

Ipsos, A socially responsible Group

Corporate Social Responsibility Report (CSR) 2018



GAME CHANGERS



A socially responsible Group

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MESSAGE FROM THE PRESIDENT

For more than 40 years, our work has given us an enlightened view of markets, people and society. We collect and analyse all kinds of data so that our clients can stay informed on various topics. Of these, Corporate Social Responsibility (CSR) has taken on particular importance. Increasingly, we study the impact of the various policies pursued by public and private actors to address societal, labour and environmental issues.

We cannot help but learn from what we analyse. As a result, we have gone from being an observer to a company actively committed to society and the planet.

Back in 2008, we were the first market research company in the world to sign the UN Global Compact. Since then, we have stepped up our social and environmental initiatives through our programme Taking Responsibility.

At the societal level, it is four years since we set up the Ipsos Foundation, which finances some 40 initiatives to educate disadvantaged children in 25 countries. In 2019, it will extend its sphere of action to include young refugees. Conflict and the forced displacement of peoples are causing an entire generation of children and young people to miss out on their education, especially when they are cut off from their families. We wish to lend our support to this cause.

All of our societal actions follow on from what we started in 2018 through our partnership with the Tent Foundation. We have now pledged to recruit 100 refugees over the next two years. Yet the success of our CSR policy depends above all on the commitment of our employees. We believe they are the driving force for change. Employee engagement is not only commendable but essential, and not just for the Foundation: from 800 volunteer days in 2016, we increased this to 1,470 in 2018, a

testament to the growing commitment of our staff. We do not plan to stop there: 2,700 employees were trained in CSR last year.

Making employee engagement one of our core policies means having a company policy that takes on board the concerns of staff. Each year, we endeavour to learn more about their expectations through our "Pulse" survey. Gender equality is also one of our priorities, especially since 60% of Ipsos employees are women. We have made progress: women now make up 60% of the Board (+30 percentage points on 2017) and 28.6% of the Executive Committee (+8.6 percentage points). Moreover, our policy has paid off: the ethics committee of the French Institute for Responsible Capitalism awarded us the Diversity Award in the "B2B Industry and Services" category in 2018.

Lastly, although our business does not have a major impact on the environment, we are nevertheless pursuing our efforts in this regard, for example by limiting business travel and clarifying our corporate travel policy. Thanks to all our efforts, we have seen significant progress in our environmental impact: our CO2 emissions fell by 7% between 2017 and 2018, showing that we are on track to reach our target of 10% by 2020.

In every respect, 2019 will be a pivotal year. After 11 years of engagement, we can look to the future with confidence. As our vision materialises through our actions, so Ipsos' involvement in labour, societal and environmental policies grows. I am more confident than ever in our ability to act. By joining forces, our activities will have a positive impact on the environment and on society. We will prove that it is possible to combine business with corporate social responsibility, and successfully respond to the challenges of each one.

1. Statement of non-financial performance

1.1. Our sustainability policy

Ipsos is a major player in the market research and opinion industry.

For more than 40 years, our goal has been to generate and analyse data about society, markets, brands and behaviours to provide our clients with the insights they need to evaluate those areas and take action.

With a full service offering in 89 markets and 200 cities, Ipsos is one of the few research companies that can respond both globally and locally to the needs of more than 5,000 clients in all sectors.

Our statement of non-financial performance conforms to the new regulations and our Business Model, as set out in Chapter 6.1. of the Reference Document.

As a high-profile service provider, our main CSR risks and challenges are linked to efficient HR management. The key to our success lies in our ability to attract, train and retain talent and maintain a high level of employee engagement. The other key CSR challenges that Ipsos focuses on are societal, with its philanthropic work and the initiatives carried out by its Foundation. Yet CSR also exists in a professional context, in the protection and use of the data that Ipsos gathers in the course of its activities. Although environmental issues are not considered the riskiest and therefore the most pressing issues for its financial performance, as a group, Ipsos is deeply committed to the planet, even though in itself its business has little ecological impact.

For several years, our company has been developing CSR policies as part of a global, multi-annual programme called **Taking Responsibility**. This programme defines all of our **CSR actions**. It outlines the CSR objectives that Ipsos has adopted for the first time in 1998, several new editions have been published since. It provides each member of the Ipsos community with a framework for assessing and, if necessary, adjusting their conduct in line with our values and principles and seeks to ensure consistency between the policies put in place within the company.

1.1.1. *Combining business challenges and CSR objectives through a client-focused organisation*

The Ipsos group's new growth strategy, launched on 1 July 2018, is designed to cement our clients' position as the central focus of our business and services. To give our clients wider access to the expertise and products developed by our specialists, Ipsos has reorganised its business structure to create 17 Service Lines. Each of these Service Lines is intended to develop a specific market segment.

In addition, Ipsos has set up Client Organisations at the global and local level. These teams are in charge of developing client relations. They act as the interface between Ipsos and the client, and between the client and the product/service experts within each Service Line. They can also help clients manage their strategy and advise them on how to measure and develop their market positioning. These teams' organisation and the services they provide to their clients is described part 6.1.5 of our Reference Document.

Our business is founded on the integrity of the data, work, products and services we sell to our clients. It is governed by our Code of Professional Conduct, the "Ipsos Green Book", as well as by data protection laws.

Our code of professional conduct, called The "Green Book", which is the reference manual for all Group employees, is available in various formats (paper, electronic, PDF). All new employees are given a copy when they join Ipsos. Special training on the Green Book is arranged locally. It provides a summary of Ipsos' policies, objectives, professional obligations, code of ethics and Ipsos employees' personal commitment. The Code of Professional Conduct sets out the policies and procedures put in place to ensure compliance not only with the laws and the highest industry standards, but also with our own values as a leader in market research. Published in addition, the "Ipsos Book of Policies and Procedures" supplements the information contained in the Green Book, providing a detailed explanation of the principles, rules and procedures in force within Ipsos, which each employee has a

duty to respect. Also available on the Ipsos intranet site, it constitutes the reference framework for all

1.1.2. Key principles of the “Taking Responsibility” approach

The global programme Taking Responsibility is based on the following pillars:

- A commitment to and promotion of the ten principles of the UN Global Compact;
- Compliance with the ICC/ESOMAR International Code on Market and Social Research, defining the main rules of professional conduct;
- The company’s values as enshrined in “Proud to be Ipsos”, Ipsos’ historical charter which expresses the commitment to the company’s values of Integrity, Curiosity, Collaboration, Client First and Entrepreneurial Spirit. The charter articulates our purpose and commitment to our employees, clients and society in the wider sense;
- Compliance with our Code of Professional Conduct, the “Ipsos Green Book”, to ensure

questions of a regulatory nature or relating to Ipsos’ organisational structure.

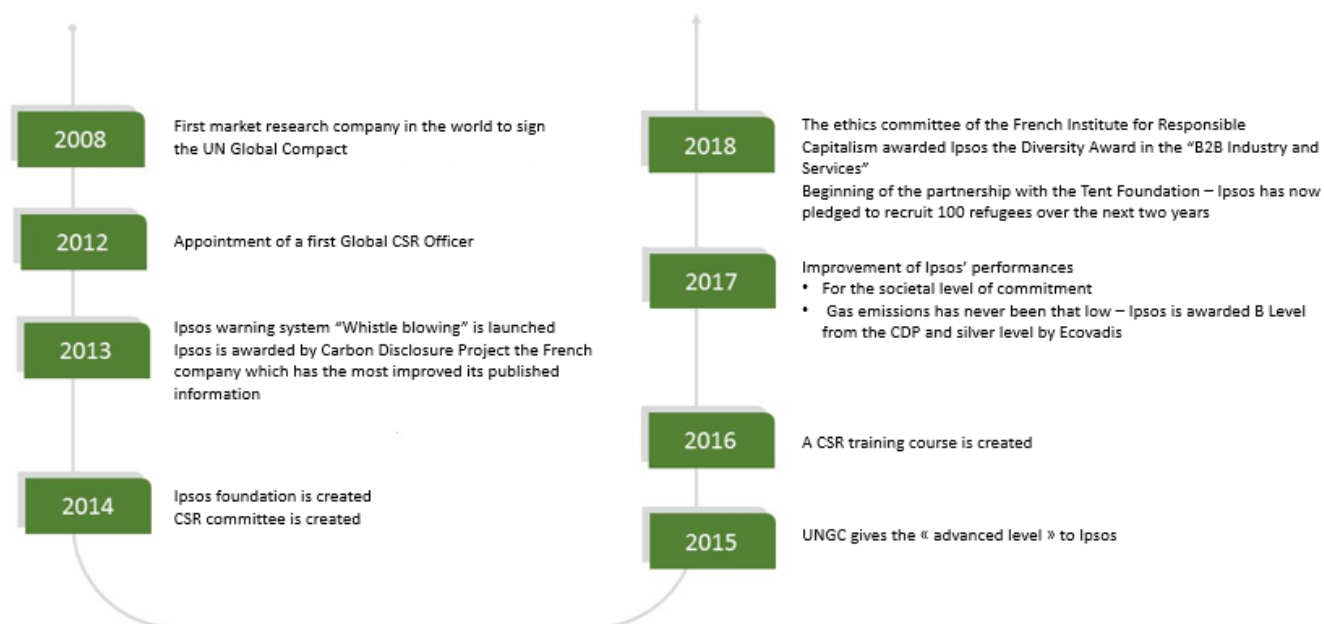
that our employees have a work environment that upholds professional standards and the laws in force;

- A structured organisational framework for Ipsos’ internal policies, procedures and organisation, the “Guide to Ipsos Policies and Procedures”.

In pursuing its CSR actions, Ipsos takes into account the expectations of all stakeholders, and in particular those of:

- The Group’s 18,000 employees, to provide them with a framework for long-term career and skills development;
- The shareholders and investors who support us in our value creation process;
- The 5,000 clients whom Ipsos has supported for more than 40 years, ensuring that their strategic projects are successful;
- The humanitarian and environmental NGOs that we support, first to improve the social conditions of those most in need, and second to reduce our environmental footprint.

OUR SUSTAINABILITY POLICY MILESTONES



1.1.3. CSR governance

It is now more than ten years since Ipsos first embarked on its CSR journey. This commitment, which has deepened over the years, is the responsibility of all company stakeholders, not least its management team.

Because CSR is such a priority for Ipsos, for several years the Board of Directors of Ipsos SA has been working to guide and support management in defining the strategic guidelines and policies to be followed in this respect.

To that end, in 2014 Ipsos set up a special Board committee: the CSR Committee. The CSR Committee is responsible for overseeing the Group's societal projects, including the projects and initiatives carried out by the Ipsos Foundation. Its remit extends to all aspects of the Group's CSR, particularly social, environmental and ethical issues. The committee has four members, all of whom are highly experienced and engaged with these various topics:

- **Florence von Erb**, Chair of the CSR Committee and Independent Director;
- **Mary Dupont-Madinier**, Independent Director;
- **Jennifer Hubber**, Director;
- **Didier Truchot**, Chairman and CEO

The committee usually meets twice a year, primarily to define the strategic CSR guidelines and to analyse progress on the key performance indicators (KPIs) selected. It reports regularly on its work to the Board of Directors, which closely monitors the issues and KPIs while putting forward new ideas.

