



EXTRA-FINANCIAL PERFORMANCE STATEMENT 2021

GAME CHANGERS



CONTENTS

MESSAGE FROM THE CHAIRMAN

CONTENTS

1 MESSAGES FROM THE CHAIRMAN AND THE CHIEF EXECUTIVE OFFICER.....	4
2 IPSOS BUSINESS MODEL.....	6
2.1 NATURE OF OPERATIONS AND MAIN ACTIVITIES	6
2.1.1 <i>Raison d'être</i>	6
2.1.2 <i>Main activities</i>	6
2.2 IPSOS, A COMPANY WITH A PRESENCE THROUGHOUT THE INFORMATION PRODUCTION CHAIN.....	7
2.2.1 <i>Data processing and integration</i>	8
2.2.2 <i>Data analysis</i>	8
2.2.3 <i>Information delivery and presentation</i>	8
2.2.4 <i>Information activation</i>	8
2.2.5 <i>Innovation at Ipsos</i>	9
2.3 VALUE CREATION FOR ALL STAKEHOLDERS ASSOCIATED WITH IPSOS' BUSINESS	9
2.3.1 <i>For clients</i>	9
2.3.2 <i>For suppliers</i>	9
2.3.3 <i>For employees</i>	9
2.3.4 <i>For the people that Ipsos interviews</i>	10
2.3.5 <i>For society as a whole</i>	10
2.3.6 <i>For shareholders</i>	10
3 REFERENCE FRAMEWORK.....	11
3.1 ANALYSIS OF IPSOS' RISKS AND CHALLENGES	11
3.1.1 <i>Process for identifying non-financial risks</i>	11
3.1.2 <i>Ipsos' main non-financial risks</i>	11
3.2 IPSOS' SUSTAINABLE DEVELOPMENT STRATEGY: <i>TAKING RESPONSIBILITY</i>	12
3.2.1 <i>Our commitment to people</i>	13
3.2.2 <i>Our commitment to society</i>	13
3.2.3 <i>Our commitment to the planet</i>	14
3.2.4 <i>The United Nations Global Compact and Ipsos' contribution to the Sustainable Development Goals (SDGs)</i>	15
3.2.5 <i>A client-focused organization</i>	18
3.2.6 <i>CSR governance</i>	20
3.2.7 <i>The Ipsos CSR roadmap</i>	20
3.2.8 <i>Data collection process</i>	23
3.3 IPSOS' CORPORATE SOCIAL RESPONSIBILITY COMMITMENT	25
3.3.1 <i>HR Policy</i>	25
3.3.2 <i>Management of the public health crisis</i>	26
3.3.3 <i>Talent Management</i>	30
3.3.4 <i>Combating discrimination and promoting diversity and inclusion</i>	38
3.3.5 <i>Dialogue between management and employees</i>	41
3.4 IPSOS' COMMITMENT TO SOCIETY	42
3.4.1 <i>Our humanitarian commitment and impact on the regions and communities</i>	42
3.4.2 <i>Ipsos Foundation</i>	42
3.4.3 <i>Partnership with the Office of the High Commissioner for Refugees and the Tent Partnership for Refugees</i>	43
3.4.4 <i>Public Policy</i>	44
3.4.5 <i>Data protection</i>	44
3.4.6 <i>Confidentiality - Integrity of client, supplier and other relationships</i>	44
3.4.7 <i>Protection of privacy - Protection of personal data</i>	45
3.4.8 <i>Maintaining a relationship of trust with our partners</i>	45

3.5	IPSOS' ENVIRONMENTAL COMMITMENT.....	50
3.5.1	<i>Ipsos' environmental strategy</i>	50
3.5.2	<i>Promoting the protection of the environment</i>	63
4	CROSS-REFERENCE TABLES.....	66
4.1	GRI STANDARDS AND UN GLOBAL COMPACT PRINCIPLES CROSS-REFERENCE TABLES.....	66
4.2	EXTRA-FINANCIAL PERFORMANCE STATEMENT CROSS-REFERENCE TABLE.....	67
5	INDEPENDENT THIRD-PARTY REPORT ON THE CONSOLIDATED NON-FINANCIAL PERFORMANCE STATEMENT	69

1 MESSAGES FROM THE CHAIRMAN AND THE CHIEF EXECUTIVE OFFICER

1.1 Message from the Chairman

2021 was marked by a **successful change in the general management of our Company, whose performance, including its non-financial performance, is assured through stable and responsible management.**

Our people are proud to work in a Group with a reputation for social and environmental responsibility. In 2008, Ipsos became the first market research and opinion polling company in the world to join the UN Global Compact and, since then, it has been involved in numerous CSR initiatives, including measures to help refugees (recruiting refugees around the world, with more than 60 refugees in our teams to date) and, through its Foundation created in 2014, to help educate disadvantaged children. In 2021, 92% of the paper used by Ipsos was recycled.

In this context, our commitment to sustainable development has been continued and reinforced. Our 2021-2023 CSR roadmap, adopted in February 2021, reflects this commitment:

- We have set ourselves **a target of carbon neutrality by 2035** - five years ahead of the 2040 deadline set by the international community.
- Our commitment to society is reflected in our commitment to ensuring that the diversity of our teams reflects the diversity of the societies in which we operate; we have continued to increase the **proportion of women among our senior managers so that by 2021 we had 35% women and we are committed to reaching 40% by 2023.**

Our key sustainability targets will continue to be set and monitored by the Board of Directors. Under the leadership of our new CEO Ben Page, Ipsos will continue to develop its roadmap around three pillars: People, Society and Planet.

Didier Truchot

Chairman of the Board of Directors

1.2 Message from the CEO

I am pleased to introduce this report that demonstrates Ipsos' commitment to a more sustainable world and measures its non-financial performance.

In 2021, for the second year in a row, the Covid 19 pandemic took its toll on the world and on Ipsos. Our people, our clients and our Company have continued to face an uncertain and volatile environment.

For over 45 years, our Company's mission has been to provide our clients with reliable information, at the right time, to support their decision-making. We fulfill this mission with our 18,000 employees, whose expertise and skills are Ipsos' primary strength.

Our priority remains to provide our teams with a safe working environment and a suitable organization, in order to protect their health, but also to continue to ensure quality work that meets the demands of our clients. Our employees and clients have recognized the success of our efforts: in addition to unprecedented financial results, employee engagement and client satisfaction have reached all-time highs.

In terms of employee relations, we will aim to maintain a high level of employee engagement, limit staff turnover and further increase the number of women among our senior managers.

In 2022, we will be rolling out the *Belong* initiative, with the aim of increasing and better valuing diversity within our teams, as well as the *Gender Balance Network*, an internal network created by our employees to promote gender equality and equal opportunities within the Company. We have also continued to roll out the *Wellbeing and Resilience* initiative, which aims to protect our employees and offer them a safe working environment, a collaborative organization and personalized support for their mental and physical health, in the complex context we have been experiencing for the past two years.

We have fulfilled our raison d'être: "Delivering reliable information for a true understanding of Society, Markets and People", by providing information about the pandemic. Indeed, the pandemic has made this information and data even more necessary than in the past. Some of this information and data was intended for use directly by those on the front lines of the response to COVID, such as the pandemic testing and monitoring programs that Ipsos has implemented for various health authorities. Along with many other endeavors, this work has helped to inform government action in response to the pandemic. In addition, we have informed and advised businesses, and public and private organizations, to help them make decisions in a complex and volatile environment. We support our clients in their CSR activities through the studies we carry out for them, which increasingly include sustainability as a key aspect. We also make available to the public a body of work and data on the subject, so that they can increase their understanding of societies, markets and people.

Furthermore, we strive to have a positive impact on the societies in which we operate and have set up several community and humanitarian activities in which our employees are involved, with more than **680 volunteer days dedicated to the environment, education, skills-based sponsorship and the fight against inequality**.

The Ipsos Foundation has continued its work. In 2021, **it funded a dozen new educational projects** for children and young adults around the world. In 2022, the Foundation will continue to carry out actions for children who have been displaced, particularly as a result of conflict. Finally, our commitment to the environment is reflected in the continued reduction of our greenhouse gas emissions, in line with our target of carbon neutrality by 2035. We will also go further in recycling our waste and continue to eliminate single-use plastic on our premises.

