certified.

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

ITC - The Learning & Development Board (L&D 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, has kept on working together during 2015. 14 L&D representatives from all regions 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 organisation, 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.

ITC - Operations Training Programme

As was done in previous years, the ITC keeps assisting countries undergoing ISO certification by making formal training available to their Operations employees, to ensure

all countries are aligned with the Global Processes being implemented.

Up to the year 2015, over 2,600 employees registered to the programme, and over 1,900 got certified.

ITC - Fundamentals of People Management (FOPM)

The Fundamentals of People 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, we have had 1,618 participants, out of which 923 got certified (94 of them in 2015).

Focus on: new development Leadership programmes

As an illustration of Ipsos commitment towards the development of our employees and of our managers, which we value as a key asset for our growth, we have selected a few innovative programmes implemented through 2015.

- Asia-Pacific:

In line with the New Way programme, the Asia-Pacific Region (APAC) developed a training programme for all employees on a new approach to build effective business relationship with our Clients. In 2015, about 600 employees from 14 countries in APAC have attended this full-day in-house training. And in 2016, APAC will roll this training out to all levels from the most junior to most senior in business units, including support functions.

- The United Kingdom: Training & Development – the “Future Leaders” programme

The aim of this programme was to identify and develop key talent at Associate Director Level. It was designed to impact on their personal development and career as well providing the business with better leaders to fill future senior roles and retain our best people. Each delegate completed a 360 feedback process which allowed them to set development goals with their manager. They were then assigned a coach who helped them work towards their personal goals throughout the programme.

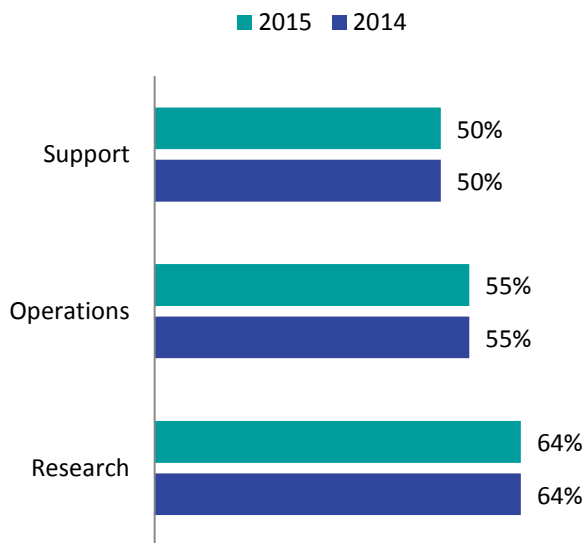
The Group has developed a Performance Management review that is mandatory for all employees. Ipsos group view Career Development as a key driver of our Employee engagement and performance. Our employees are set annual goals and can express their training and development needs. They can have regular feedback meetings with their managers during the year and have a year-end conversation on their performance.

The Group also designed a robust Talent Management system through annual or bi annual Talent reviews which allow identifying our Experts and High potentials. Succession planning for key positions is also part of this key process.

8.1.5. 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% and 64% in research functions (same percentage in 2014). 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.

% women per employee category - As at 31/12



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 endeavors that women are well represented among the top levels of the hierarchy. Thus, at 31/12/2015 about 26% of Ipsos Partnership Group managers, including the Top managers, are women (28% in 2014).

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.

Focus on: South Africa

The South African government promotes actions for quality and non-discrimination. One element of this policy is the B-BBEE Codes of Good Practice (broad-based black economic empowerment) that is part of every company’s score card – and is a commercial imperative for doing business in South Africa. Remarkably, Ipsos in South Africa is now ranked on level 2 in B-BBEE rating (after being only level 6 out of 8 three years ago).

Focus on: The United States

Ipsos in the United States has implemented an Affirmative Action Plan: Ipsos prohibits employment discrimination based on race, color, religion, sex, sexual orientation, gender identity, or national origin, and requires affirmative action to ensure equality of opportunity in all aspects of employment. Ipsos protects qualified individuals with disabilities from discrimination in hiring, promotion, discharge, pay, fringe benefits, job training, classification, referral, and other aspects of employment. And finally, Ipsos prohibits employment discrimination against, and requires affirmative action to recruit, employ, and advance in employment, disabled veterans, recently separated, active duty wartime or campaign badge veterans, or Armed Forces service medal veterans. Ipsos comply with the AAP by reporting our diversity to the US government every year and we actively reach out to diversity groups to connect with viable candidates.

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.