In 2018, during a meeting of the Audit Committee, several CSR topics were examined under new regulations which have entered into force and which increase Ipsos' responsibilities in those areas, notably the handling of personal data and the implementation of "GDPR", due diligence, and the mapping and coverage of CSR risks.

In addition to these governance bodies, the Global CSR Officer is responsible for day-to-day oversight of CSR at Ipsos. The Global CSR Officer is Ewa Brandt, who took up the post on 1 November 2018, replacing Richard Silman. The Global CSR Officer works closely with the Group Chairman and Chief Executive Officer, whom she reports to, and the CSR Committee, whose meetings she attends.

Together they design the Ipsos CSR policy and activate internal local structures to roll it out. Given the international nature of CSR, some countries within the Group have a dedicated structure, while others are less advanced. Their task also consists of overseeing the environmental certification process worldwide, taking into account local characteristics. It will also require working in close cooperation with teams on-site.

Ipsos also endeavours to comply with its new CSR obligations, following the entry into force of Ordinance No. 2012-1180 of 19 July 2017 and Decree No. 2017-1265 of 9 August 2017, transposing the EU Directive of 22 October 2014 on the disclosure of non-financial information. In 2018, a major challenge for Ipsos and its Global CSR Officer was to accelerate the move from compliance-based CSR under Grenelle 2 to a more relevance-based CSR, in the form of a statement of non-financial performance rather than the previous CSR report.

1.1.4. Our ambition

In consultation with the CSR Committee, an analysis of the key features of Ipsos' business highlighted the main CSR issues for the next few years.

The Ipsos CSR Committee has decided therefore to communicate our ambition in this regard and the progress to be achieved by 2020.

Ipsos is a service company that provides its clients with market, opinion and social research. The quality of its services depends on the efficiency of its organisation and the abilities of its employees. Consequently, the 10 CSR objectives and KPIs⁽¹⁾ monitored cover Ipsos' main risks of employee retention and engagement.

Ipsos undertakes not only to monitor its progress at the labour level, but also at the environmental level: the four objectives and associated KPIs are designed to fulfil our ambition of protecting the planet and developing a sustainable business. We remain firmly committed to addressing any negative environmental impact that our business might have by reducing our carbon footprint.

(1) *Key Performance Indicator*

Segment	Sub-segment	CSR KPI N°	CSR KPI name	Target	Scope	Base - 2017	31/12/2018
People	Engagement	1	Employee engagement level	Increase employees engagement level - exceed the RED (Representative Employee Data) benchmark by 2 points in 2020	Group level	Ipsos score 72% is the same as the RED	Ipsos score 72% compared to RED 73%
	Retention	2	Employee turnover ratio	Group staff turnover below 17% in 2020	Group level	20,7%	20,9%
	CSR compliance	3	Taking Responsibility survey response rate	100% response rate to TR survey by countries with more than 20 HC in 2020	Countries with > 20 HC	96%	100%
	Diversity	4	Gender equality - % of female member in Partnership Group	Gender equality in Partnership Group - increase female members % to 35% in 2020	Group level	27,6%	30,3%
Sustainability	Sustainability	5	Number of suppliers who are UNGC member	Increase the number of Group suppliers with CSR adherence to 50 in 2020	Group level	35	40
	Ethics	6	% of countries with CSR policy	All countries with more than 20 HC have CSR policy in 2020	Countries with > 20 HC	78%	80%
Planet	Climate	7	GHS Emission	Reduction of total tonnage of CO2 equivalent emission of Scope 1, 2 and business travels in Scope 3 by 10% per employee in 2020	30 GHG countries	36,687 tons of CO2e	35,224 tons of CO2e decrease of 4%
	Climate	8	GHG Emission per employee	Reduction of average tonnage of CO2 equivalent emission of Scope 1, 2 and business travels in Scope 3 by 10% in 2020	30 GHG countries	2,74 tons CO2e/employee	2,61 tons CO2e/employee decrease of 5%
	Climate	9	Paper direct purchase	Reduction of paper direct purchase by 10% en 2020	30 GHG countries	360 tons	342 tons
	Circular Economy	10	Paper recycling %	100% of paper available for recycling is actually recycled in 2020	30 GHG countries	62.4%	61.9%

1.1.5. Data collection methods

1.1.5.1. Reporting scope

The reporting period for this statement of non-financial performance is 1 October 2017 to 30 September 2018 for the GHG indicators and the “Taking Responsibility” survey.

This survey is intended to meet the requirements of the UN Global Compact Communication on Progress (CoP) As an external benchmark, the reporting is based on various reporting standards established by the Global Reporting Initiative (GRI), as well as the principles of the UN Global Compact.

The report covers all the markets in which Ipsos operates, i.e. 89 countries.

Data collection and KPI monitoring are carried out jointly by central teams and local teams in each country. The Global Head of Corporate Social Responsibility involves all stakeholders throughout the year in CSR activities and projects. Each local Ipsos entity has appointed a “CSR Ambassador” to promote actions and communicate progress to employees.

1.1.5.2. Indicator selection

The choice of indicators and other qualitative information contained in this statement of non-

financial performance is in line with Ipsos’ CSR approach and strategy.

The indicators used are:

- Labour indicators;
- Societal indicators;
- Environmental indicators.

Since Ipsos is first and foremost a “people business” providing intellectual services to its clients, not all the headings of the GRI table are considered relevant. Therefore, only those that can be used to account for the main societal issues specific to these activities have been taken into account. Cross-reference tables comparing the requirements of the French Commercial Code, the GRI standards and the principles of the UN Global Compact can be found at the end of this statement.

1.1.5.3. Data collection methods

Labour data

The labour indicators cover all Group companies and permanent staff (the definition of Ipsos permanent staff includes a broad definition of staff comprising all regular and permanent employees, whether on an open-ended or fixed-term contract or paid interns/students).

Labour data are tracked via the iTalent HR Information System and the BI Management tool. The data are current as of 31 December 2018. Employee turnover is calculated for the period January to December 2018.

Our employee engagement rate is measured each year via an opinion survey, “Ipsos Pulse”.

Training data are compiled using the iTime information system. The iTime tool is an internal information system that allows employees to register their work sheets on a weekly basis.

In 2018, all 87 markets in which Ipsos operates participated in the survey:

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

Societal data

Data on societal activities has been collected since 2013 via an annual survey, Taking Responsibility. The questionnaire contains 27 questions designed to consolidate information on the Ipsos group’s CSR objectives and local CSR initiatives. The heads of local entities are responsible for completing the survey.

Environmental data and report on greenhouse gas emissions

The information is collected at country level by the Group finance central team under the supervision

of the President, Corporate Finance via an excel file (the GreenHouse Gas (GHG) Emissions calculation file) prepared on the basis of the tools provided by the “Bilan Carbone®” Association and the Carbon Balance methodology. The Group finance central team also provides specific training and materials: instructions, “Bilan Carbone®” spreadsheet user manual and a Methodology Guide. The period covered is: October 2017 to September 2018.

If necessary, some information can come from extrapolation done by the person responsible in the country for Greenhouse gas emissions. 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. Data consolidation is done using the consolidation tools of the "Bilan Carbone®" method by extracting emissions data in accordance with the GHG Protocol format.

In 2018, as in 2017, the report on greenhouse gas emissions covered 30 Group countries: Argentina, Australia, Belgium, Brazil, Canada, China, Czech Republic, France, Hong Kong, Germany, India, Italy, Japan, Malaysia, Mexico, Netherlands, Peru, Romania, Russia, Singapore, South Africa, South Korea, Spain, Sweden, Switzerland, Thailand, Turkey, United Kingdom, United States and United Arab Emirates.

Limitations

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

- Differences in social and employment legislation in some countries, including different definitions for the calculation of certain indicators;
- In the absence of hard data, estimates may be used, particularly for environmental indicators (estimating energy consumption on the basis of occupied areas, or refrigerant leaks on the basis of installed capacity).
- Changes in business scope from one year to the next.

In addition, the 2017 data have been refined to show variations consistent with 2018.

Review of the information by independent auditors

As required by Article L. 225-102-1 of the French Commercial Code, the information contained in this statement of non-financial performance has been audited by an independent third party appointed by Ipsos, whose report can be found at the end of this section.

1.2. Our labour commitment

Our main CSR risks relate to talent management. As such, the HR management policy is central to our strategy. The aim is to attract the best talent in each country and develop their skills and expertise throughout their professional career. Employee retention and engagement are major challenges for the sustainability of our business.

Our main CSR risks are:

- **Attracting** the best talent
- Maintaining a high level of **employee engagement**
- **Developing** our employees with an excellent training policy and career development pathways
- Maintaining a **high rate of talent retention**

1.2.1. Our talent

At 31 December 2018, the Ipsos group had 18,127 employees. The growth of our business and the quality of our work depend on the expertise of our employees.

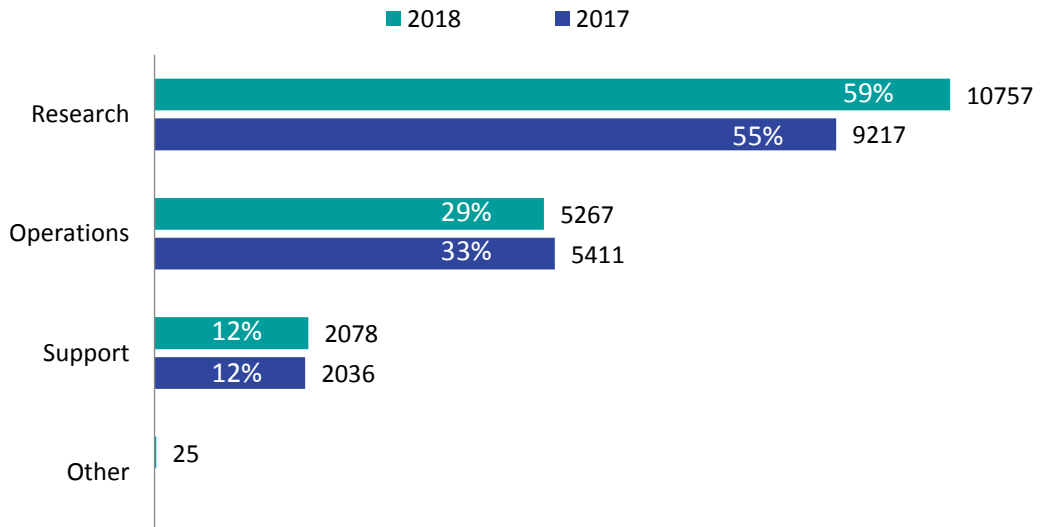
Since Ipsos was founded, the number of employees worldwide has risen significantly. In 2018, there was a sharp increase in headcount and payroll following the acquisition of four global divisions of GfK Custom Business Research and Synthesio in the fourth quarter of 2018.

At 31 December 2018, the Group had 18,127 employees worldwide (including staff from acquisitions), compared with 16,664 in 2017.