These efforts have been recognized: several non-financial rating agencies, including Ecovadis, the Climate Disclosure Project (CDP), Vigeo Eiris, Gaïa Rating, and MSCI, have validated our progress and improved Ipsos' rating in 2021.

Sustainable development, in all its dimensions, is a necessity of our time. Ipsos is playing its part and will continue, alongside all its stakeholders, to work towards this objective which is common to us all.

This report gives details, with figures, of all the actions we undertook in 2021. These actions were only possible thanks to the commitment of our teams throughout a difficult but successful year. I would like to thank them for their hard work and dedication.

Ben Page

Chief Executive Officer

2 IPSOS BUSINESS MODEL

2.1 Nature of operations and main activities

2.1.1 Raison d'être

Ipsos' vision is summed up in its raison d'être:

"To deliver reliable information that provide a true understanding of Society, Markets and People".

2.1.2 Main activities

Ipsos is a major player in the market and opinion research industry and custom research. It works with over 5,000 clients in all sectors, operating in almost 90 markets, making Ipsos one of the few market research firms that can respond globally and locally.

At the heart of its growth strategy is a unique positioning: a thorough understanding of the individual, who is in turn a consumer, customer, citizen or employee, which in turn gives it valuable insights into Society, Markets and People. This full understanding is notably made possible thanks to over 75 Ipsos proprietary services. Sometimes used in combination, these services allow it to carry out custom studies that are tightly tailored to client needs. This positioning is strengthened by its independence and objective analysis.

In the current environment, which has seen profound transformations in businesses and institutions, it provides a complete solution, focused on client needs and supported by the expertise of its teams. This solution is based on providing clients with the latest technologies, while ensuring it applies the 4S principle: *Security, Simplicity, Speed and Substance*.

Faced with an explosion in data, clients more than ever need reliable information to take the right decisions quickly. To best respond to their expectations and provide them with reliable information, Ipsos relies on its key strengths:

- Cutting-edge expertise in scientific fields,
- Mastery of the latest technologies,
- Know-how developed over 46 years,
- And, above all, the skills of its 18,266 employees, trained and united around its values (Integrity, Curiosity, Collaboration, Client First, Entrepreneurial Spirit).

With this in mind, Ipsos covers the entire information production chain and is able to process all types of data, whether it is produced by Ipsos, supplied directly by the client or sourced externally. Ipsos applies its expertise and understanding of the context to provide a comprehensive and useful response to its clients. So, for all their questions, Ipsos provides reliable, straightforward, rapid and comprehensive answers. These take the form of surveys and dashboards, and are based on the right sample, using the right methods, the sorting and integration of relevant data sources, proprietary analysis and finally, customized recommendations.

Observing market developments (see Section 5.2. of the Universal Registration Document), since mid-2018 Ipsos has implemented the *Total Understanding* plan to improve its competitive position and accelerate its growth in a cost-effective manner. As part of this plan, Ipsos has revised its offering and organization to focus on 15 highly specialized Service Lines. Each of

these Service Lines includes 75 services enabling the Group to position itself as a global leader in its market segment, with the support of a client organization (see Section 5.1.6 of the Universal Registration Document). In some cases, these services can be combined to offer clients even more added value.

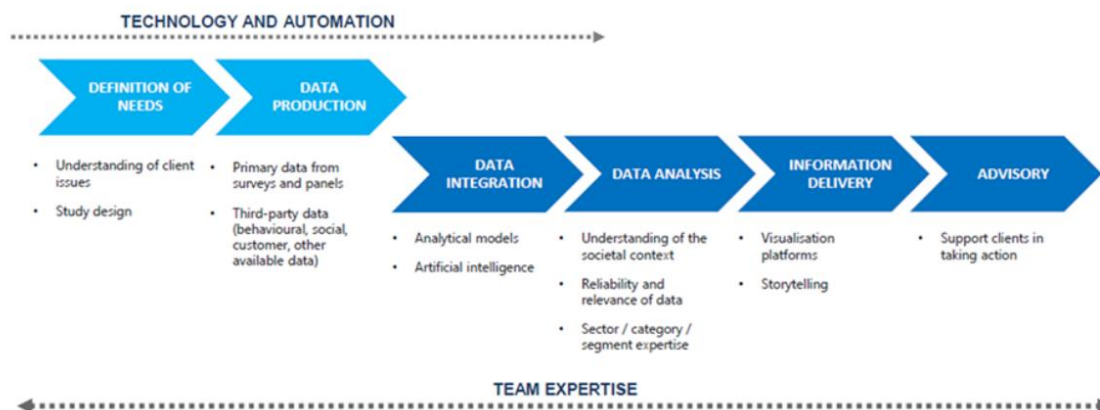
This plan is accompanied by a dynamic acquisitions policy so Ipsos can continue to develop its offering and expertise. In 2021, Ipsos acquired the audience measurement technologies “Fistnet-Dotmetrics” and “MGE Data”, the audio recognition tool “Intrasonics”, the data visualization and analysis software provider “Infotools” and the Employee Relationship Management specialist “Karian and Box”.

Innovation remains an overarching strategic focus for Ipsos and aligns perfectly with the *Total Understanding* initiative, to provide a comprehensive service for clients.

2.2 Ipsos, a company with a presence throughout the information production chain

Ipsos covers the entire information production and analysis chain; from raw data collection, to activation by the client. Ipsos stands out because of its commitment to innovation throughout this chain and at each of its stages:

- 1- Data collection;
- 2- Data processing and integration;
- 3- Data analysis;
- 4- Information delivery and presentation;
- 5- Information activation.



Data collection

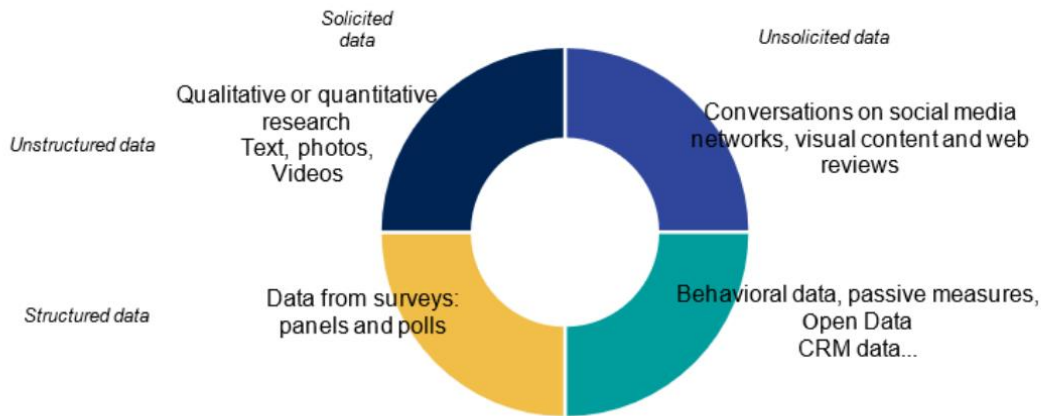
Data sources have multiplied in recent years: behavioral data, social media data, client data from CRM systems and open data, i.e. data that anyone can access, free of charge.

For all these sources, Ipsos has its own data collection capabilities, both quantitative and qualitative, and it also produces data from social research.

The data collection stage consists of interviewing consumers, citizens, patients, clients, either actively - by asking questions - or passively - by observing behaviors in order to be able to respond to the issue at hand.

IPSOS BUSINESS MODEL

IPSOS, A COMPANY WITH A PRESENCE THROUGHOUT THE INFORMATION PRODUCTION CHAIN



2.2.1 Data processing and integration

Ipsos has the technological capacity to process and integrate large volumes of data. It can process all data types: numbers, texts, images, sounds, videos...

2.2.2 Data analysis

Ipsos' teams apply their expertise in science, technology and know-how to analyze the data they have collected. This expertise, combined with knowledge of the sector, category, or local cultural context, is key to optimizing the quality and reliability of the conclusions drawn from the data analysis. These conclusions should enable the client to make informed and relevant decisions.

For all these stages involving data, it is also necessary to know how to store it in compliance with the rules of authorization, confidentiality and anonymization as defined by our internal procedures as well as by local, regional or industry regulations (GDPR, Esomar, etc.).