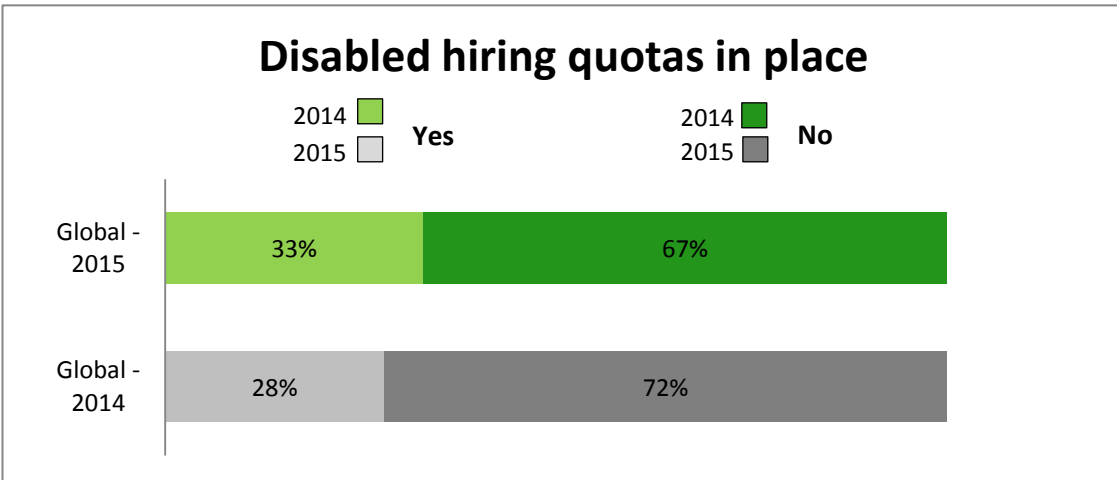
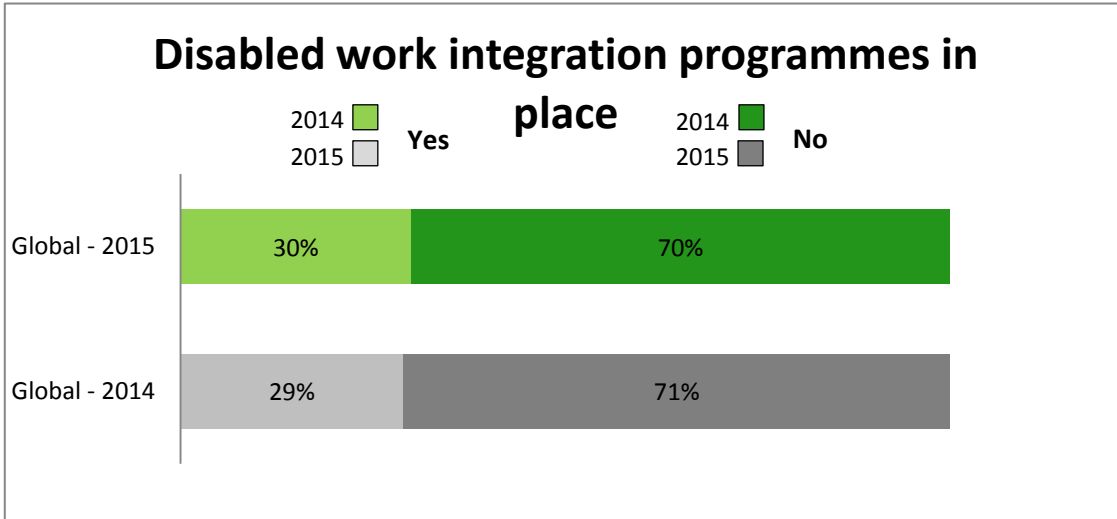
The number of countries with both a disabled work integration programme, and disabled hiring quotas in place, have increased since 2013, as commented on below.

Focus on: Turkey

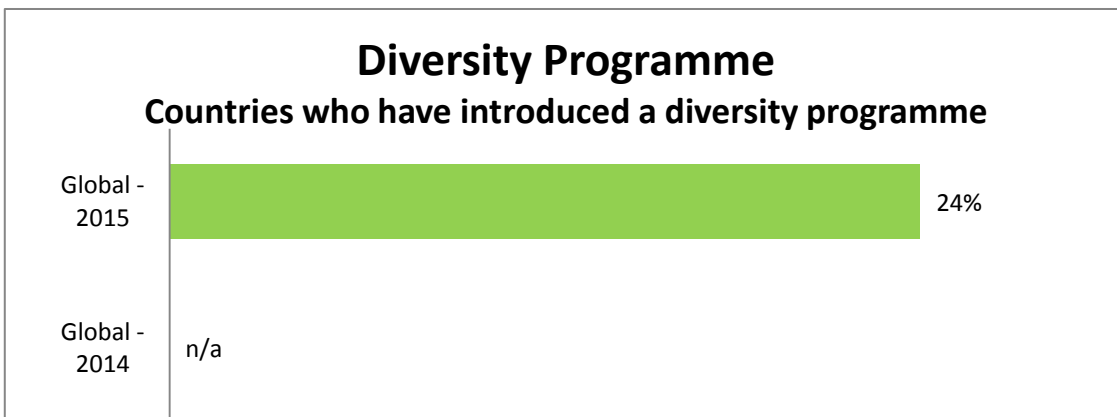
According to Turkish labor law, establishments employing fifty employees or more, shall employ disabled personnel, (at least 3% of total headcount). Ipsos in Turkey gives importance to disabled personnel employment. Now there are 10 disabled employees working in different departments. We'll complete the number of disabled employees (13) in 2016.