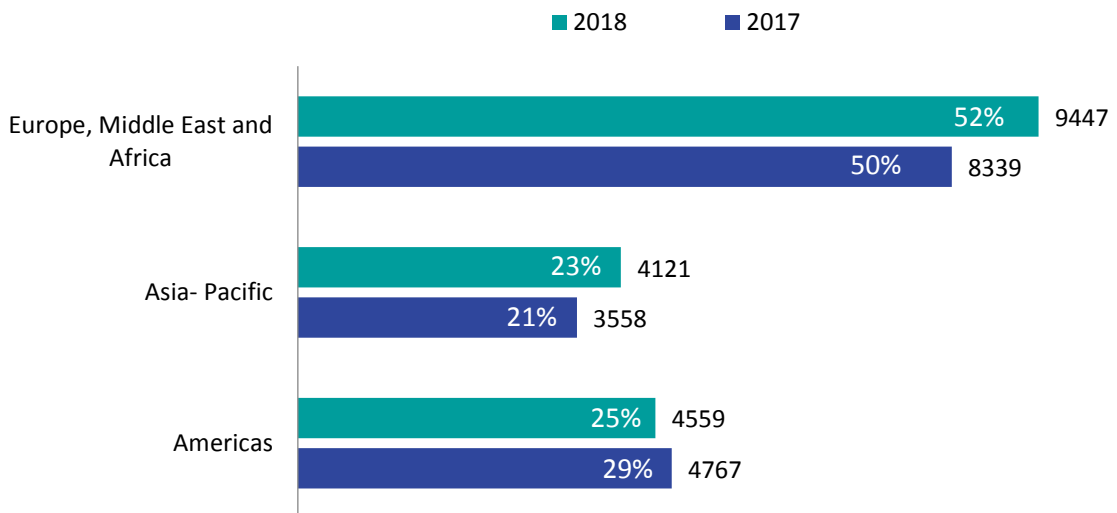
The Ipsos definition of permanent staff includes a broad definition comprising all regular and permanent employees, whether on an open-ended or fixed-term contract or paid interns/students.

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.

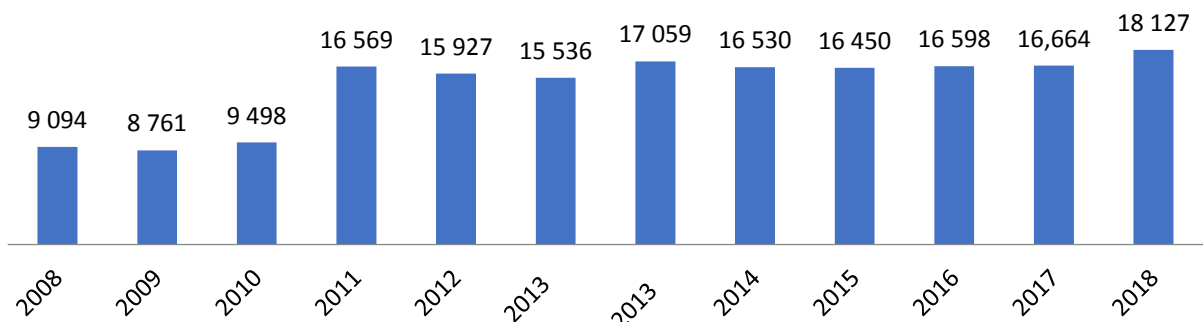
Headcount by activity - As at 31/12



Headcount by region - As at 31/12



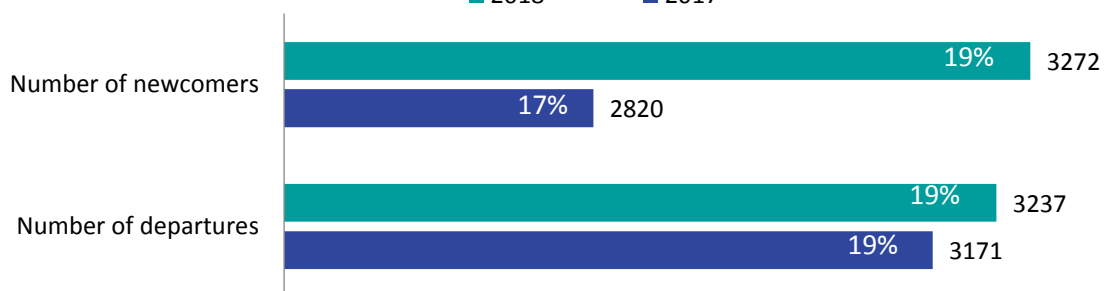
Ipsos Total Workforce from 2008 to 2018



Permanent staff, new arrivals and departures

At 31/12

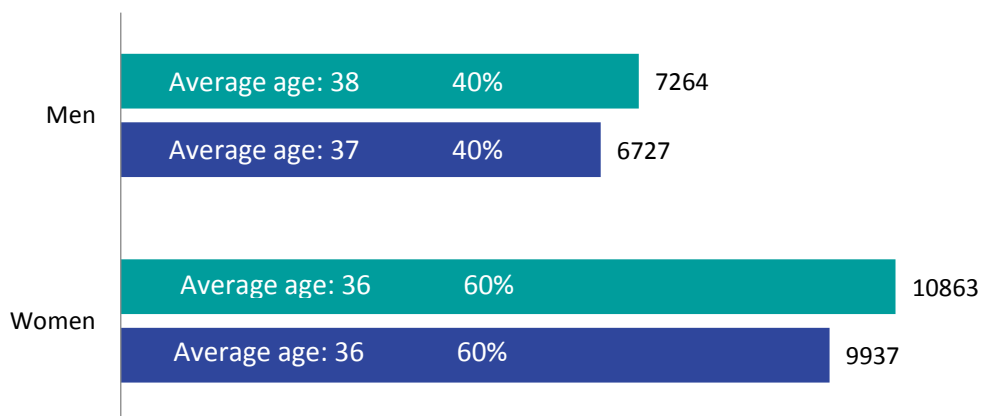
■ 2018 ■ 2017



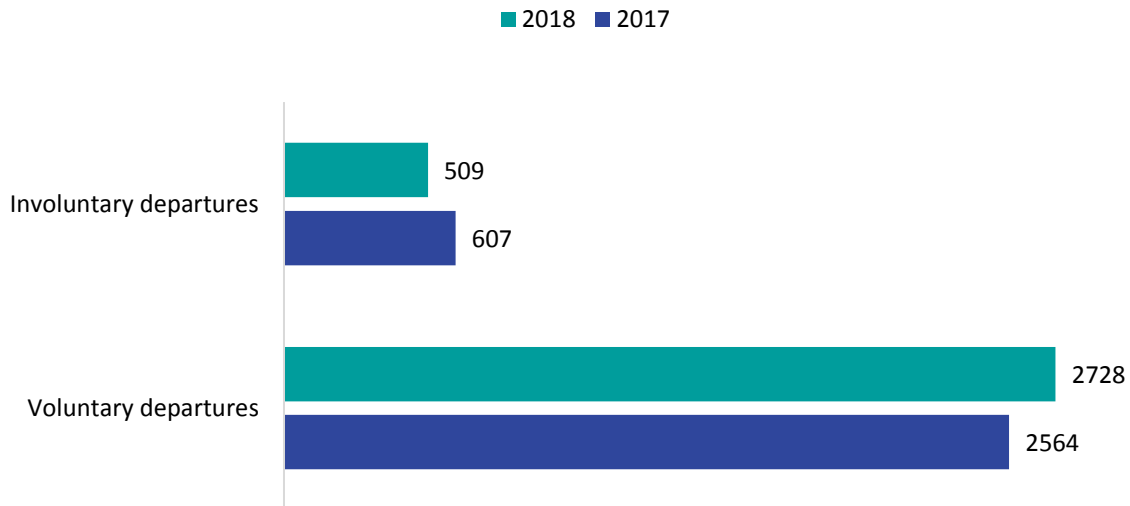
As at 31 December 2018, 60% of Ipsos staff were female (64% of our Research headcount).

Gender Balance - As at 31/12

■ 2018 ■ 2017



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



Data on new hires and departures are based on regular and permanent contract employees, excluding acquisitions.

* Calculation method:

Number of annual departures/number of employees

Employees concerned: permanent employees

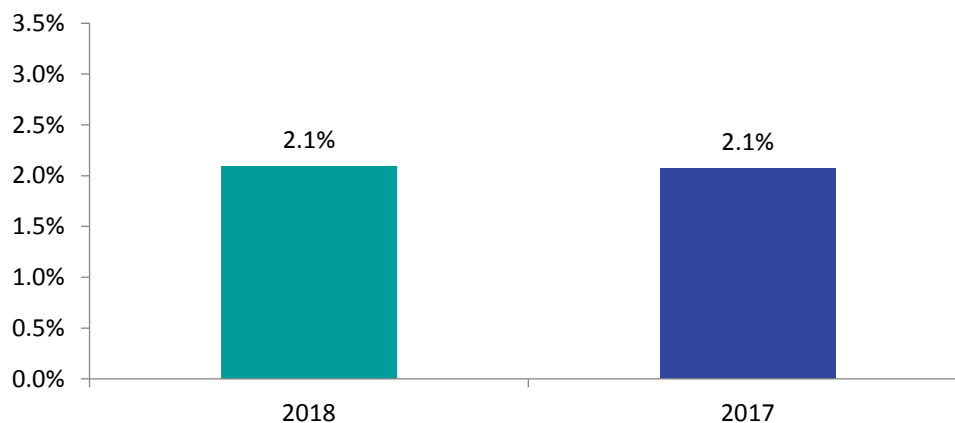
Voluntary departures: resignation + retirement + death + end of temporary contracts + mutual agreements

Involuntary departures: dismissal for poor performance + redundancies

* Calculation method:

Total voluntary and involuntary departures (redundancies) during the year / average of opening total headcount and closing total headcount for the year (excluding students and contractors). Scope excluding acquisitions.

Turnover rate* - As at 31/12



1.2.2 Attracting talent

1.2.2.1. Attracting the best talent through our culture and values: "Proud to be Ipsos"

Our employees are our biggest asset. Published by the Group for its clients and employees, the "Proud

to Be Ipsos" guide describes our vision of the business and the values we want to share in our business environment.

This leaflet, translated into the main languages spoken within the Group, was published for the first time in summer 2007 and is distributed in all of our countries.

It is given to all new employees so that we can share our commitment with everyone:



Proud to be Ipsos

Our values and our mission

GAME CHANGERS



"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."

"Our motto - "GAME CHANGERS" - summarises our ambition."

Ipsos is keen to promote values and the associated behaviours that should inspire all its employees on a daily basis.

Our values are:

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

Ipsos seeks to attract and retain the best talents in the industry. Our employees are distinguished by their curiosity, their skills and a passion for creating value for clients.

The Company's senior executives want its employees to be proud and happy to be working for Ipsos. In order for them to fulfil their potential, the company is constantly striving to provide its employees with a pleasant working environment and access to state-of-the-art technology. Our corporate value of "entrepreneurial spirit" is genuine. The management welcomes innovation and gives employees the freedom they need to progress swiftly to positions of responsibility.