2.2.3 Information delivery and presentation

The delivery of relevant and usable information to the client is one of the main stages in the research process. The outcome of a client activating a research study depends on how effectively Ipsos shares the results. To enable clients to make informed decisions, our staff are trained to present research results in the clearest possible way. For complex research results, Ipsos uses data visualization technologies.

2.2.4 Information activation

This last stage in the information production chain consists of consolidating and sharing the information generated through one or more research studies to maximize the benefits for clients. This activity, more akin to consulting, is integrated into most of the Group's work. Ipsos also provides specific consulting services, notably through its Strategy 3 entity.

2.2.5 Innovation at Ipsos

Innovation is part of Ipsos' DNA. Ever since it was founded, the Group has endeavored to stay at the cutting edge of technological and scientific innovation to better serve its clients and position itself as a true "agent of change".

From Artificial Intelligence to blockchain technologies and the latest advances in neuroscience and behavioral science, its innovative spirit has been acclaimed by the *Greenbook Research Industry* GRIT Report, which for three years in a row has recognized Ipsos as the most innovative research company among major international companies.

To make innovation work for its clients and anticipate their needs, in 2019 Ipsos launched a *Global Innovation Program* to incorporate innovation into each Service Line and each product. This program is being implemented by a special team led by a Director who reports directly to the Chairman and CEO of Ipsos.

2.3 Value creation for all stakeholders associated with Ipsos' business

2.3.1 For clients

Ipsos' value creation towards its clients consists in producing and analyzing reliable information in order to offer them a true understanding of Society, Markets and People. This raison d'être is supported by a rich service offering, focused on clients' needs and enabling them to make the right decisions quickly in relation to the issues they face.

Ipsos provides more than 75 value-added services worldwide (90 markets) with a high and consistent level of service quality. These factors make Ipsos a world leader in the research market and lead to a high level of satisfaction among its more than 5,000 clients (Client Satisfaction Measurement above 9/10 for 2021). Its contribution helps to meet their expectations. These expectations can be in connection with wider social issues (environmental, opinions, health crisis, etc.).

2.3.2 For suppliers

The creation of value for Ipsos' suppliers stems from a requirement for transparency for all parties. This approach entails the implementation of competitive bidding and research processes, thus limiting the risk of collusion or corruption. Ipsos also ensures that the suppliers selected adopt a responsible dimension in their business policy. In 2021, approximately 40% of Ipsos' international suppliers were members of the United Nations Global Compact.

2.3.3 For employees

The production and analysis of reliable information require know-how, skills and expertise combined with cutting-edge science and mastery of the latest technologies. These vital skills are like new opportunities opening up to employees and offer them the opportunity to develop rich and varied career paths within the Group.

Ipsos values its employees in this corporate project and promotes their long-term development. This development is part of a career plan for all employees.

Employee professional development is also backed up by a training program. Ipsos takes a very active role in training its teams, setting a minimum target of 2% of training hours out of

IPSOS BUSINESS MODEL

VALUE CREATION FOR ALL STAKEHOLDERS ASSOCIATED WITH IPSOS' BUSINESS

the total hours worked. Ipsos has its own online training center, the "Ipsos Training Center", which is available to all its employees.

2.3.4 For the people that Ipsos interviews

The trust of the people that the company interviews is vital to ensure quality when responding to its questionnaires. This trust must extend to the protection, security, and anonymization of their personal data.

Through its research, Ipsos is the voice of the consumer, the client, the patient and the citizen to many stakeholders.

2.3.5 For society as a whole

Ipsos wants to contribute positively to corporate, social and environmental progress in the world. This is achieved through its presence in almost 90 markets and partnerships with organizations, associations and governments with which it shares its values.

2.3.6 For shareholders

The growth in business and profitability at Ipsos, combined with the generation of positive cash flows every year, has helped generate a dividend that has increased continuously since the initial public offering in 1999 (with the exception of 2020, due to the pandemic).

Organizational structure The Group is structured along two main axes: Service Lines and Regions.

The primary axis of the Group's matrix structure is geographic regions.

The 15 Ipsos Service Lines, each specializing in a particular market segment, are as follows:

- Audience Measurement
- Automotive and Mobility Development
- Brand Health Tracking
- Channel Performance
- Corporate Reputation
- Creative Excellence
- Customer Experience
- Healthcare
- Innovation
- Ipsos MMA
- Ipsos UU
- Market Strategy and Understanding
- Observer
- Public Affairs
- Social Intelligence Analytics

* In addition to these Service Lines, there is a specialist department ("Other Specialist Services") that includes services such as Media Development, Norms (Simstore), Online Communities and UX ("User Experience").

This organization is supplemented by the following cross-functional structures:

- Ipsos operations (see Section 5.1.5 of the Universal Registration Document),
- The client organization (see Section 5.1.6. of the Universal Registration Document),
- The structures dedicated to knowledge (see Section 5.1.7 of the Universal Registration Document),
- The *Global Headquarter Services* (support functions: HR, Finance, Legal, Communication).

The Group operates in 90 markets, which are grouped into 3 large regions:

- Americas;
- Europe, Middle East and Africa (EMEA);
- Asia-Pacific (APAC).

Certain major countries such as the United Kingdom, France and China report directly to the Group CEO.

3 REFERENCE FRAMEWORK

3.1 Analysis of Ipsos' risks and challenges

3.1.1 Process for identifying non-financial risks

Every three years, the Group conducts a complete and detailed analysis of all its risks, regardless of whether they have a financial impact on its activities. This important review is described in Section 3 of the Universal Registration Document.

This work has been used to build Ipsos' risk map, to update the analysis of risk factors (as defined in Section 3 of the Universal Registration Document), and to determine the main non-financial risks as reported by Ipsos in this non-financial performance statement.

3.1.2 Ipsos' main non-financial risks

One set of risks concerns Ipsos' human resources, one of its main assets being the talents and skills of the Group's 18,266 employees. The main risks and challenges in this area (presented in order of importance) are:

- Losing skilled employees and preserving expertise (see 3.3.1);
- Staff turnover rate and retention capacity (see 3.3.1.2);
- Succession and continuity plans for management and key positions (see 3.3.3).

The management of all these risks is explained in Section 3.3 of this report.

REFERENCE FRAMEWORK

IPSOS' SUSTAINABLE DEVELOPMENT STRATEGY: TAKING RESPONSIBILITY

The data processed by Ipsos represents another important asset, and in this area, risks may relate to:

- The protection and security of the data collected and used (see Sections 3.4.5 to 3.4.7);
- The compliance of processes with applicable laws and regulations in the countries in which Ipsos operates (this, in particular, includes oversight of suppliers and the steps taken to detect any non-compliance or possible fraud), see Section 3.4.8.

The risk of corruption in connection with clients and suppliers was also identified in the last Ipsos risk analysis. The actions taken to combat corruption are presented in Section 3.4.8.4.

It should be noted that, due to the nature of its business (service business), climate risks and environmental issues - although viewed by Ipsos as critical globally - are not top of the list in the analysis of the impacts of its activities worldwide. Nevertheless, the Company considers these issues to be important in its CSR strategy and has identified a number of climate risks, which are described in detail in Section 5 ("Committing to the Planet") of this non-financial performance statement. The understanding and management of climate risks are described in Section 3.5.1.1 on the TCFD report.

The Ipsos non-financial performance statement describes the Group's strategy and all the measures implemented by the Group to contain the risks insofar as possible.

As far as possible, Ipsos' main non-financial risks are covered by Key Performance Indicators for which medium-term targets have been set (2023): five of these targets relate to employment aspects, three to environmental aspects, and one to the societal aspect of the Group's business (see 3.2.7).

3.2 Ipsos' Sustainable Development Strategy: *Taking Responsibility*

For 46 years Ipsos has been collecting and analyzing data on consumer and citizen behavior to help its clients make decisions and define their strategies.

Among the most important issues in recent years, Corporate Social Responsibility has taken a special place.

We study the impact of the various policies implemented by players in the public and private spheres to guide our clients in defining their policies. Therefore, we cannot ignore what we analyze. Thus, we have gone from being an observer to being an active player in sustainable development.

In 2008, we became the first global market research company to join the United Nations Global Compact. Since then, we have embarked on a voluntary and structured CSR process: the *Taking Responsibility* program.