Disabled Work Programmes

We have seen an increase in the focus on disability, within Ipsos, over the last two years. The number of countries with disabled work integration programmes in place has risen from 18% in 2013, to 29% in 2014 and to 30% in 2015, while there has been a further increase (from 28% to 33%) in the number of countries with disabled hiring quotas in place.



The focus on fair and equitable practices is also reflected in the introduction of diversity policies in a number of our countries.



8.2. Promotion and enforcement of the fundamental conventions of the International Labor

Organisation regarding:

8.2.1. 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, is 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.

Labour Unions

Ipsos employees in all countries have the freedom to be members of Trade Unions. Ipsos staff is members of Trade Unions in many of our countries.

Collective Agreement

Collective agreements, where they apply, are in place in 13% of our countries in 2015; no change from the previous year.

8.2.2. 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 Organisation) are strictly respected. We also ensure that none in the organisation knowingly aid or abet human rights violations. This applies to all Ipsos employees and suppliers. However, Ipsos cannot control its suppliers entirely (see section 8.4).

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

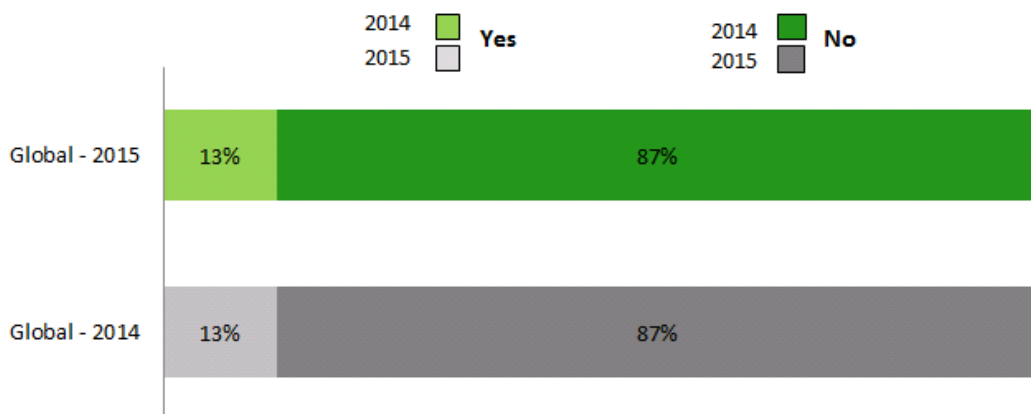
Given the Group structure in terms of procurement which is predominantly decentralised and processed at the country level, Ipsos is not in a position to release a centralised percentage of significant suppliers and contractors that have undergone screening on human rights.

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 and the Green Book – The Ipsos Professional Code of Conduct (for more information, please refer to: 8.1.4 focus on Onboarding experience). 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.

Collective agreement covering Ipsos staff



8.2.3. *Non-Discrimination*

Non-Discrimination is a value supported by Ipsos Green Book – The Ipsos Professional Code of Conduct. In 2015, 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 "Social")

8.2.4. *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.

8.2.5. *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.

8.3. 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.