1.2.2.2. *Attracting graduates with the "Generation Ipsos" scheme*

To maintain a permanent focus on Ipsos' deep commitment to its employees' development, the ITC launched the programme "Generation Ipsos – Becoming familiar with Ipsos Service Lines" in early 2018. This initiative is aimed at new graduates to provide them with a solid foundation of research knowledge and expertise, and to enable them to forge ties and interact with employees from different specialisations. Ultimately the aim is to give them the opportunity to apply for any position at Ipsos.

This global, comprehensive programme seeks to recruit the best talents, further their development, integrate them into the Ipsos culture and immerse them in our Service Lines, thereby offering people who are curious and passionate the training and development opportunities that will keep them inspired and engaged.

This programme includes online courses, practical exercises (organised locally) and submission of a final project on a study to be presented to experienced local managers.

Since its launch, 825 new graduates have enrolled in 49 countries, 728 of whom still work for Ipsos.

1.2.3. Hiring talent

1.2.3.1. *Employee commitment: central to the Group's performance*

We want to support the career-long development of our employees and maintain their attachment to the company. Ipsos is therefore attuned to the social climate and the level of employee commitment. Each year, we conduct an internal survey of all our employees to give them the opportunity to share their concerns and expectations with the Executive Management.

Administered for the first time in 2003 by a team of Ipsos experts, the Ipsos Pulse survey has become a major annual event for its employees worldwide and an effective HR management tool. The 2018 Ipsos Pulse survey was translated into 21 languages. It generated a huge amount of interest, with a Group participation rate of 84%. The Ipsos Pulse survey offers all Group employees a unique and extraordinary opportunity to have an open, honest and constructive conversation with the organisation. Employees can express their views on the Ipsos work environment, management and strategic direction of the Group.

In 2018, the questionnaire was refined to reflect Ipsos' HR strategy and the Group's values. This enhanced version focused more on how employees felt about the organisation and their career prospects at Ipsos.

We also made sure that the 2018 Ipsos Pulse survey continued to translate the Group's "Game Changers" position through targeted questions about the priority given to our clients' expectations, the value added of our analysis and the reliability of the data. The questionnaire also included a question on the company's new strategy, *Total Understanding*, to assess how much employees understood about the issues at stake.

By emphasising these two aspects, Ipsos has made the questionnaire more relevant while reducing the number of questions (from 59 to 46).

Ipsos Pulse survey responses that have been processed anonymously and statistically have shown Ipsos employees continue support Ipsos

values and culture, and strategy. This overall positive position is reinforced by the fact that Ipsos employees are proud to work for Ipsos and would recommend Ipsos as a good place to work.

Ipsos' employee engagement with CSR has increased by 5%, from 62% in 2016 to 67% in 2017. It was still high in 2018, at 66%. In the interest of continuous improvement, the results and

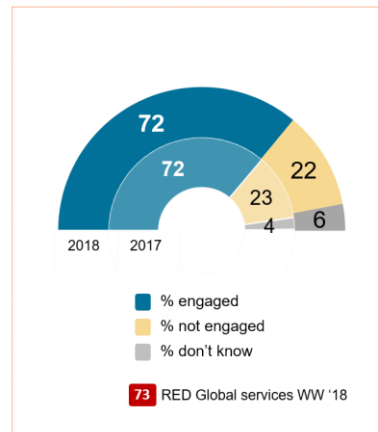
observations of the 2018 Ipsos Pulse campaign were carefully examined and analysed to identify the main priorities. This is being followed by specific action plans and initiatives focusing on talent management. The action plans are defined at both the Group level and local level. The sole purpose of this approach is to advance our management practices and help Ipsos become an even more attractive organisation to work for.

Engagement score

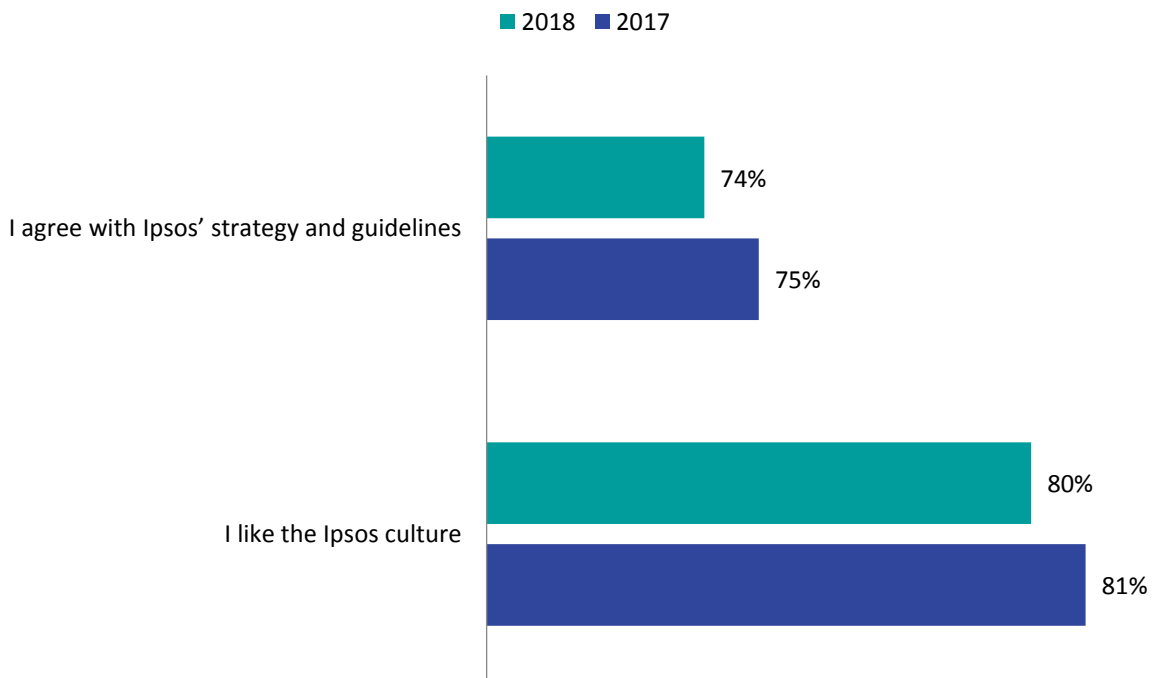
Engagement Index = 9 questions

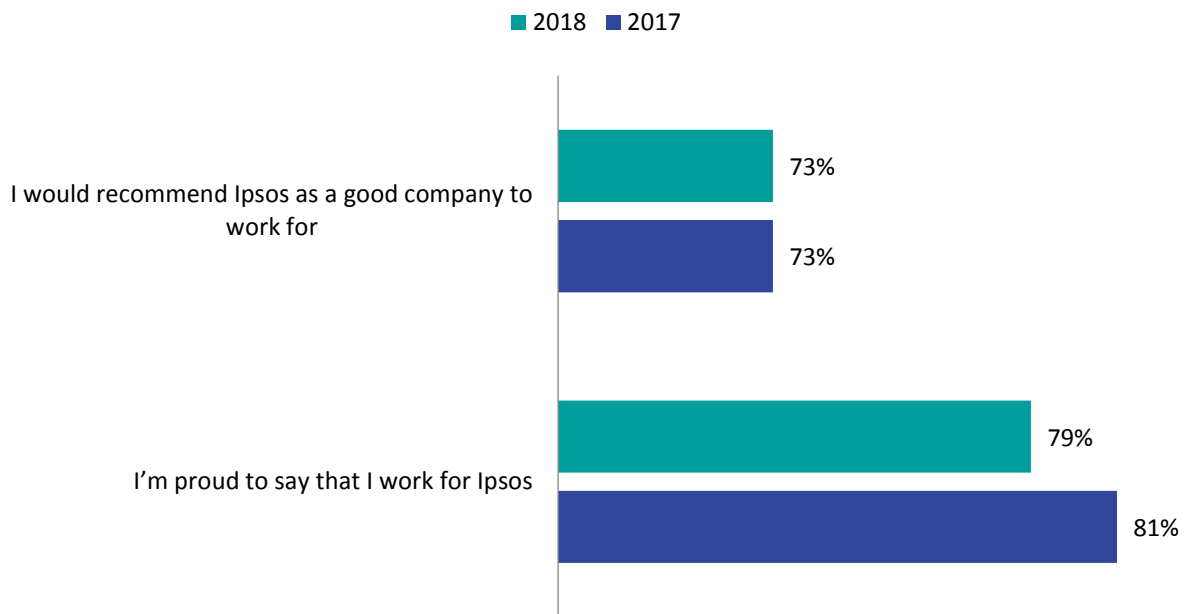
- I endorse Ipsos' strategy and direction
- I like Ipsos' culture and values
- I am proud to say that I work at Ipsos
- My job gives me a sense of personal fulfilment
- I am confident about my own future within Ipsos
- Overall, I am satisfied with my job at present
- I would recommend Ipsos as a good place to work
- I feel motivated in my current job
- I have confidence in the decisions made by the senior management of Ipsos in my country

Your engagement score = average score of the nine questions part of the engagement index



RED "Global Services" WW : results of the Ipsos Annual benchmark programme ("RED") = representative samples of employees working in organizations with +100 people in 33 countries ; The Global Services includes employees working in Consulting, Audit, Financial Services, Media, Communication, etc.





1.2.4 Developing talent

1.2.4.1. Training and skills development as a core HR policy

Training is essential to the professional development of employees. Ipsos actively contributes to this by offering its employees a wide range of activities and actions (including training) to accompany them throughout their career.

We help our teams grow professionally by creating and implementing various training programmes, conducted face-to-face or online by the Ipsos Training Center (ITC).

Ipsos is actively committed to this and decided several years ago that training should represent 2% of all hours logged by employees on the iTime platform. Since 2016, the number of countries expected to meet the target has been revised upwards.

Group-wide, training represents 2.4% of the total time declared by employees. Ipsos is proud of this

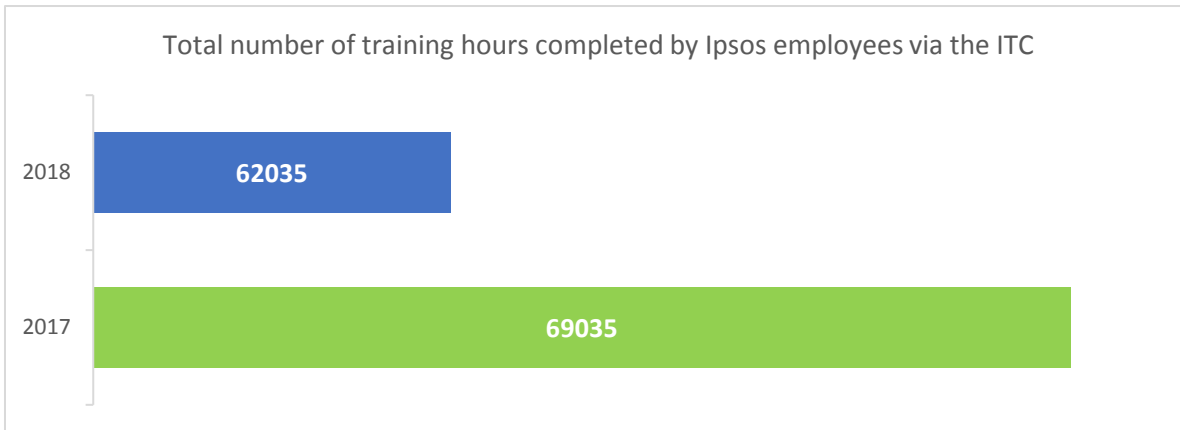
achievement, which bears witness to its decision to prioritise employee development.