Deployed internationally, this global, multi-year program defines all our actions in terms of Corporate Social Responsibility. Since 2012, it has made our goals and challenges clear, and is structured around three major areas: People, Society and Planet. It is regularly monitored by the CSR Committee and the Ipsos Board of Directors.

A "Taking Responsibility Survey" is sent to all the countries every year and allows us to monitor our CSR performance. Participation in this assessment is mandatory in all the countries where the Group operates and is part of our CSR audit process.

The identification and monitoring of our non-financial risks has enabled us to set targets and define actions around these risks and for each pillar of our program.

3.2.1 Our commitment to people

As Ipsos' expertise is based on the skills and diverse talents of our employees, our main non-financial risks relate to the management of our human capital. This is why our human resources policy for the next three years aims to maintain our employee engagement score, control our turnover rate, and promote professional equality within the Company, with particular emphasis on the career development of women. We are aware that to mitigate these risks, we must offer our employees a safe working environment, quality training and career development opportunities throughout their career at Ipsos.

In 2020 and 2021, our concern has been to protect our employees by offering them a safe working environment and a work structure that is responsive to the situation imposed by the pandemic. The actions implemented through the global "*Wellbeing and Resilience*" program aim to support our employees on a daily basis and enable them to take care of their physical and mental health.

The commitment and retention of our 18,266 employees in close to 90 different markets is central to our human resources policy. We ensure that our employees work and cooperate in a positive and stimulating professional environment and we aim to address their concerns through an appropriate human resources policy. Every year, we gather their expectations and suggestions through our "Pulse" satisfaction survey and implement corrective action plans at both local and global levels. We also continue to improve our training and personal and professional development activities. In 2021, our ITC Training Department added an additional 100 courses to the training catalog.

We continue to develop our culture of diversity and inclusion. Through our global "Belong" and "Gender Balance Network" programs, we aim to further promote gender equality in the workplace. Our commitment by 2023 is to increase the number of women in management positions, with 40% women in Level 1 and 50% in Level 2.

3.2.2 Our commitment to society

Ipsos is committed to transparency and integrity in all its business activities. Our employees must adhere to our Code of Professional Conduct and Ethics, the Green Book, and of course to the laws and regulations in force in the countries where we operate.

Ipsos' activities are centered around data security and integrity. Data protection has been identified as a major CSR risk for Ipsos. Every year, we deploy new processes and tools to strengthen the protection of our clients' and stakeholders' data. This data is stored securely and Ipsos has tightened its cybersecurity procedures (see 3.4.5).

We ensure that our suppliers and business partners commit to the 10 principles of the United Nations Global Compact and adhere to the Ipsos Supplier Code of Conduct.

The pandemic has highlighted the inequalities and vulnerabilities within our societies. Ipsos continues to help people understand this new state of the world by making its expertise available to its clients and the public. We have thus helped public, national and international organizations to monitor the pandemic, providing essential data for the health authorities' response to the crisis.

In 2021, as in every year, 12% of our countries conducted surveys for non-profit organizations free of charge.

REFERENCE FRAMEWORK

IPSOS' SUSTAINABLE DEVELOPMENT STRATEGY: TAKING RESPONSIBILITY

Most of the countries where Ipsos operates have set up long-term partnerships with humanitarian associations (see 3.4.1). In 2021, in addition to 680 days of volunteer work, 30% of our countries took part in fundraising activities with our employees for these associations.

Our commitment to vulnerable populations remains unchanged despite the current circumstances: our refugee recruitment program continues apace and we continue to make society more aware of the need to work together towards their professional and social integration.

We have maintained our commitment to society through the work of the Ipsos Foundation. Set up in 2014, the Ipsos Foundation's mission is to fund educational projects for underprivileged children and young people around the world. In 2021, the Foundation funded 13 additional projects: in Brazil, France, India, Italy, Cambodia and South Africa (see 3.4.2).

An annual questionnaire is sent to all our markets - the *Taking Responsibility Survey*. This questionnaire, which is sent to all of our country managers, covers all of our CSR issues and enables us to define the areas in which we can improve and ensure the consistency of the policies implemented in the various Ipsos markets. Each year, Ipsos' progress in this area is assessed by external organizations such as UN Global Compact, EcoVadis, and CDP (Carbon Disclosure Project).

3.2.3 Our commitment to the planet

The fight against climate change is one of our core concerns. Although our services activities have a limited direct impact on the environment, Ipsos is committed to reducing its carbon footprint and to implementing an annual report on greenhouse gas (GHG) emissions.

Carbon Accounting, in place since 2012, was carried out in 2021 in nearly 95% of our markets (as a share of turnover) and audited by an external auditor. We are working to reduce our GHG emissions, a large part of which is generated by business travel and our use of data centers. Between 2018 and 2021, we achieved a 36% reduction in our emissions. By 2023, we are committed to reducing our greenhouse gas emissions per employee by 15% and defining a roadmap to carbon neutrality by 2035.

Within the framework of our CSR strategy, our actions and initiatives take into account the expectations of all our stakeholders, such as:

- The expectations of our employees, because the key to our success lies in our ability to attract, develop and retain our talents and to enable them to develop professionally, whatever their profile;
- The loyalty of our clients, whom Ipsos has supported for 46 years, helping them succeed in their strategic projects;
The trust of the people we interview, for the protection, security, and anonymization of their personal data;
- The collaboration with our suppliers, with whom we enjoy relationships of trust;
- The partnerships with governments, organizations and associations with which we share our goal of making a positive contribution to corporate, societal and environmental progress;

The support of our shareholders and investors who help us to create value.

Our initiatives are based on our respect for the following principles:

- The principles of the Universal Declaration of Human Rights and the conventions of the International Labour Organization;
- The ten principles of the United Nations Global Compact;
- The provisions relating to the due diligence resulting from Act No. 2017-399;
- The General Data Protection Regulation (No. 2016/679);
- Order No. 2012-1180 of July 19, 2017 and Decree No. 2017-1265 of August 9, 2017, which transpose the European Directive of October 22, 2014 on the disclosure of non-financial information;
- The ICC/Esomar International Code of professional conduct for the market and opinion research community (ICC/ESOMAR International Code on Market and Social Research);
- Our own Code of Professional Conduct and Ethics, the "Green Book";
- The recommendations published in 2017 by the TCFD (the Task Force on Climate-related Financial Disclosures);
- The plan to join the SBTi in 2022.

3.2.4 The United Nations Global Compact and Ipsos' contribution to the Sustainable Development Goals (SDGs)

The UN Global Compact was established in 2000. Its objective is to create a platform for exchange and collective action to engage business, civil society and United Nations bodies around ten principles of responsible business conduct. These principles define the requirement to respect human rights, labor standards, the environment and the fight against corruption. Ipsos has been committed to respecting them since 2008.

Ipsos has also identified actions by which it can contribute to the achievement of the Sustainable Development Goals (SDGs), which are also annual assessment criteria of the United Nations Global Compact. Ipsos has been rated "*Advanced*" for four years.

REFERENCE FRAMEWORK

IPSOS' SUSTAINABLE DEVELOPMENT STRATEGY: TAKING RESPONSIBILITY

Sustainable Development Goal

Ipsos' contribution under Taking Responsibility



SOCIAL ACTIONS

Ipsos believes that access to education is a way out of poverty. Since 2014, the Ipsos Foundation has been funding educational projects for underprivileged children and teenagers around the world.



CORPORATE ACTIONS

Ipsos is committed to providing healthcare insurance for all its employees worldwide. A growing number of Ipsos entities have also set up activities designed to promote well-being in the workplace.



CORPORATE ACTIONS

Ipsos employees are given the opportunity to follow comprehensive training programs designed to develop their skills throughout their careers. The Ipsos Training Centre is at the heart of this system.



CORPORATE ACTIONS

Ipsos opposes all forms of discrimination and promotes gender equality within its teams. The promotion of women and equal pay are a priority for the Ipsos internal *Gender Balance Network*, which leads initiatives to support women as they progress in their careers.

Sustainable Development Goal

Ipsos' contribution under Taking Responsibility



CORPORATE AND SOCIAL ACTIONS

Ipsos aims to pursue its development in a sustainable and responsible manner with a sustained effort to promote equal opportunities and respect for human rights. Ipsos is committed to providing a safe working environment and to looking after the health of its employees. It encourages dialogue between its management and employees. Ipsos has also adopted a responsible purchasing policy to prevent the risk of human rights violations occurring anywhere in its value chain.