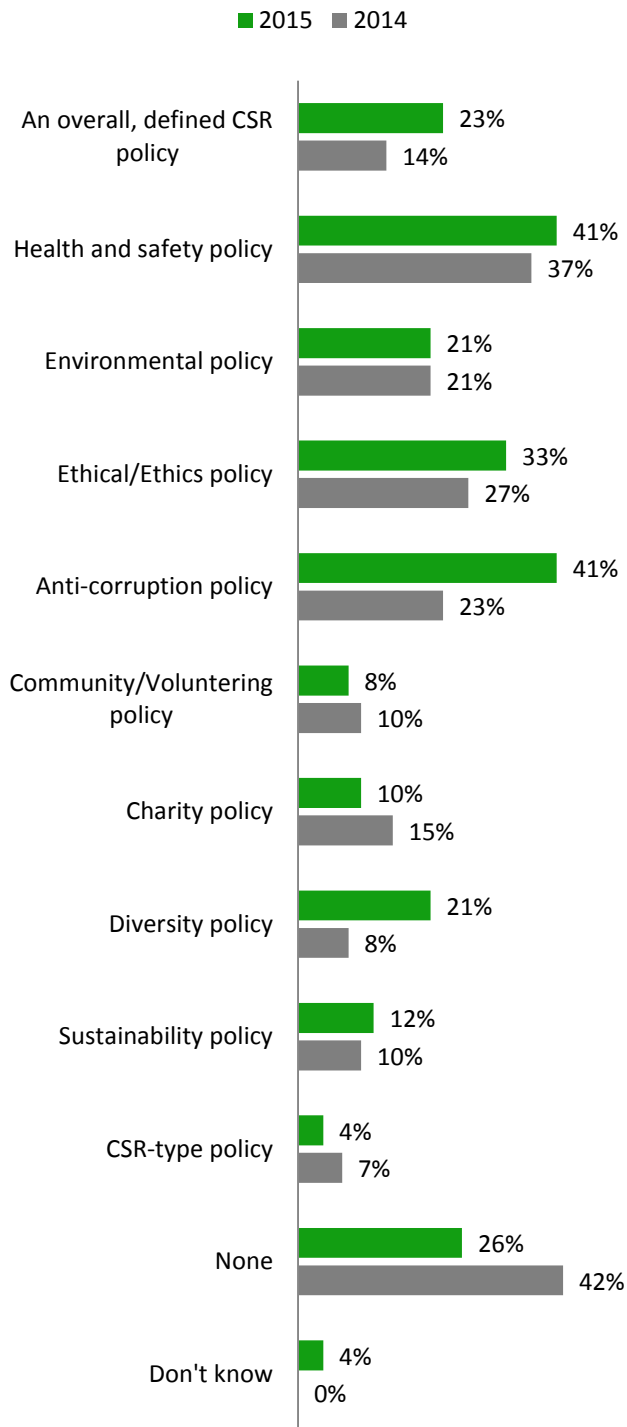
However, we favour the recruitment of local populations in that we believe that their understanding of the social, economic and cultural thematic is a key success factor of our business with our local clients.

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: 70% of surveyed countries are aware of some formal policy in their country as of 2015 (58% in 2014).

The Taking Responsibility 2015 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 2015 Ipsos people participated in the following activities:

Staff charitable activities

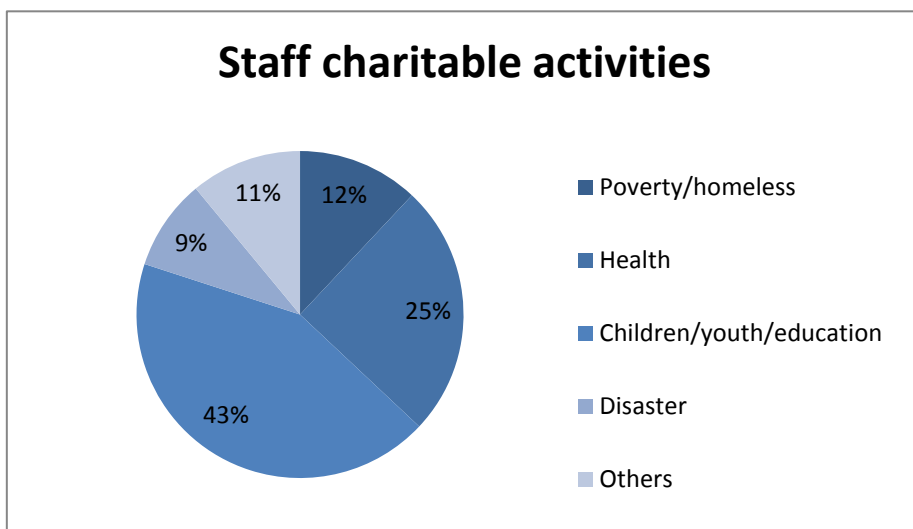


For the 2015 reporting period, among the surveyed countries, over 700 days of volunteering work have been conducted by Ipsos staff. When a value is attributed to the known activities undertaken by Ipsos in the ‘Society’ area the cumulative value is significant – equivalent to more than €1m in 2015.

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.

Over 50 of our countries have direct involvement with local charities. In some countries they may work with one charity, on fund-raising or pro bono work, whilst our largest countries will work with over 20 different charities in some cases.

In total, 162 charities benefitted from Ipsos involvement in 2015. These charities covered a wide range of types and size. The types of charities who benefitted 2015 were:



The Ipsos foundation

The Board of Directors of Ipsos SA on January 9th 2014 approved the project to create the Ipsos Foundation. The aim behind the creation of this Foundation is to provide further structure and focus for the 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 worldwide”. 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 Ipsos Taking Responsibility programme.

Didier Truchot, Chairman and Chief Executive Officer of Ipsos, 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’. This has then been further added to with a United Kingdom arm of the Ipsos Foundation in late 2015. The Ipsos Foundation is overseen by a Board comprising Florence von Erb (Independent Board member), Didier Truchot (Chairman and CEO), and Richard Silman (Group Head of CSR) with support from Sheryl Goodman (Group General Counsel), Antoine Lagoutte (President, Corporate Finance) and Mark Campbell (CFO United States).