1.2.4.2. Focus on Ipsos Training Center (ITC)

The Ipsos Training Center is the Group's training department responsible for designing and delivering staff training. It is open to all employees via a dedicated platform and offers the latest exemplary training solutions. It therefore contributes to the personal development of employees.

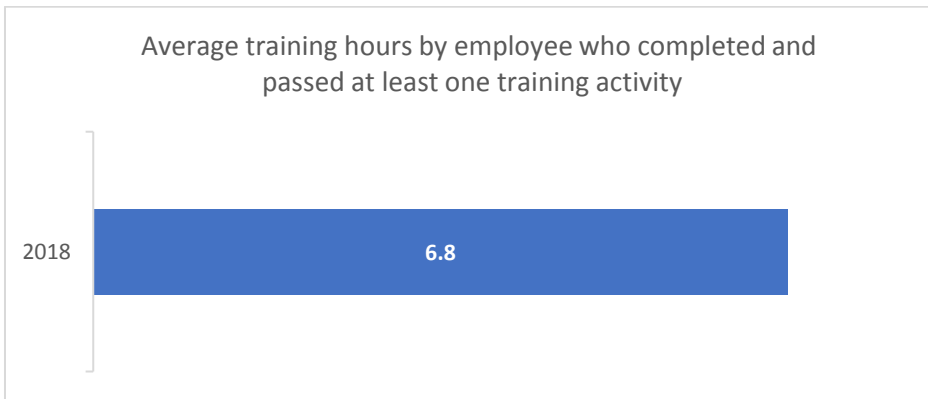
A wide range of training courses are on offer to Ipsos employees, such as country and/or regional face-to-face training, joint (face-to-face and distance) training and development programmes (face-to-face, practical exercises and e-learning) and/or e-learning via the Ipsos dedicated platform.

In 2018, the ITC launched more than 40 new online courses, improving the choice of training on products, methodologies and soft skills. It currently boasts 520 online training courses for employees, including 271 online courses, 185 webinars and 64 guides and recommendations.



The data only include training hours completed by employees via the Ipsos Training Center platform. They should be considered an extract of the total number of training hours recorded by Ipsos. Since 2017, the ITC has compiled a report on the actual time trainees take to complete the course. This gives us a better idea of the time to be allocated to each course.

In 2018, 9,126 Ipsos employees (7,444 in 2017) attended and completed at least one training activity, an increase of 22.6% on 2017.



Following the implementation of the Total Understanding project, the ITC worked with the Service Lines to start redefining its training offer in line with Ipsos' new strategy and structure.

1.2.4.3. Focus on the experience of new employees

The new employee induction process, introduced in 2015 to ensure that each new hire at Ipsos has the same experience across the regions, remains a key initiative for rapidly immersing employees in the company's values, history, organisation and key processes. In 2018, 3,557 new hires registered on the ITC platform*. Of these, 40% completed the four compulsory courses during their first few weeks with Ipsos, while 21% completed only some of them. The four courses are: "Discover Ipsos", "Safety awareness 2017/2018", "Social and Environmental Responsibility" and "Ipsos iTime System".

The ITC was also involved in the orientation of around 1,000 employees from GfK, giving them access to key courses to accelerate their on-boarding.

(*) excluding GfK employees

1.2.4.4. Offering attractive career development prospects through professional and geographic mobility

Ipsos encourages professional 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 apply to be transferred to another department so that they can explore other Ipsos professions or

relocate abroad to gain experience in other countries. Personal development plans are drawn up during annual performance reviews. These are an opportunity for an open conversation between managers and employees on skills development, training and professional mobility needs.

Ipsos' presence in 89 countries gives employees a broad platform for their professional development. Ipsos encourages them to consider an international career path. As at 31 December 2018, Ipsos has 210 employees who are on an international assignment.

1.2.5. Retaining talent in a socially responsible company

1.2.5.1 Offering a harmonised, rewarding compensation policy

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, in 2015 Ipsos implemented a new job level system with three 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 system is based on a global scale consisting of seven levels (1 to 7). Levels 1-2 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 762.4 million euros for 2018, versus 757.6 million euros in 2017, representing a 0.6% change compared with 2017 (including currency fluctuations and changes in

consolidation scope). For more information, please refer to our Consolidated Financial Statements (section 20.2 of our Reference Document).

1.2.5.2. 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 quantitative and 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 incentivise them through the grant of free shares which reward their involvement and performance.

The Group's managerial staff also benefit from annual awarding of free 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 to create a more performance-based variable compensation plan. All senior and business unit managers at Level 1 and Level 2 of the internal job leveling system (around 700 employees) are entitled to a dynamic annual Bonus Plan which relies both on Group Financial Targets, Individual Financial targets and Personal Goals. Our Employees at Level 3 to 7 can benefit from a discretionary variable compensation managed and distributed to the most individuals based on performance by country managers and business unit leaders.

1.2.5.3. Participation

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

1.2.6. Tackling discrimination and promoting diversity

Our commitment to non-discrimination is spelled out in our Professional Code of Conduct called the Ipsos Green Book. In 2018, no incident of discrimination was reported at the Group level.

The Ipsos Group ensures unconditional compliance with Principle 3 of the Global Compact relating to non-discrimination in all countries in which it operates.

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, in line with 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 by Ipsos relating to employment are based on each employee's merit, experience and potential and do not take account of ethnic origin, nationality, gender, marital status, age or religion.

1.2.6.1. Raising employee awareness through multiple initiatives

In order to raise employee awareness of issues of discrimination and harassment of all kinds, the Human Resources Department launched initiatives in 2018 to clarify Ipsos' requirements and ambitions in this area.

In 2017, the Asia-Pacific and North America regions implemented the Work Place Behaviour programme. The purpose of this programme is to communicate to employees Ipsos' expectations regarding employee behaviours in the workplace to preserve a healthy and secure work environment. In 2018, the Ipsos Group reviewed and supplemented this programme, which is now mandatory for all employees, by creating online training sessions (which are available on the Ipsos Training Center platform). This training is also among the five mandatory courses included in the integration process of all newcomers.

Our main goal is to inform and educate employees and give them the references and tools to prevent and/or handle harassment and discrimination.

When this course is completed, employees will:

- Have learnt what harassment, bullying and discrimination mean;
- Have reviewed Ipsos's policy on this topic;
- Be able to recognise and avoid harassing behaviour, both psychological and sexual;
- Be able to avoid prejudice (conscious and unconscious);
- Understand their roles and responsibilities during off-site events;
- Know the process for filing complaints.

We are also still deploying the whistleblowing training programme at Ipsos. Each session is adapted to the legal framework of the country in which it is provided.

1.2.6.2. Disability discrimination prevention initiatives

Ipsos does not tolerate discrimination due to disability and has a very active policy of recruiting people with disabilities. Our approach is based on three main measures: communication and raising awareness among all staff in combating outdated ideas, helping to recruit people with a disability in partnership with specialist organisations, keeping workers in employment for health reasons following an accident at the workplace, while travelling, 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 in the last few years.

Thanks to this strong mobilisation, many countries have implemented disabled work integration programmes and/or disabled hiring quotas. Ipsos is determined to promote its inclusive culture and societal commitments.

1.2.6.3. The fight against child labour and forced labour

Given the nature of the activities conducted by Ipsos, we are not directly exposed to any risk of forced or compulsory labour. 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. The same is true with regard to child labour. The necessary measures have been taken within Ipsos to ensure that our service providers obey the same rules and refrain from using the work of minors.

In addition, Ipsos is particularly cautious in interviews with children, young people and so-called "vulnerable" individuals, in accordance with the ESOMAR Code. The consent of parents and responsible adults must be obtained before any interview.

1.2.6.4. Strengthening gender equality in the workplace

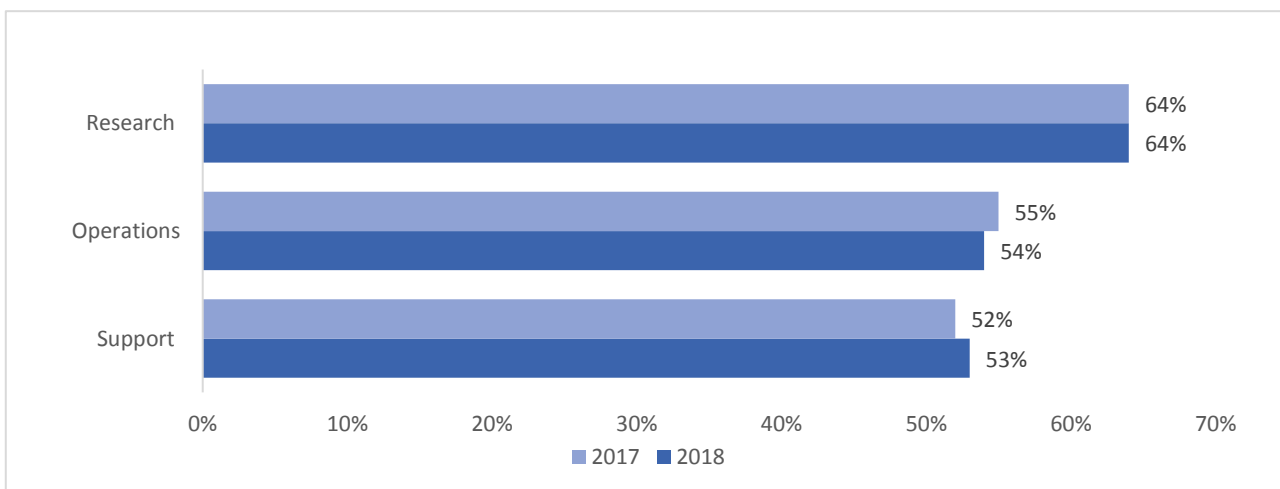
The research industry is predominantly female, as reflected by the proportion of women within Ipsos with an overall female/male ratio of 60%/40%, 64% in research functions and 53% in support functions. In accordance with all applicable federal, state and local laws, Ipsos supports equality between its male and female salaries. Concrete applications of this gender policy are as following: promote equal opportunities and equal pay, in career promotion and progression for men and women, create a family-friendly workplace whenever possible or at least ensure work-life balance.