CORPORATE AND SOCIAL ACTIONS

Ipsos promotes diversity and respect for human rights. Since 2008, it has been a signatory to the United Nations Global Compact. Ipsos renewed its commitment by signing the United Nations Principles for the LGBTI population in 2018, and the seven main actions in favor of women (*UN Women*) in 2019. It is also a member of the coalition for refugees led by the United Nations High Commissioner for Refugees (UNHCR).



ENVIRONMENTAL ACTIONS

Ipsos is committed to raising the awareness of its employees and guiding them towards more sustainable and responsible consumption. It has implemented a policy of recycling, reducing the use of paper, and eliminating the use of single-use plastic in its offices. We also support our clients in their internal sustainable development projects, particularly in the design of their products and services.



ENVIRONMENTAL ACTIONS

Ipsos measures the CO₂ emissions linked to its activity, which are generated mainly through its energy consumption and its employees' business travel. In 2021, the Group made a commitment to reduce its carbon footprint per person by 15% by 2023 and to become carbon neutral by 2035.

REFERENCE FRAMEWORK

IPSOS' SUSTAINABLE DEVELOPMENT STRATEGY: TAKING RESPONSIBILITY

Sustainable Development Goal

Ipsos' contribution under Taking Responsibility



SOCIAL ACTIONS

Ipsos adheres to the ESOMAR International Code of Professional Ethics for market and opinion research and has developed its own Code of Professional Conduct and Ethics (*Green Book*). In carrying out our business activities, we are extremely vigilant in combating corruption, fraud and conflicts of interest, and in defending human rights and personal freedoms. All new Ipsos employees undergo mandatory training on these subjects.



SOCIAL ACTIONS

In each country where Ipsos operates, it cooperates with various public and private organizations to use its expertise and knowledge of markets, society and consumers to promote positive impact initiatives. For example, at a global level, Ipsos has signed a partnership agreement with Tent Partnership for Refugees and has recruited more than 61 refugees into its workforce. The Group has also conducted a voluntary global study, "*Project Understanding*", designed to provide a better understanding of the drivers of refugee integration and of the acceptance of refugees by the populations of host countries.

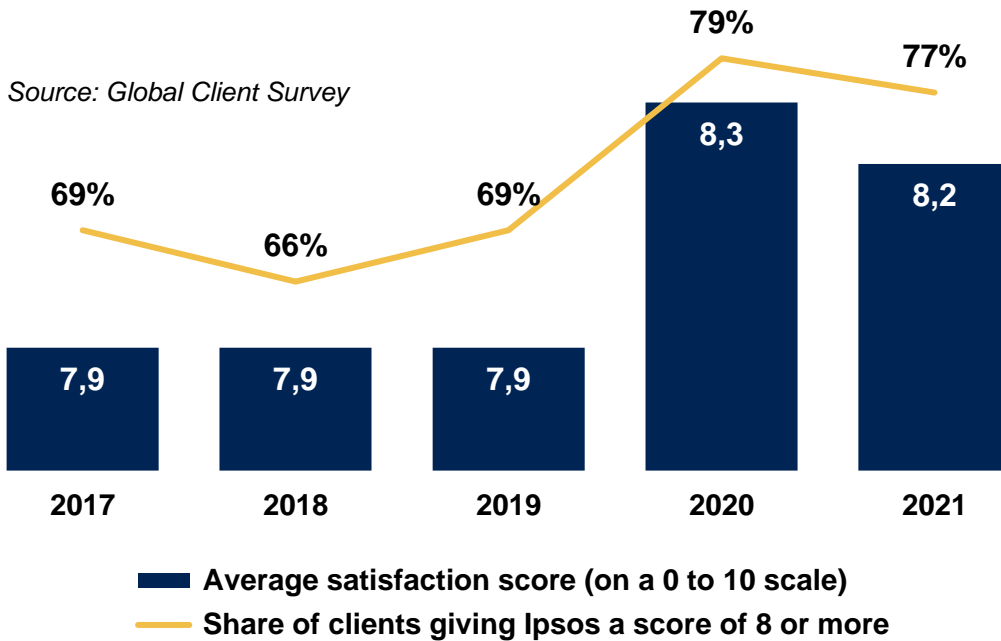
3.2.5 A client-focused organization

In 2021, Ipsos remained resolutely focused on serving its clients in a complex period where, perhaps more than ever, having reliable, up-to-date and relevant information on society, markets and people was essential for both companies and public organizations. Our clients needed Ipsos and Ipsos was able to meet their expectations.

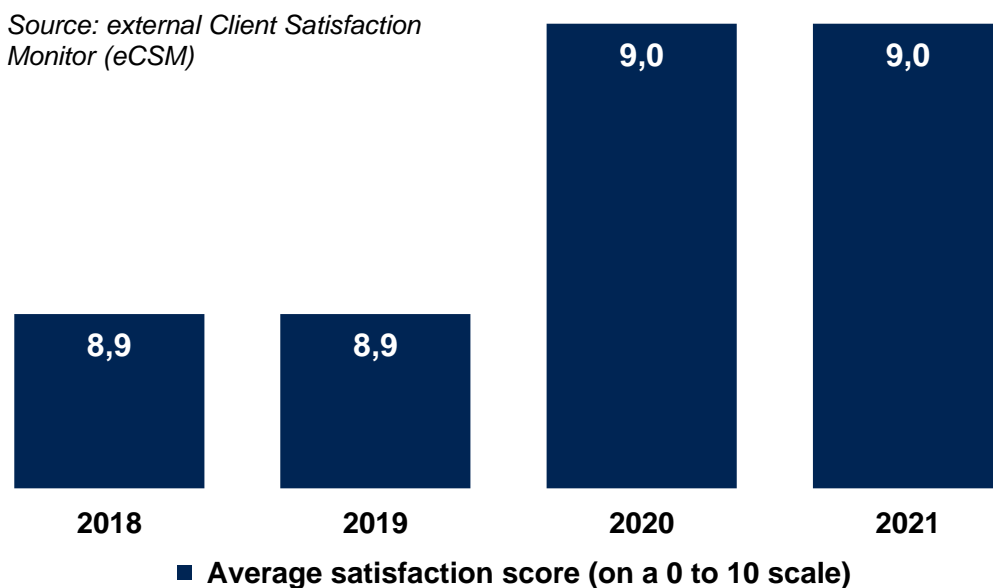
"Client First" is one of our five corporate values, applied daily by our 18,000 employees worldwide: "The client is our number one priority. No matter what. We build long-term partnerships and understand our clients' business as if it were our own. We are responsible and accountable for providing our clients with the best solutions across our specializations."

In 2021, client satisfaction again hit a record high, with an overall score of 9 out of 10, for the second year in a row. This is according to the survey conducted by Ipsos (*Client Satisfaction Monitor*, CSM) after the end of each of our projects. This measurement tool is essential for steering our business and any dissatisfaction is systematically addressed by our teams. Our several hundred largest clients are surveyed annually on their overall assessment of Ipsos as a supplier and partner (*Global Client Survey*, GCS). They gave us a score of 8.2 out of 10 - stabilizing after a record high of 8.3 in 2020. Nearly half of them (48%) are extremely satisfied with Ipsos' performance, giving us a score of 9 or 10. More than three-quarters (77%) rate our services at 8 or higher.

Client satisfaction - 400 largest global clients



Client satisfaction - all clients



In addition to its 75 or so solutions, the quality of its experts, methods and technologies, and its presence in over 90 markets, Ipsos has also deployed a suite of tools dedicated to optimizing its clients' experience.

One of the main tools is the Client Organization. Present both globally and locally in our various markets, it is made up of over 200 professionals whose mission is to create a special link with our main clients, to identify with them the issues they face and to guide them in the use of the various Ipsos solutions that will enable them to respond to those issues. These *Client Officers* and *Client Directors* are selected from among our most experienced employees and have a

REFERENCE FRAMEWORK

IPSOS' SUSTAINABLE DEVELOPMENT STRATEGY: TAKING RESPONSIBILITY

broad vision of our various services. Their mission is to make Ipsos a full partner for those who call on us to help them shape their decisions with our data and analysis.