Since ‘opening for business’, at the beginning of this year, during 2015 the Board of Trustees have met on five separate occasions and have reviewed a total of 21 applications to the Ipsos Foundation. Thus far, a total of 10 applications have been approved by the Trustees of the Ipsos Foundation and these are:

- Russia – START
- Philippines – Kythe Foundation
- Romania – Romanian Centre for Innovation in Local Development
- Italy – Marco Pietrobono Charity
- India – SOS Children’s Villages
- Uganda – Servant King Foundation
- United Kingdom – City of London

Academy

- Hong Kong – Bring me a Book
- Ghana – CFTC
- Nepal – Ghurkha Welfare Trust

A total of nearly €300k was committed by the Ipsos Foundation in 2015. This, when added to the €1 million value from our companies, brings the total Ipsos commitment, to charities, to well over €1.3 million in 2015.

The Ipsos Foundation is seeking to continue to grow the extent of its work as we move into 2016. The Foundation will continue to be fully supported and funded by Ipsos but will also give the opportunity to Ipsos employees to participate in the funding of the Foundation either through direct financial giving or through fundraising. At some point in the future Ipsos also hopes to make it possible for our clients to financially support the Ipsos Foundation.

8.4. 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 recognise 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 16 contracts with global suppliers representing an amount of spending more than 9M€ in 2015 (compared to 4M€ in 2014).

8.5. 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 each employee that they must comply with anti-corruption legislations around the world and the prohibition of any corrupt practice.

The Group has implemented a Whistle-Blowing System in 2013, a policy of encouraging its employees to report any potential wrong doing that could not be reported through the usual internal reporting channels. This system provides the ability to report concerns using post mail, emails and phones or a secured web access that will be logged into a case management system. The system is structured to

organize a verification of the data collected in a confidential basis in order to enable Ipsos to decide on the measures to be taken to address the issue raised. Follow up of all cases is made in a consistent and efficient way.

8.6. 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 – The Ipsos Professional Code of Conduct: *"Our mission is to deliver information about markets, consumers, brands and society to our clients with the 4S's in mind: Security, Simplicity, Speed and Substance. The essence of Ipsos' business is based on the integrity of the data measurement, work, products and services that we sell to our 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.

8.7. 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 73 Country Managers who responded to the specific question, not one reported that they made financial contributions to political parties, politicians and related institutions in 2015.

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 2015 Survey, where lobbying efforts are reported these have been immediately investigated and found not to be in breach of any standards. Three Country Managers reported that Ipsos had been involved in public policy development.

8.8. 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.

8.9. Compliance

In 2015, 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 organisational 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 2015 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 2015 reporting period Ipsos proceeded internally to the calculation of the GHG emissions. We are reporting across 26 countries that represent 86% 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 2015 Taking Responsibility Survey that 70% of our countries now have some formal policy on CSR (58% in 2014).

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% from 2014 to 2017 (at constant activity level). Ipsos has made very good progress in 2015 towards its GHG emissions.

8.10. 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.

Ipsos encourages the development of energy savings, such as in France Ipsos has installed equipment for selective waste sorting.

In 2015 the results from the GHG Emissions Report show that, amongst the Ipsos countries reporting, we recycled over 194 tonnes of paper (227 tonnes in 2014).

8.11. 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 2015, the total electrical energy consumption is 31,023,037 kWh (compared to 33,103,423 kWh in 2014); a decline of 6%. On a like-for-like 22 country basis, the consumption is 28,683,111 kWh, which represents a decline of 13%.

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 2015 Taking Responsibility Survey shows that 75% 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 (64% in

2014). 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 2015 TR Survey that:

- 14% of respondents to the Taking Responsibility Survey stated that they have reviewed contracts with energy and other utility suppliers to ensure offices are utilizing green tariffs (14% in 2014);
- 76% of respondents have programmes to encourage employee use of phone/web conference facilities (71% in 2014).

8.12. 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. In Ipsos Paris headquarter buildings, the total yearly water consumption is 6,678 m³, which gives an average consumption per employee estimated at 9.7 m³ per annum.

8.13. 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.

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.

8.14. Greenhouse gas emissions

The internal methodology adopted is based on the **BILAN CARBONE®**. The GHG Emissions Report covers 26 countries that represent circa 86% 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 2014-Q4 to 2015-Q3 in the 26 selected countries.

On this scope, the global carbon footprint amounts to 44,476 tCO₂e/year across Scope 1, 2 and 3 for 26 Countries (48,306 tCO₂e/year in 2014 for 22 Countries).

On the 22 country scope, the global carbon footprint for 2015 is 41,178 tCO₂e/year. The decrease compared to 2014 is partly related to revised calculation methodologies in electricity consumption and refrigerant gas emission. If the same methods were applied in 2014, the 2014 global carbon footprint would have been 44,106 tCO₂e/year. This means a reduction of -7% of the carbon footprint between the two years.