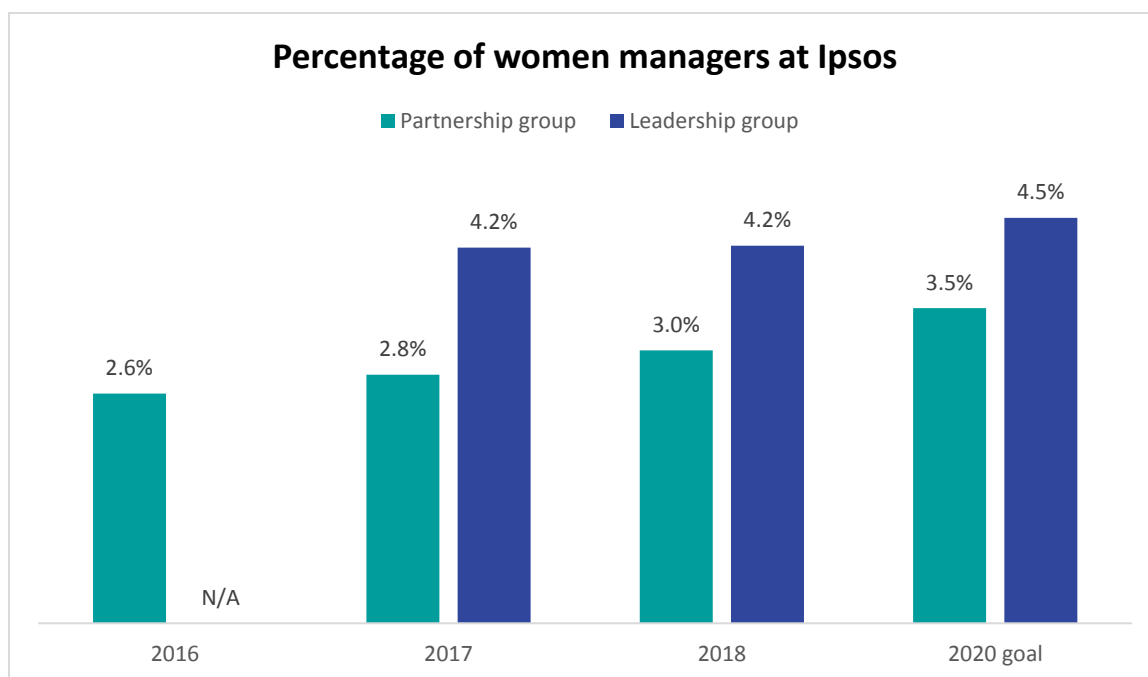
Ipsos pays extra attention to the respect of such internal rules and would be in a position to closely monitor any potential issue that could occur.

Ipsos also endeavors that women are well represented among the top levels of the hierarchy. At 31/12/2018:

- 30.3% of Ipsos Partnership Group managers are women, up 19% over two years (the Partnership Group consists of the 200 most senior managers or top experts at Ipsos, most of whom are Group shareholders);
- 41.9% of Ipsos Leadership Group managers are women, making it a promising recruiting pool for Ipsos Partnership Group managers (41.7% in 2017). It should be remembered that the Leadership Group consists of 500 Ipsos senior executives or additional experts

Percentage of women per employee category as at 31/12





1.2.7. Respecting the work/life balance

1.2.7.1 Working time, absenteeism rates

The absenteeism rate is the number of hours of absence / number of hours of activity before absences. The number of hours of absence comprises sick leaves, maternity leaves and work accidents.

Historically, this rate was given especially close attention in France to meet the legal obligations in force. This indicator was not monitored centrally by the Group. In 2018, the Group Human Resources Department educated the HR teams about the importance of absenteeism.

In 2018, in France, the absenteeism rate was 3.12% of the total hours declared (vs 3.65% in 2017).

Analyses of this rate in other regions of the world show that it varies between 1.5% and 5% from country to country.

This first year of data collection should be considered a starting point for the analysis of changes in absenteeism over time.

1.2.7.2. Working time, accidents at work

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. However, Ipsos makes sure its employees can report on any kind of incidents and takes care of the prevention of psycho-social risks.

Information about the frequency and nature of accidents at work that Ipsos employees may experience is collected through the Taking Responsibility survey. 81 countries did not record any incidents related to accidents at work.

1.2.7.3. Flexibility of work organisation and work-life balance

Flexibility in the organisation of employee working time contributes to a good work-life balance. For several years, Ipsos entities have set up systems to organise working hours in each country in accordance with local legislation (part-time work, telecommuting, working hour reduction agreements in some countries). A good balance between professional involvement and private life is a guarantee of sustainable performance and helps us retain talents at Ipsos, which is why we carry out actions to this effect in 63% of our countries.

1.2.8. Social dialogue

The Ipsos Group has always been committed to the respect freedom of association and the right to collective bargaining, as defined by Principle 3 of the United Nations Global Compact. In all countries in which Ipsos operates, the Group ensures unconditional compliance with this Principle.

1.2.8.1 Promotion of employee representation in trade union organizations

Ipsos employees in all countries have the freedom to be members of trade union organisations. Ipsos staff are also members of trade union organisations in many of our countries.

1.2.8.2. Respect for existing collective agreements and social dialogue

Collective agreements, where they are applicable, were in place in 20% of our countries in 2018. This is an increase compared to 2016, when only 14% of the entities had this legal framework. In addition, over 60% of our workforce may exercise the collective bargaining rights clearly established in their countries.

The legal framework and social legislation that define the rules and structure of social dialogue differ from country to country. Ipsos implements appropriate consultation procedures for employees in each of its subsidiaries in accordance with local laws. Ad hoc bodies for social dialogue have been set up in more than 30 countries in accordance with the legislation in force.

This dialogue with employees is conducted through works councils (if the size of the entity allows it), monthly meetings with employee representatives or simply through employee meetings with management. In 2018, 88 agreements were signed with the social partners within our entities.

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.

1.2.9. Upholding health and safety standards

Ipsos employees work mainly in offices and are not exposed to any particular occupational risks.

The Ipsos Group places great importance on employee health, safety and well-being and on work-life balance.

To keep employees motivated and retain workers, every year we make improvements to the organisation of work and the working environment. This is reflected on a daily basis in the dedicated actions described below.

1.2.9.1. A work environment with uniform health, safety and comfort standards

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 formed committees with legal representatives or employee representatives. Regular meetings deal with health and safety issues. Thus, the structure of the health and safety organisation may vary from country to country, as do the responsibilities of the different dedicated committees.

The main topics of discussion and concern are covered by these organisations:

- Maintaining and continuously improving a safe, healthy, risk-free working environment for employees;
- Improving the comfort of employees in their work environment by obeying the regulations in force that govern working conditions on-screen and in the sedentary working position.

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.

The latest Taking Responsibility Survey tells us that we have 690 designated and trained Health and Safety staff worldwide compared to 407 employees in 2017.

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 it 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.

In many countries, health and safety topics are discussed and covered by formal agreements with unions. Several countries where Ipsos operates do not have Health and Safety Committees because legal obligations differ from country to country, making a Group-level indicator inappropriate. Because Ipsos is based and operates in 89 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 respects local obligations and national laws and encourages its managers and employees to take appropriate initiatives.

1.3. Our societal commitment

The Ipsos Taking Responsibility programme covers the societal dimension of GRI standards, which is an area in which Ipsos has fully invested through a series of responsible society and community actions. We are seeing a growing involvement by our countries and employees in societal and community matters every year.

So, beyond the global policies implemented at Group level through the Code of Professional Conduct and the Policies and Procedures Guide, which are the reference documents for all Group employees, many countries where Ipsos is present have put in place formal policies that cover Labour, Societal, Environmental, Ethics and Anti-Corruption issues.

The 2018 Taking Responsibility survey results highlight the existence of very specific and formal policies that cover the following issues:

CSR policies formalised at the country level

%	Total (n=89)
Health and safety policy	47
Anti-corruption policy	32
Ethics / Ethics policy	29
Global CSR policy	34
Environmental policy	20
Diversity policy	19
Working agreements on CSR topics (diversity, equality, disability, etc.)	17
Charity policy	12
Communities / Volunteer policies	12
Sustainability policy	10

1.3.1. *Our humanitarian commitment and our impact on regions and communities*

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

and Social Group is thus that of a multinational company with more than 18,000 employees in 89 countries.

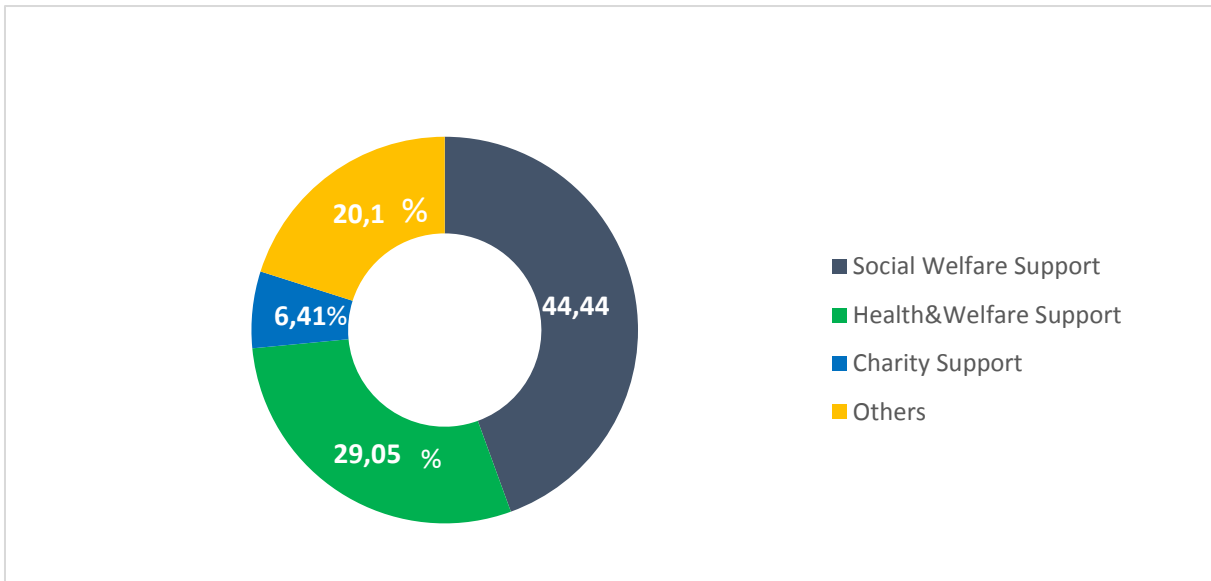
Ipsos allows and actively encourages its employees to engage in several kinds of charitable activities. In 2018, Ipsos employees participated in the following activities:

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

As a %	Total (n=90)
Financial or other donations to humanitarian organisations through fund-raisers, events, collections, etc.	52
Volunteer for a humanitarian or non-profit association through a programme organised by Ipsos	31
Make financial or other types of donations in response to specific events or catastrophes	29
Other activities to support associations	29
Research services provided pro bono to a partner association or NGO	18
Provide corporate funding schemes	13
Support for children and orphans	8
Establishment of a payroll withholding mechanism	7

For the 2018 reporting period, among the surveyed countries, over 1,470 days of volunteering work (935 days in 2017, 800 days in 2016) were conducted by Ipsos staff.

Charitable and community activities in 2018



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.

1.3.1.2. 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 creates 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”. The Ipsos Foundation's mission focuses on educating disadvantaged children and adolescents to help future generations. It aligns the Ipsos Foundation closely with the societal part of Ipsos actions.

Didier Truchot, Chairman and CEO 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 comprised of **Florence von Erb** (Independent Board members), **Didier Truchot** (Chairman and CEO) and **Marie-Christine Bardon** (Director of the Ipsos Foundation), with support from **Ewa Brandt** (Group Head of CSR), **Sheryl Goodman** (Group General Counsel), **Antoine Lagoutte** (President, Corporate Finance) and **Mark Campbell** (CFO United States).