3.2.6 CSR governance

Recognizing the growing importance of Corporate Social Responsibility, Ipsos created a special committee within its Board of Directors in 2014. For the past 13 years, its mission has been to define Ipsos' sustainable development strategy and its goals in this area, to oversee the implementation of the strategy and to monitor the performance indicators. It also undertakes to report to the Board of Directors on all its work.

The committee is chaired by one of the independent members of the Ipsos Board of Directors, Florence von Erb, Chair of the CSR Committee and independent Director.

The committee has three other members:

Jennifer Hubber, Director

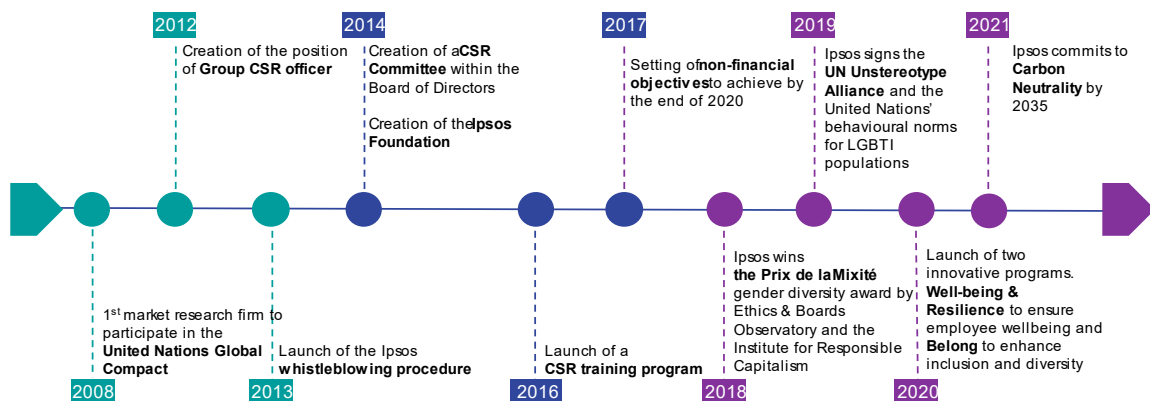
Sylvie Mayou, Director representing employees

Didier Truchot, Chairman of the Board of Directors

This Committee meets three times a year. It cooperates with the Audit Committee and reports regularly to the Board of Directors on its work, particularly with regard to the monitoring of performance indicators. In 2021, in addition to its usual work, the Committee decided on the 2021-2023 sustainability roadmap and the performance indicators to be monitored over this period. It also began work on the carbon offset roadmap for 2022.

The CSR policy is implemented and overseen by the *Global CSR Officer*, Ewa Brandt, who works closely with the Chairman of the Board of Directors and the Chief Executive Officer of the Group, and is supported in the deployment of CSR initiatives by CSR "Ambassadors" in each country.

3.2.7 The Ipsos CSR roadmap



In 2021, the Company decided to present its objectives and the progress to be made by 2023 by establishing nine performance indicators. These indicators are monitored at Group level

and in the local entities. They express our commitment and our sustainable development policy for each CSR area: Corporate, Social and Environmental (see table below).

The skills of our employees and the efficiency of our organization guarantee the quality of the services provided to our clients. This is why two of our objectives cover Ipsos' main non-financial risks related to talent retention and engagement.

The Company wants to promote women's access to positions of responsibility. Therefore, we have set two targets and performance indicators to measure the development of women's careers and their access to positions of responsibility.

To better track progress on country CSR policies, we also measure the rate of participation in the CSR *Taking Responsibility Survey* in all of our entities around the world.

Ipsos' goal is to work with suppliers and partners who share our principles of business conduct. Therefore, there is one specific performance indicator that measures the number of the Group's suppliers that are members of the United Nations Global Compact.

For the environmental pillar, three key targets and indicators have been identified. These are designed to monitor progress in reducing our carbon footprint and to measure the effectiveness of the initiatives we are implementing to develop the circular economy: purchasing and recycling paper and eliminating the use of plastic in Ipsos offices.

The following table shows our 2021 performance.

REFERENCE FRAMEWORK

IPSOS' SUSTAINABLE DEVELOPMENT STRATEGY: TAKING RESPONSIBILITY

Area	Indicator No.	CSR Indicator	Target 2023	Scope	Baseline values for the 2020-2023 plan	12/31/2021
CORPORATE	1	Level of employee commitment (see 3.3.1.2)	Employee engagement level equal to the "RED" (<i>Representative Employee Data</i>) benchmark	Group	72%	76% (vs. RED 72%)
	2	<i>Taking Responsibility</i> survey response rate (Covering all CSR issues)	95% response rate to the TR survey for all countries with more than 50 employees	Countries > 50 employees	100%	100%
	3	Professional equality between men and women - % of women appointed to Level 1 of the Leadership Team (see 3.3.1.2)	40% by 2023	Group	34.2%	36.1%
		Professional equality between men and women - % of women appointed to Level 2 of the Leadership Team (see 3.3.1.2)	50% by 2023	Group	43.6%	44.2%
	4	Employee turnover rate for voluntary departures (see 3.3.1.2)	Turnover rate below 12% (excluding employees with under 3 years length of service)	Group	11.7%	11.6%
SOCIAL	5	Number of suppliers adhering to the United Nations Global Compact (see 3.4.8.1.2)	90% of global suppliers to subscribe to the UNGC by 2023	Group	N/A	43%
ENVIRONMENTAL	6	Greenhouse gas emissions per employee (see 3.5.1.1.3)	Total tonnage of CO ₂ equivalent emissions for Scopes 1 and 2 and business travel in Scope 3 of 2.05 per employee by 2023	35 countries monitored for GHG emissions	2.35 tons of CO ₂ e per employee	1.06 tons of CO ₂ e per employee
	7	Paper recycling % (see 3.5.1.1.3)	90% of paper that can be recycled is recycled	35 GHG countries	84.2%	91.9%
		Direct purchases of paper	Reduce purchases of paper by 10%	35 GHG countries	260 tons - 1.7 kg per employee	203 tons - 1.3 kg per employee
	8	Single-use plastic	Ban of single-use plastic by 2023	Group	N/A	N/A

3.2.8 Data collection process

3.2.8.1 Reporting scope and period

The report covers all the markets in which Ipsos operates unless otherwise specified. Data collection and monitoring of the indicators are carried out jointly by the central teams and the local teams in each country.. Throughout the year, the Director in charge of the Group's Corporate Social Responsibility involves all stakeholders in CSR work and projects. Each local Ipsos entity has appointed a CSR Ambassador who helps promote efforts and keep employees informed of the progress made. With respect to the Green House Gas (GHG) indicators, the report on greenhouse gas emissions now covers all of the Group's markets, as opposed to the 35 main markets in 2020. Those markets were: Argentina, Australia, Belgium, Brazil, Bulgaria, Canada, Chile, China, Czech Republic, Denmark, France, Germany, Hong Kong, India, Italy, Japan, Malaysia, Mexico, Netherlands, Peru, Poland, Romania, Russia, Singapore, South Africa, South Korea, Spain, Sweden, Switzerland, Taiwan, Thailand, Turkey, United Arab Emirates, United Kingdom and the United States.

The reporting period for this non-financial performance statement is January 1 to December 31, except for the Taking Responsibility survey, which uses data from October 1, 2020 to September 30, 2021. In 2021, the GHG (greenhouse gas) indicators report covered the period from January 1 to December 31, 2021, whereas previous years' reports covered the period from October 1 to September 30.

As part of the deployment of our CSR strategy, called "*Taking Responsibility*", corporate and social data is collected from all the Ipsos entities. This annual survey, which is called the *Taking Responsibility Survey*, is designed to meet the Communication on Progress (CoP) requirements of the United Nations Global Compact and the standards set by the GRI (*Global Reporting Initiative*).

3.2.8.2 Definitions and Data Collection Procedures

3.2.8.2.1 Corporate data

We measure corporate HR indicators that cover all the Group's companies and permanent staff (Ipsos' definition of permanent staff includes all regularly employed and permanent employees, whether on permanent or fixed-term contracts, and paid or student interns).