The result of this GHG Emissions 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 optimisation. Our 2016 budget include targets of reductions of business travel;
- Achieve overall emission reduction objectives. The original target was to reduce our countries emissions by 3% this year and 10% over 2014 to 2017 (same perimeter, same level of business).

87.9% of total emissions are generated by 3 sources:

- 53.5% - Business travel: for air transportation, the data is relatively accurate as it is captured by third party travel management companies. For ground transportation, the data accuracy varies from country to country.
- 28.9% - Electricity consumption: data is generally based on energy bills where available. In some cases, where data is not complete, consumption is extrapolated based on other office locations or prior year information. National emissions factors are provided by Bilan Carbone® database.
- 5.5% – 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.”

Reporting on Scope 3 emissions related to capital goods and downstream transport was discontinued in 2014 due to the low level of emissions recorded in 2013 and also due to the limited leverage Ipsos has on these categories. Preference has been given to improving reporting and driving progress on the more relevant categories of business travel and energy consumption.

GHG emissions by source (%):

Emissions categories	Numbers	Emissions Sources	2015 26 countries basis	2015 22 countries basis	2014 22 countries basis
Scope 1	1-1	Gas or fuel office heating	0.2%	0.1%	0.3%
	1-2	Owned vehicle carburant consumption	2.8%	1.6%	2.1%
	1-3	Direct emissions from processes	0.0%	0.0%	0.0%
	1-4	Refrigerant gas emissions from air conditioning	5.5%	5.5%	7.2%
	Total Scope 1			8.6%	7.3%
Scope 2	2-1	Indirect emission from electricity consumption	28.9%	28.6%	28.3%
	2-2	Indirect emission from steam, heat and cooling consumption	0.0%	0.0%	0.0%
	Total Scope 2			28.9%	28.6%
Scope 3	Emissions of scope 3, upstream		62.5%	64.2%	62.1%
	3-1	Office paper consumption	1.3%	1.3%	2.4%
	3-2	Capital goods	NR	NR	NR
	3-3	Emissions due to fuels and energy (not covered by scope 1)	3.1%	2.7%	2.8%
	3-4	Upstream transportation and distribution	NR	0.0%	NR
	3-5	Waste generated	0.8%	0.8%	1.3%
	3-6	Business travels	53.5%	55.2%	46.4%
	3-7	Employee commuting	0.0%	0.0%	0.0%
	3-8	Upstream leased assets	0.0%	0.0%	0.0%
		Other indirect emissions upstream	3.9%	4.2%	9.3%
	Emissions of scope 3, downstream		0.0%	0.0%	0.0%
	3-9	Downstream transportation of goods and distribution	NR	NR	NR
	3-10	Processing of sold products	0.0%	0.0%	0.0%
	3-11	Use of sold products	0.0%	0.0%	0.0%
	3-12	End-of-life treatment of sold products	0.0%	0.0%	0.0%
	3-13	Downstream leased assets	0.0%	0.0%	0.0%
	3-14	Franchises	0.0%	0.0%	0.0%
	3-15	Investments	0.0%	0.0%	0.0%
	Other indirect emissions downstream	0.0%	0.0%	0.0%	
Total Scope 3			62.5%	64.2%	62.1%
Total Scope 1+2+3			100.0%	100.0%	100.0%

8.15. 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.

8.16. Environmental protection

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 launched in 2016 with the Ipsos Training Center. This dedicated programme will allow all employees to understand Corporate Social Responsibility, to know the Ipsos approach to CSR (for its clients and its employees) and keys to involve employees and suppliers.

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 4th update of the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines to which the UN Global Compact refers (cf G4-34 and seq.). Ipsos has focused the reporting process on these topics that are material for its business and key stakeholders.

8.17. The CSR Committee

In recognition of the increasing importance of Corporate Social Responsibility, Ipsos has established in 2014 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 (President, Corporate Finance) assists the meetings. The CSR Committee meets twice per annum to review the progress on our Key Performance Indicators relating to CSR.