Since its inception in early 2015, the Foundation's Board of Directors has met five times a year and reviewed a total of nearly 100 grant applications. To date, over 40 grants from nearly 25 different countries have been awarded by Ipsos Foundation Board members for an investment of €1 million.

Some more recent examples include:

- UK – Books Clubs in Schools;
- Colombia - Rumbo Emprender;
- Tanzania - Ugera Village School;
- Kazakhstan - Ray of Light;
- Nigeria - Feed a Child a Day;
- Tanzania - Plan international;
- South Africa - Little container library in township;
- South Africa – Peninsular Schools Feeding Association;
- Germany – Die Arche;
- Somalia - Care International;
- Indonesia - ACT permanent school following Tsunami;

- France - University of Burgundy, for migrant students to earn their diploma in France.

The Ipsos Foundation hopes to develop a new mission for 2019 and extend its scope of involvement to displaced and more vulnerable populations. 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.

1.3.1.3. Partnership with Tent Foundation for refugee recruitment

In September 2018, Ipsos signed a partnership with the Tent Foundation. Created in 2016 by Hamdi Ulukaya, the founder and Chairman and CEO of Chobani, the foundation aims to mobilise businesses around the world to improve the lives and livelihoods of more than 25 million men, women and children with refugee status who have been forcibly displaced from their country of origin.

Ipsos, along with other private-sector companies, has decided to take part in this societal endeavour by making a commitment to recruit 100 refugees in the next two years.

Country Human Resources Departments are in contact with humanitarian and government organisations to learn more about candidate profiles and organise recruitments. Information meetings are being organised for managers and employees to raise awareness of refugee issues and the importance of this social commitment on the part of Ipsos.

1.3.2. Data protection

Ipsos' activities are centred round data security and integrity. Data protection is therefore a major issue for Ipsos's societal responsibility.

1.3.2.1. 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.

1.3.2.2. Privacy – Data Protection

Data protection is and always has been, at the core of Ipsos' business. Personal data is handled with great care by Group companies in compliance with applicable laws, privacy regulations and professional standards such as the ESOMAR Code. To best comply with applicable laws and regulations, especially since the entry into force of European Regulation 2016/679 on the protection of personal data, also known as the "GDPR", Ipsos has launched a privacy protection programme and established strong data protection governance, appointing a Group-level Data Protection Officer and representatives in each of the countries where Ipsos is present. For more information on the personal data protection measures taken by Ipsos: <https://www.ipsos.com/fr-fr/confidentialite-et-protection-des-donnees-personnelles>.

1.3.3. Our vigilance plan and the involvement of suppliers and subcontractors in our approach

1.3.3.1. Implementation of a vigilance plan

Due to its size, Ipsos is bound by the provisions of Law No. 2017-399 of 27 March 2017 relating to the due diligence of parent firms and main contractor companies.

Due to the intellectual nature of the services it provides, the Group has very little exposure to the risks targeted by these regulations, namely serious infringements to human rights and fundamental freedoms, to health and safety and to the environment that could result from its own activities. As already mentioned above, Ipsos applies the ESOMAR Code, which specifies, in Article 1, the content of the due diligence of companies such as Ipsos that are involved in the research sector and the main behaviours to be adopted in this regard. Accordingly, researchers must ensure that the persons in question do not suffer harm directly from the fact that their personal data are being used for research. Researchers must also pay particular attention if the research is sensitive in nature or if the circumstances in which the data were collected may upset or disturb the person in question. In addition, researchers must keep in mind that the success of research relies on public confidence in the integrity of the research and the confidential treatment of the information provided and must therefore scrupulously maintain the distinction between research and non-research activities. Finally, if researchers engage in activities which are not research-related such as promotional or business-related activities, they should clearly distinguish and separate those activities from their research. The manner in which the data is secured and protected, including the implementation of the GDPR, is specified in Section 8.3.2 above.

In addition, over 10 years ago, Ipsos made a strong commitment to human rights and fundamental freedoms by joining the United Nations Global Compact and undertook a series of measures to prevent other abuses of human rights and fundamental freedoms that may be linked to its activities.

By their very nature, the activities of suppliers or subcontractors with whom Ipsos has an established commercial relationship, particularly in the fields of IT, real estate or the provision of panels, are in turn relatively unexposed to the aforementioned risks. Child labour, forced labour, health risks or ecological risks are not risks inherent in the activities of such suppliers.

However, this low direct or indirect exposure to the risks in question can not be equated with zero risk, and Ipsos has therefore made a point of ensuring the proper implementation of this regulation, which is fully in line with its broader CSR commitment.

Under the auspices of the Audit Committee, a detailed inventory and review of the risks that may exist in this area was conducted, which Ipsos used to define its vigilance plan and ensure that all necessary measures to prevent such risks are indeed in place.

Risk mapping

The most recent global risk survey, on which the Group's risk mapping was based, contained several questions specific to "due diligence", and thus already largely covered the risks that may exist in this regard, including those caused by stakeholder activities.

The next risk survey, which will be deployed in 2019, will contain several more targeted questions in this area to refine the mapping for this topic.

In 2018, additional questions were also included in the questionnaire sent to the Group's various entities as part of CSR reporting.

Procedures for regular evaluation of the situation of subsidiaries, subcontractors and suppliers

Ipsos regularly evaluates the situation of its subsidiaries through its periodic risk survey, CSR reporting and internal audit missions conducted locally.

For subcontractors and suppliers, they are in principle selected through a responsible purchasing procedure.

Furthermore, our teams are invited to include clauses containing commitments to UN Global Compact principles and audit clauses in our contracts with our main suppliers and subcontractors. These clauses are a way for Ipsos to ensure that those parties also respect the principles enacted by the United Nations Global Compact. Secondly, these clauses authorise Ipsos, if

necessary, to perform the necessary controls and verifications, and even terminate contractual relationships in the event of proven non-performance (see also the section "Subcontractors and suppliers").

Appropriate actions to mitigate risks or prevent serious harm

Through its code of conduct (Green Book) and its Book of Policies and Procedures, which is mentioned in Section 8.1. above, Ipsos communicates its values, especially as regards respect for human and environmental rights and the behaviours and guidelines to be followed, to all of its employees.

Moreover, during any training sessions that may be offered to employees, special emphasis is put on the prevention of the labour, environmental and societal risks to which Ipsos might face.

Communications are also sent to local managers to remind them of the scope of the due diligence and the need to ensure compliance with our vigilance plan by local teams.

Whistleblowing System

In 2013, the Group set up a whistleblowing system, which is managed by an independent external organisation called Expolynk.

This system is integrated into a file management system, and it encourages Group employees to report, anonymously or otherwise, any inappropriate behaviour that cannot be declared via traditional internal reporting procedures. Any suspicious behaviour or event can be reported by post, e-mail, telephone or secure web access.

The system is structured to organise 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.

In 2018, Ipsos extended the existing whistleblowing system by broadening its spectrum to comply with all matters covered by due diligence and opening access to the whistleblowing system to third parties. This mechanism is therefore currently accessible to everyone and covers all topics such as fraud, anti-competitive practices, corruption, breaches of confidentiality of data or protection of privacy, violation of company policies, infringements of fundamental freedoms, human rights, environment.

Monitoring system for the measures implemented and their effectiveness

Through its internal audit programs and missions and its CSR reporting, Ipsos has put in place resources that enable it to monitor the measures implemented and their effectiveness. This mechanism will be completed in 2019.

In 2018, the first results from this due diligence action plan were positive as they revealed no serious and proven harm to human rights, fundamental freedoms, health, personal safety or the environment.

1.3.3.2. Involving our suppliers and subcontractors in our societal approach

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 employees but also extends beyond the value chain to our suppliers and subcontractors.

Ipsos' overall strategy is to own its data collection and production platforms, i.e. 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).

Given the Group structure in terms of procurement, which is predominantly decentralised and processed at the country level, it is difficult to state 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 Principles 1 and 2 of the United Nations Global Compact relating to the respect of Human Rights and Fundamental Rights, and Ipsos takes the necessary measures to ensure that its major suppliers in turn respect these principles through the addition of

specific clauses in our contracts, as stated in Section 8.3.2. above.

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 and can only put reasonable prevention tools in place as a result.

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, to date, has signed 40 contracts with global suppliers representing an amount of spending of €26 million in 2017 (compared to €20.3 million in 2017 with 35 suppliers).

1.3.4. Public policy

Ipsos is an international independent research company that aims to be a preferred partner for its clients. To serve them, we must independently and transparently understand and analyse their markets, their audiences and the world, which is constantly changing.

Among the 89 country managers who responded to the specific question, not one reported that they made financial contributions to political parties, politicians and related institutions in 2018.

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. The 2018 Taking Responsibility survey confirms the lack of incidents of Ipsos involvement in either political lobbying or donations to political parties.

1.3.5. Tackling fraud, tax evasion and money laundering

The Ipsos Professional Code of Conduct (Green Book) informs and educates employees about the risks associated with money laundering practices and fraud more generally, including tax evasion. A comprehensive anti-fraud policy is stated in the Ipsos Policies and Procedures Guide.

In these documents, Ipsos details its anti-fraud prevention and education policy and the behaviours to be adopted by employees in such situations.

Accordingly, Ipsos emphasises the detection of risks of fraud, especially through communication and the establishment of effective and fast actions to avoid the negative impacts of cases of fraud and to prevent cases of fraud in future.

Since 2013, the operational whistleblowing mechanism has specifically covered these issues (see Section 8.3.3.1).

1.3.6. Tackling corruption

The fight against corruption is a specific part of the fundamental policies and values supported by the Group, which pays particular attention to it pursuant to Principle 10 of the United Nations Global Compact.

A specific section of the Ipsos Green Book reminds all employees worldwide that they must comply with the law in the fight against corruption, bribery and other such offences.

Of course, beyond the Green Book, the behaviours to be adopted, and those to avoid, are covered in training sessions for Group employees and local teams, with country managers being especially targeted.

1.3.7. *Anti-competitive practices*

Anti-competitive practices are expressly prohibited at Ipsos. This is one of the fundamental policies and guidelines in the Green Book that all employees must obey.

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.

On these issues and other issues not in the Green Book, Group employees and local teams are informed through the training sessions they take when they are hired and at other times.

1.3.8. *Compliance*

In 2018, the Ipsos Group was not subject to any fines or non-financial penalties for non-compliance with the laws and regulations referred to above.

1.4. Taking action to protect the planet

1.4.1. *General policy and organisational structure*

The ecological and environmental impact of its activities has always been a concern of Ipsos. For the past eleven years, Ipsos has been managing its environmental footprint through a structured approach. In this regard, a report on its greenhouse gas emissions is prepared. In addition, Ipsos has put in place environmental policies in most countries to reduce waste and encourage lower energy consumption.

1.4.2. *Limiting our consumption*

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 2018, total electricity consumption was 22,195 MWh, a decrease of 9% from 24,431 MWh in 2017.

1.4.2.1. *Business travel policy*

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 2018 Taking Responsibility survey revealed that 68% of countries (compared to 55% in 2017) have implemented travel policies to better supervise all business travel and thus further streamline its environmental impact.