The corporate data is collected via the Human Resources Information System "*iTalent*" and the "BI" management tool. The level of employee engagement is measured each year via the "*Ipsos Pulse*" opinion survey.

Voluntary departures include resignations, end of fixed-term contracts, retirements, deaths and cancellations of hires recorded in a month other than the month of hiring.

Involuntary departures are all other types of departure that are not considered voluntary.

3.2.8.2.2 Social data

Data on social activities has been collected since 2013 through an annual Taking Responsibility survey. The questionnaire consists of 78 questions designed to consolidate information on Ipsos' CSR objectives and the initiatives implemented locally to support our CSR goals. The managers of the local entities are responsible for completing this survey.

REFERENCE FRAMEWORK

IPSOS' SUSTAINABLE DEVELOPMENT STRATEGY: TAKING RESPONSIBILITY

3.2.8.2.3 Environmental data and greenhouse gas emissions report

Information is collected at country level by the Group global Finance team under the supervision of the Deputy CFO using a spreadsheet (greenhouse gas emissions spreadsheet, prepared on the basis of the tools provided by the Bilan Carbone® association and its methodology). Since 2019, internal checks on the CO₂ emissions reporting process have been tightened. The global Finance Department team has also provided the following training resources and materials: instructions, user manual for the Bilan Carbone® association's spreadsheet and methodology guide. Where necessary, some information may be extrapolated. Data consistency checks are carried out at Group level. Data is compared with that of the previous year and any material discrepancies are analyzed.

Data consolidation is carried out using the Bilan Carbone® method consolidation tools, extracting emissions data in the format required by the "Greenhouse gas emissions" protocol.

3.2.8.2.4 Limitations

The methodologies used for certain corporate and environmental indicators are subject to certain limitations due to the following factors:

- Differences in welfare and labor legislation in some countries and, in particular, different definitions for the calculation of certain indicators;
- In the absence of actual data, estimation methods may be used, in particular for environmental indicators (estimation of energy consumption based on surface area occupied, estimation of refrigerant leaks based on installation capacity);
- Changes in business scope from one year to the next.

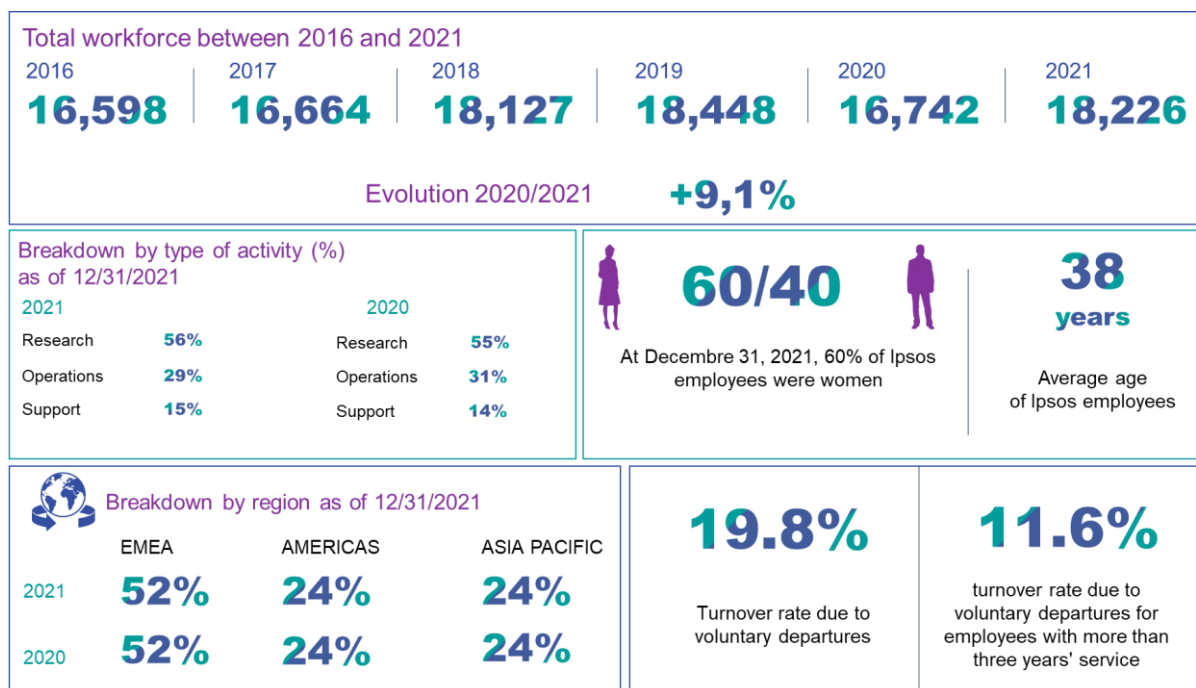
3.2.8.2.5 Review by independent auditors

In accordance with Article L. 225-102-1 of the French Commercial Code, the information in this non-financial performance statement has been examined by an independent third party appointed by Ipsos. Their report appears at the end of this section.

3.3 Ipsos' corporate social responsibility commitment

3.3.1 HR Policy

3.3.1.1 HR Dashboard



3.3.1.2 Corporate risks

Throughout the world, with respect for human rights, Ipsos is committed to diversity, safety, well-being, health and the development of each individual's talents, both for its employees and for local communities.

Attracting and retaining the best talent, maintaining a high level of commitment and developing its employees through a high-quality training policy are the main focuses of Ipsos' Human Resources policy.

The main corporate risks faced by Ipsos are the risk of key managers leaving the company and the risk of a lack of qualified staff. (See "Risks" section).

If key managers or even teams leave, the Group could lose clients or experience a reduction in business on certain products or Service Lines. Our leaders and specialists are key not only to our commercial activities but also to the Group's innovation policy and the launch of new services.

In a particularly competitive environment, it is essential to set up business continuity plans to promote and develop the skills of employees who will become key managers. The Group identifies key staff, guaranteeing them an attractive remuneration package with an annual bonus and long-term schemes such as share incentive plans. Employment contracts for key employees generally include non-competition and non-solicitation clauses to protect the interests of Ipsos.

Ipsos is also exposed to the risk of a lack of qualified staff. Local teams are made up of leaders, managers and employees who must have the right mix of skills to serve clients while ensuring the development of the business. In some countries, particularly emerging countries, there is a lack of qualified staff or it is hard to replace them, as the younger generations tend to leave

REFERENCE FRAMEWORK

IPSOS' CORPORATE SOCIAL RESPONSIBILITY COMMITMENT

their country of origin or to change companies regularly without necessarily specializing. This scarcity may have two consequences: from an operational point of view, it may affect Ipsos' ability to provide its clients everywhere with the same services and innovation. And from a financial point of view, it could lead to higher salaries due to stiff competition for the right profiles. Ipsos has an active policy to retain its key managers and offers annual salary increases to remain competitive in the local labor market. At the same time, regular training is provided to maintain service quality and improve employees' skills. The sections that follow provide details and illustrations of this career management and retention policy.

3.3.2 Management of the public health crisis

3.3.2.1 Work environment and compliance with standards

The global Covid-19 pandemic has brought about an unprecedented change in society and has affected the way we work, the expectations of our clients and our ability to meet those expectations.

Since the beginning of the crisis, Ipsos has done everything possible to protect the health and safety of its employees in all the countries where it operates. It has complied with the health and safety requirements set by the public authorities by implementing procedures, protocols and preventive measures to avoid infection among employees. In 2021, Ipsos continued its policy of protecting employees in accordance with local government health regulations. This means that the following measures were maintained:

3.3.2.1.1 Health measures

- Disinfection of premises.
- Physical distancing (keeping a minimum distance from other people, reducing capacity in offices and meeting rooms, mandatory wearing of masks).
- Observing preventive hygiene measures (frequent hand washing, provision of hydroalcoholic gel, covering one's nose and mouth when coughing or sneezing, wearing a face covering and avoiding touching one's face, etc.).
- Protocol for handling positive cases: identify, test, isolate, follow up with the employee.
- Protecting "clinically vulnerable" employees: enable them to work from home.

3.3.2.1.2 Organizational measures

- Moving around the building (accessible areas, signage, prevention of overcrowding, controlling how people move around, including to access canteens).
- Flexible working hours: longer office opening times, working from home, etc.