APPENDIX

8.18. Cross-reference table GRI indicators and global compact principles

GRI G4 Indicators		Chapter Section CSR	Retained indicator / Page
EN1	Materials used by weight or volume	8.10	Not available, p.69
EN2	Percentage of materials that are recycled input materials	8.10	Recycled materials (metric tones of paper), p.69
EN3	Direct energy consumption by primary energy source	8.11	Direct energy consumption (kWh), p.69-70
EN4	Indirect energy consumption by primary energy source	8.11	p.69-70
EN5	Energy saved due to conservation and efficiency improvements	8.11	Description of initiatives, p.69-70
EN7	Initiatives to reduce indirect energy consumption and reductions achieved	8.11	p.69-70
EN8	Total water withdrawal by source	8.12	Not available as not significant in respect of the Ipsos business, p.70
EN12	Description of significant impacts of activities, products and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	8.13	Not applicable, as not relevant to the Ipsos business, p.70
EN16	Total direct and indirect greenhouse gas emissions by weight	8.14	Gas emissions by TCO2 per year and sources, p.70-71
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	8.14	Description of initiatives, p.70-71
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	8.9 ; 8.16	Description of initiatives, p.68-69 ; p.71
EN30	Total environmental protection expenditures and investments by type	8.16	Description of policy, p.71
HR2	Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken	8.4	Description of policy, p.67
HR3	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	8.16	Description of policy –plus hours included in the total hours training per year and per employee, p.71 and p.56
HR4	Total number of incidents of discrimination and corrective actions taken	8.1.5	Description of policy, p.58-60
LA1	Total workforce by employment type, employment contract, and region	8.1.1 ; 8.1.5	Total workforce by employment contract, activity, region and gender, p.49-52 ; 58-60
LA2	Total number of new comers and lay offs and rate of employee turnover by age group, gender and region.	8.1.1	Total number of new comers and lay offs – Rate of employee turnover, p.51
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work related fatalities by region and by gender	8.1.3	Not available, p.55-56
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	8.1.4	p.56-58
LA9	Health and safety topics covered in formal agreements with trade unions	8.1.3	Description of initiatives, p.55-56
LA10	Average hours of training per year, per employee, by gender and by employee category	8.1.4	Total number of hours training per year, per employee and average training time per employee, p.56-58
LA11	Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career	8.1.4	Description of programmes p.56-58
LA12	Percentage of employees receiving regular performance and career development reviews	8.1.4	p.56-58
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	8.1.5	p.58-60
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	8.6	Description of the practices related to customer satisfaction, p.67-68
PR9	Monetary value of significant fines for noncompliance with laws and regulations concerning the provision and use of products and services	8.9	p.68-69
SO1	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating and exiting	8.3	Operations on communities and charity policies - Breakdown by CSR activity, with number of countries involved and number of days of volunteering work, p.63-67
SO2	Percentage and total number of business units analysed for risks related to corruption	8.5	No incident recorded. See, p.67
SO4	Actions taken in response to incidents of corruption	8.5	Description of policy, p.67

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 6
Principle 5: Businesses should uphold the effective abolition of child labour	HR 5
Principle 6: Businesses should uphold the elimination of discrimination in respect of employment	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	SO7 • SO4

8.19. 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
1 • EMPLOYMENT INFORMATION		
A/ EMPLOYMENT		
Total employees (broken down by gender, age and geographical region)	8.1.1	49
New joiners and lay-offs	8.1.1	51
Remunerations and their evolutions	8.1.1	52
B/ ORGANISATION OF WORK		
Organisation of working time	8.1.2	53
Absenteeism (reasons)	8.1.3	56
C/ LABOUR RELATIONS		
Structure of social dialogue (rules and procedures on employee information, consultation and negotiation)	8.1.2	54-55
Assessment of collective agreements	8.1.2	54-55
D/ HEALTH AND SAFETY		
Health and safety conditions	8.1.3	55-56
Agreements with union bodies or employee representatives in the area of health and safety at work	8.1.3	55-56
Frequency and severity of accidents at work and recording of work-related illness	8.1.3	55-56
E/ TRAINING		
Measures implemented regarding professional training programmes for employees	8.1.4	56-58
Total number of hours of training	8.1.4	57
F/ DIVERSITY AND EQUALITY OF OPPORTUNITY (POLICY ADOPTED AND MEASURES TO PROMOTE)		
Gender equality	8.1.5	58-59
Employment of people with disabilities	8.1.5	59-60
Policy for tackling discrimination	8.1.5	59
G/ RESPECT FOR THE PROVISIONS OF THE FUNDAMENTAL CONVENTIONS OF THE ILO		
Respect for the freedom of association and the right to collective bargaining	8.2.1	60-62
Elimination of discrimination in respect of employment and occupation	8.2.3	63
Elimination of all forms of forced and compulsory labour	8.2.4	63
Abolition of child labour	8.2.5	63
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	44-47
Employee training and information in the area of environmental protection	Introduction - general policy and organizational structure and note on the methods used	44-47
The resources devoted to the prevention and reduction of environmental risks and pollution	8.15	71
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)	8.15	71
B/ POLLUTION AND WASTE MANAGEMENT		
Prevention, reduction or attenuation of emissions into the air, water or soil having a serious impact on the environment	8.14 8.16	70-71 (only GHG emissions) 71
Waste reduction, recycling and elimination	8.10	69
Tackling noise pollution	8.16	71