The majority of our entities use specialised agencies to ensure the proper implementation of travel policies.

1.4.2.2. *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 behaviours, from which we know from the 2018 Taking Responsibility survey that:

- Procedures for recycling paper and ink were in place within our entities;

- Ipsos encourages employees to use public transport and supervises business travel;
- The use of Skype for Business and webinars is widespread and encouraged;

1.4.2.3. *Limiting our
greenhouse gas
emissions*

The internal methodology adopted is based on the BILAN CARBONE® methodology, and the definition of Scopes 1, 2 and 3 comes from the application and the definitions of its GHG protocol rules. The Ipsos greenhouse gas emissions report covers 30 countries representing about 90% of revenue, as well as most of the sources of emissions related to its activities (with an equivalent share of OECD members and non-members). Ipsos reporting continues to focus on Scope 1 and 2 as well as business travel emissions in Scope 3, which are the biggest contributors to the Group's global carbon footprint.

- Scope 1: These emissions are the direct result of the activities controlled by the company, i.e. from sources owned or controlled by the company;
- Scope 2: These emissions are indirectly related to energy consumption. Scope 2 includes greenhouse gas emissions related to the energy consumption required to manufacture a 36,687 tonnes of CO₂ per year in 2017, a decrease of 4%).

product. For example, to manufacture a product, it is usually necessary to consume electricity to power the factories in which the product is designed. This energy consumption per se does not produce greenhouse gases. The production of electricity has, however, emitted greenhouse gases. All of these emissions related to secondary energy consumption are accounted for in Scope 2. These are called emissions indirectly related to energy consumption;

- Scope 3: this includes all other greenhouse gas emissions that are not directly related to the manufacture of the product, but to other stages of the product's life cycle (supply, transport, use, end of life, etc.). These are called other indirect emissions. With regard to Scope 3, only significant emissions for the company are allowed to be reported, so Ipsos has decided to report only "business travel".

In other words, Scopes 1, 2 and 3 contain our types of emissions, which are mainly due to different types of gas heating, electricity (automatically in Scope 2), fuel, etc. that are necessary to heat and cool our offices, depending on whether or not we control those emissions directly, or whether the emissions are direct or indirect.

The emissions measured by Ipsos amounted to 35,224 tonnes of CO₂ per year in 2018 (compared to

Scope 1, 2 & business travels GHG emissions by source (%):

Emissions Sources	2018	2017
Total Scope 1 emissions	8.2 %	7.9 %
Total Scope 2 emissions	28.2 %	30.2 %
Scope 3 - Business travels	63.6 %	61.9 %
Total Scope 1, 2 & Business Travels	100.0 %	100.0 %

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

- Increase the 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;

- Achieve overall emission reduction objectives of -10% from 2017 to 2020.

1.4.2.4. *Our water
consumption*

Given the nature of Ipsos' activity, our water consumption is only that of the daily use of office facilities. However, awareness is raised among Ipsos employees in order to foster responsible and thrifty

behaviours. The water consumption of the 30 Ipsos countries selected amounted to 105,316 m3 in 2018 versus 101,190 m3 in 2017.

1.4.2.5. Optimising our waste and recycling management

The major item of waste produced by Ipsos is paper and at country level Ipsos is willing to make progress. In 2018, the results of the GHG Emissions Report show that, amongst the Ipsos countries that took

1.4.3. Promoting environmental protection

1.4.3.1. Employee information and training with regard to environmental protection

As mentioned above, we make sure that all of our new employees are informed and aware of our environmental policies during the integration programme. All of them are given a file about them, and they are invited to review the sections dedicated to them on our intranet and website. In addition, they must undergo mandatory training on our ITC e-learning platform. Since 2016, this dedicated programme allows 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.

Messages about the importance of Corporate Social Responsibility for Ipsos and the responsibility of all employees to protect the environment are reinforced by local management, which has been providing enthusiastic and effective support for many years.

1.4.3.2. Means used for preventing environmental risks and pollution risks

We believe that the environmental risks generated by our professional activity are very limited. Our

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.

the survey, the volume recycled reached 61.9% of recyclable paper (62.4% in 2017).

impact on environment is mostly linked to associated GHG Emissions. Hence the most relevant indicator relates to GHG Emissions and to the set of actions implemented to reduce and optimise our energy consumption.

Our service activity does not result in the direct discharge of waste into the atmosphere, water and soil with a significant impact on the environment. This is also true of noise pollution. A large majority of our employees work in offices, which limits the damage caused to nature. For these reasons, the Group has not developed a 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 internalisation of the calculation of the GHG Emissions for instance raised awareness within the Group of the consequences of climate change.

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. In fact, as the 2018 survey shows, 100% of our entities have implemented action plans and structured measures.

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.

1.4.4. Biodiversity

1.4.4.1. Management of impacts on biodiversity

Until now, the Group has not developed any action plan to manage the impact of its activity on biodiversity, in line with the nature of Ipsos's professional activities. At this stage, this problem is not covered by a comprehensive action plan. Nevertheless, the company and its employees are ready to undertake initiatives that make it possible to contribute to the improvement of biodiversity at the local level.

In France, Ipsos has already installed beehives on the roof of its headquarters to support this endangered species in built-up areas. In 2019, the Group plans to install vegetable gardens.

8.4.4.2. Appropriation of land & provisions for environmental risks

As a services company, Ipsos is not concerned with the issue of land appropriation.

The Group does not set aside provisions for environmental risks because of the nature of its activities.

8.4.4.3. Societal commitments to fight against food waste

Our activity does not generate directly any food waste. The main source of food waste is from

employees' personal consumption such as meals in the company canteen. The total amount is immaterial for the Group.

Ipsos is not directly confronted with the problem of the fight against food waste.

Nevertheless, our employees are adopting responsible practices in this regard. As a result, dishes not consumed at buffets are made available to employees in collective kitchen spaces. Also, we are making a point of selecting catering services that are committed to the fight against food waste.

1.4.4.4. Societal commitments to fight against food insecurity

Because of Ipsos's activity, the company does not have a direct impact on policies to fight against food insecurity. However, Ipsos strives to participate, however it can, in actions to fight against food insecurity. Accordingly, in Paris and Lyon, the first Charity Day was launched in 2018, in which employees were given the opportunity to participate actively in one of the two national collection operations organised by Banque Alimentaire. Twice in 2018, dozens of employees contributed half a day of volunteering, which was offered to them by Ipsos for the purpose of collecting foodstuffs in supermarkets with Banque Alimentaire or sorting them in a food storage centre.

1.5 GRI Standards and Global Compact Principles cross-reference table

GRI Standards / Normes GRI		DPEF Chapter – Section	Page n°(s)
GRI 101-1	2016 general principles	8.1. ; 8.1.5.2.	1, 5
GRI 103	Managerial approach	8.1.	1
GRI 205	Tackling corruption	8.3.5. ; 8.3.6.	29
GRI 206	Anti-competitive behaviour	8.3.7.	29, 30
GRI 301-2	Recycled materials used	8.4.2.5.	32
GRI 302-1	Energy consumption within the organisation	8.4.2.	30
GRI 302-2	Energy consumption outside the organisation	8.4.2.1.	30
GRI 302-4	Reduction of energy consumption	8.4.2.	30
GRI 305-2	Indirect GHG emissions	8.4.2.	31
GRI 305-5	Reduction of GHG emissions	8.4.2.	31
GRI 306-2	Waste by type and disposal method	8.4.2.5.	32
GRI 307	Environmental compliance	8.4.3.	33
GRI 401	Employment	8.2.	7
GRI 401-1	Recruitment of new employees and rotation of staff	8.2.1. ; 8.2.2.	7-12
GRI 401-2	Benefits granted to full-time employees	8.2.5.	16-17
GRI 402	Employee/management relations	8.2.8.	21
GRI 403	Workplace health and safety	8.2.9.	21-22
GRI 403-1	Representation of workers in official health and safety committees involving both workers and management	8.2.9.1.	22
GRI 403-2	Types of workplace accidents and rates of workplace accidents, occupational diseases, lost days, absenteeism and number of work-related fatalities	8.2.7.	20
GRI 404	Training and education	8.2.4.	14
GRI 405	Diversity and equal opportunities	8.2.6.	17
GRI 407	Freedom of association and collective bargaining	8.2.8.	21
GRI 409	Forced and compulsory labor	8.2.6.3.	18
GRI 412	Evaluation of human rights	8.3.3.	26-28
GRI 413	Local communities	8.3.1.	23-25
GRI 415	Public policy	8.3.4.	29
GRI 418	Confidentiality of client data	8.3.2.1.	25-26
GRI 419	Social and economic compliance	8.3.8.	30

Global Compact principles	DPEF Chapter – Section	Page n°(s)
Principle 1: Businesses should support and respect the protection of Internationally proclaimed human	8.2.8. ; 8.2.9. ; 8.3.	21-29
Principle 2: Businesses should ensure that they are not complicit in human rights abuses.	8.2.8 ; 8.3.	21-29
Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right	8.2.8.	21
Principle 4: Businesses should uphold the elimination of all forms of forced and compulsory labour.	8.2.6.3.	18
Principle 5: Businesses should uphold the effective abolition of child labour	8.2.6.3.	18
Principle 6: Businesses should uphold the elimination of discrimination in respect of	8.2.6.	17
Principle 7: Businesses should support a precautionary approach to environmental challenges.	8.4.3.	32
Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility	8.4.2.	30
Principle 9: Businesses should encourage the development and diffusion of environmental friendly	8.4.2.	30
Principle 10: Businesses should work against all forms of corruption, including extortion and bribery	8.3.6.	29

1.6. Statement of non-financial performance cross-reference table

The cross-reference table below refers to the sections of the statement of non-financial performance included in the Reference Document, which correspond to the items of Article R. 225-105 of the French Commercial Code.

Statement of non-financial performance	Chapter – Section Reference document	Page n°(s)
Company business model	Chapter 6; XX	
Description of the main risks related to the way in which the company takes into account the social and environmental consequences of its activity, as well as the effects of that activity with respect to human rights and the fight against corruption and tax evasion	Chapter 8; 8.1.	
Social consequences of the company's activity	Chapter 8; 8.2.	
Environmental consequences of the company's activity	Chapter 8; 8.4.	
Respect for human rights	Chapter 8; 8.1. ; 8.3.3.2.	
Tackling corruption	Chapter 8; 8.3.6.	
Tackling tax evasion	Chapter 8; 8.3.5.	
Consequences of climate change on the company's activity and the use of the goods and services that it produces	Chapter 8; 8.4.	
Societal commitments for sustainable development	Chapter 8; 8.3. ; 8.4.	
Societal commitments for the circular economy	Chapter 8; 8.4.	
Societal commitments to fight against food waste	Chapter 8; 8.4.4.3.	
Societal commitments to fight against food insecurity	Chapter 8; 8.4.4.4.	
Societal commitments to respect animal welfare	N/A (Irrelevant)	
Societal commitments for responsible, fair and sustainable food	N/A (Irrelevant)	
Collective agreements signed within the company and their impact on the economic performance of the company and on the working conditions of employees	Chapter 8; 8.2.7.	
Actions to combat discrimination and promote diversity	Chapter 8; 8.2.6.	