Reducing all other forms of pollution specific to a business activity	8.16	71
C/ SUSTAINABLE RESOURCE USE		
Consumption of water and supplies in accordance with local constraints	8.12 8.16	70 71 The consumption of water is not a significant environmental aspect for Ipsos
Consumption of raw materials and measures implemented to improve efficiency of their use	8.9 8.10	68-69 Due to the nature of our business we do not consume raw materials except paper
Consumption of energy, measures implemented to improve energy efficiency and use of renewable energy	8.11	69-70
Land use	8.16	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.71
D/ CLIMATE CHANGE		
Greenhouse gas emissions	8.14	70-71
Adaptation to impacts of climate change	8.16	71
E/ PROTECTION OF BIODIVERSITY		
Measures taken to limit impact on the balance of nature, natural habitats and protected animal and plant species	8.13 8.16	70 71
3) TERRITORIAL, ECONOMIC AND SOCIAL IMPACT OF THE BUSINESS		
A/ TERRITORIAL, ECONOMIC AND SOCIAL IMPACT OF ACTIVITIES		
On employment and regional development	8.3	63-67
B/ RELATIONSHIPS WITH STAKEHOLDERS (SOCIAL INCLUSION CHARITIES, EDUCATIONAL INSTITUTIONS, ENVIRONMENTAL PROTECTION BODIES, CONSUMER GROUPS AND NEIGHBOURING POPULATIONS)		
Condition of dialogue with stakeholders	8.3 8.7	63-67 68
Support, partnership and sponsorship programs	8.3	63-67
C/ SUB-CONTRACTORS AND SUPPLIERS		
Incorporation of social and environmental issues in purchasing policy	8.4	67
Extent of use of sub-contractors and social and environmental responsibility in relationships with suppliers and sub-contractors	8.4	67
D/ HONEST PRACTICE		
Action taken to prevent corruption in any form	8.5	67
Measures to ensure the health and safety of consumers	8.6	67-68
E/ OTHER ACTIONS TAKEN TO PROMOTE HUMAN RIGHTS		
	8.9 8.2.2	68-69 62

8.20. 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 designated 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 2015

To the Shareholders,

In our capacity as independent third party of the company Ipsos S.A., accredited by the COFRAC registered under number 3-1049¹, we hereby present to you our report on the consolidated social, environmental and societal information (hereinafter the "CSR Information") for the year ended 31 December 2015, 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 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 involved eight persons and was conducted between October 2015 and February 2016 during a five week period. We were assisted in our work by our CSR experts.

We performed the procedures below in accordance with professional auditing standards applicable in France, with the decree dated 13 May 2013 determining the manner in which the independent third party should carry out their work, and with International Standard ISAE 3000² concerning our opinion on the fair presentation of CSR Information.

1. Statement of completeness of CSR Information

Nature and scope of our work

We reviewed, on the basis of interviews with the managers of the relevant departments, the company's sustainable development strategy with respect to the social and environmental impact of its activities and its societal 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.

¹For which the scope is available on the site www.cofrac.fr

²ISAE 3000 – Assurance engagements other than audits or reviews of historical financial information

We verified that the CSR Information covers the consolidated 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 “Note on the methods used in social and environmental reporting” presented in the management report.

Conclusion

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

2. Opinion on the fairness of the CSR Information

Nature and scope of the work

We conducted a dozen 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 CSR 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 industry best practice.

With regard to the CSR Information that we considered to be the most important:

- at the consolidation level, including the parent company, subsidiaries and controlled entities, 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 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 18% of headcount and between 20% and 25% of quantitative environmental information disclosed.

Social indicators	Reporting scope
Total headcount and distribution by gender, by age and by geographic zone	Ipsos group
Number of recruitments and redundancies	
Turnover	
Total Number of training hours	South Africa, Germany, Argentina, Australia, Belgium, Brazil, Canada, China, Korea, Emirates, France, Spain, The United-States, Hong-Kong, Romania, Italy, India, Japan, Mexico, Netherlands, Peru, The United-Kingdom, Russia, Singapore, Switzerland, Turkey
Environmental indicators	Reporting scope
Electricity consumption (kWh)	South Africa, Germany, Argentina, Australia, Belgium, Brazil, Canada, China, Korea, Emirates, France, Spain, The United-States, Hong-Kong, Romania, Italy, India, Japan, Mexico, Netherlands, Peru, The United-Kingdom, Russia, Singapore, Switzerland, Turkey
GreenHouse Gas Emissions (tons of CO ₂)	
Qualitative information	
Social	Policies implemented regarding training Occupational health and safety conditions
Environment	The organisation of the company to integrate environmental issues and, if appropriate, the assessments and certification process regarding environmental issues
Societal	Measures implemented to promote consumers health and safety Importance of subcontracting and consideration, in the relationship with subcontractors and suppliers of their social and environmental responsibility Other actions implemented to promote Human Rights

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 the work performed, no material misstatement has come to our attention that causes us to believe that the CSR Information, taken as a whole, is not presented fairly in accordance with the Guidelines.

French Original signed by :

Paris La Défense, 17 February 2016

KPMG S.A.

Anne Garans

Partner

Climate Change & Sustainability Services

Jacques Pierre

Partner