3.3.2.1.3 Vaccination

To support local government vaccination programs and promote a safer workplace, the human resources teams in Indonesia, Malaysia and the Philippines launched a series of campaigns to raise awareness and encourage employees to get vaccinated. This was done, for example,

through a health conference at which doctors discussed vaccine-related issues: facts and myths, types of vaccines available and their manufacturers, efficacy rates, recommendations regarding pre-existing conditions, and what to look out for after vaccination.

- Our HR team in Moscow developed an action plan to support uptake of the Covid-19 vaccine. In June, Ipsos in Russia facilitated responses to employee questions and offered vaccinations at the office; any employee could book a vaccination via the intranet.
- In Ecuador, Ipsos supported the joint public and private initiative of the Ecuadorian Business Committee, the Ministry of Public Health and the organization "Mujeres por Ecuador" (Women for Ecuador) to provide access to vaccination for Ipsos employees and their families.

3.3.2.1.4 Working from home and returning to the office

With the prospect of a gradual return to most of our sites, Ipsos has created local "back to normality" guides to take the necessary measures to protect the health and safety of its employees. These guidelines have been drawn up in compliance with the health and safety requirements recommended by the public authorities and in compliance with the constraints arising from certain individual situations.

Ipsos has launched a global working group including representatives from the regions and business lines to define common rules for "hybrid" working to be respected and adapted in each country according to government and health recommendations.

3.3.2.1.5 Preventing mental health risks

The health crisis, due to its global reach and considerable duration (five waves in France to date), has had a significant impact on our employees' work and has led to mental health risks for which Ipsos has implemented a number of prevention and support measures, such as:

- Helpline with specialists in most countries via the EAP "Employee Assistance Program" or dedicated lines.
- Setting up a Mental Health Risk (MHR) committee.
- Preventing isolation by organizing regular contact with staff who are still working from home.
- Online training to help managers manage remote teams (see 3.3.3.3.4)
- Online activities to prevent stress (yoga, sports, challenges, etc.)
- Providing staff with regular updates on the measures implemented by the Company in response to the course of the epidemic in each country.
- Supervision and support for employees working from home (laptop computer, loan of furniture - chairs, screens -, internet access, training in online tools); recommendations for postures to limit the risk of musculoskeletal disorders, recommendations for breaks during the day.

REFERENCE FRAMEWORK

IPSOS' CORPORATE SOCIAL RESPONSIBILITY COMMITMENT

- Respect for the right to log off when working from home outside office hours.
- Organizing social activities to encourage employees to return to the office (games, lunch, sports activities, etc.)

In order to prevent problems such as stress, burnout and a poor work/life balance, Ipsos in France has set up a training program for managers. Four modules to help them understand the different types of risks, recognize early warning signals and red flags, reduce stress factors, and manage difficult situations in the best way. In the Asia-Pacific region, workshops have been offered to managers on recognizing and responding to employee distress, and on developing emotional intelligence - creating a sense of psychological safety and building trust.

The recent Pulse 2021 employee satisfaction survey (see 3.3.3.1) showed that employee morale was up with an average of 7 points on a scale of 10 versus 6.6 in February when we conducted our Pulse Flash survey. 75% felt that in recent months, Ipsos, as an organization, has shown care and concern for its employees.

3.3.2.1.6 Compliance with hygiene, health and safety standards

Nearly 625 employees worldwide have been designated and trained in health and safety and are involved in defining and implementing numerous initiatives, a few examples of which are given below.

The Employee Assistance Program (EAP) has now been implemented in all regions (North America, Asia, UK, Latin America, most of Europe, and as of this year, all Middle East countries): employees are encouraged to speak up if they need help in the form of counseling or with similar emotional issues.

In Australia, online training sessions have been created on a variety of health issues, including one called "Managing your emotions at work".

The on-site medical service in France organizes blood donation and flu vaccination campaigns, as well as relaxation, support and individual remote counseling sessions (over 90 employees between May and October). Since 2020, all employees have had access to free blood tests, nursing care and an optician's service on-site.

3.3.2.2 **Working time, absenteeism rate, flexibility, lockdown, return to the office**

3.3.2.2.1 Working time, absenteeism rate

The absenteeism rate is defined as the number of hours absent from work versus the number of hours worked without absences. The number of hours of absence includes sick leave, maternity leave and work-related accidents.

Historically, this rate has been monitored in France in particular in order to meet applicable legal obligations. Since 2018, the Group's Human Resources Department has made its teams aware of the importance of measuring the absenteeism rate, even though it does not represent a significant risk in our business sector. Monitoring is now done by country, and analyses looking for causes and local action plans are implemented where necessary.

The average absenteeism rate is 1.3% lower than in 2020 (2.4%).

3.3.2.2.2 Flexibility in work organization and work-life balance

Given the pandemic situation, we are now working more flexibly than ever. With the majority of employees having now opted for hybrid working between the office and home, it can be

difficult to separate one's work from one's private life. We therefore strongly encourage employees to make sure they have a good routine in place, and that they take breaks and their statutory vacations so they can get adequate rest.

- In the UK, we marked Mental Health Awareness Week in May with a series of newsletters providing advice and support on a variety of topics, aimed at improving the mental wellbeing of our employees.
- In Asia, a unique initiative called "Ipsos on Air", designed around the presentation of podcasts, was created in collaboration with the Human Resources and Communications teams. Four sessions on work and life-related topics were held this year, bringing together external experts and influencers, with between 150 and 350 people in each session.

Training has been arranged to support our leaders in remote team management and social isolation (daily meetings, videos, sharing, team challenges, encouragement, emotional support, flexibility, limits and expectations, etc.).

3.3.2.3 Wellness & Resilience Initiative

We want our employees to be in the best conditions to give their best, especially during this ongoing pandemic period.

To support our employees, in the first quarter of 2021, Ipsos created a "*guide*" on well-being and resilience, within which we shared our commitments that are structured around three main areas:

- Provide assistance: support for our employees' well-being, including mental health.
- Develop personal resilience: this area focuses on building personal resilience and demonstrating resilient leadership.
- Create professional resilience: provide employees with the opportunity to enhance their skills and develop their careers within Ipsos.

This guide has been distributed to all the Company's HR teams.

An "HR Wellness Champions" network has also been created and meets monthly to discuss various topics related to wellness and resilience and to share best practices between Ipsos regions.

We have also conducted "train-the-trainer" sessions where Ipsos HR teams deliver courses on building personal resilience and managing virtual teams. The Ipsos Training Center also offers wellness training courses.

In the first quarter, much of the activity around the world was focused on providing support and building personal resilience. Activity in the second half of the year focused on building professional resilience.

Although it is difficult to measure the impact of the initiatives launched, we are seeing high levels of employee engagement and interest in the wellness and resilience activities we are conducting and the feedback is very positive.

- In Ghana, as in many other countries, talks on health and wellness, together with an external helpline, have helped employees better deal with the successive waves of Covid-19.

REFERENCE FRAMEWORK

IPSOS' CORPORATE SOCIAL RESPONSIBILITY COMMITMENT

- In 2020, in North America, we set up a wellness committee, Well-being@Ipsos, and an app called "*Wellable*" was deployed, giving all employees in the region access to health content and on-demand fitness classes. This app sends "health tip" alerts via SMS directly to the phones of employees who have signed up. There is also a series of holistic webinars that can be viewed live or replayed.
- In France, workshops are organized for all employees on resilience, work-life balance, managing stress, and avoiding over-investment and hyper-connectivity. And to help teams who are now back in the office bond, a calendar of corporate events has been set up (seminars, training sessions, complimentary breakfasts, etc.)
- In the Middle East, managers and team leaders were able to attend a webinar called "Pollyana", which suggested daily micro-help techniques for dealing positively with the difficult situations that employees face.

3.3.3 Talent Management

3.3.3.1 Attracting, engaging and developing talent at Ipsos

Our employees are our main asset. The "Proud to be Ipsos" guide describes our vision of the business and the values we want to share in our professional environment.

This document, which has been translated into the main languages spoken within the Company, was first published in 2007 and has been distributed in all our countries. It introduces and presents the values of the Group so that we can share our commitment with every newcomer.

Ipsos promotes the values and associated behaviors as true day-to-day models of inspiration for its employees.

Our values are:

- Integrity
- Curiosity
- Collaboration
- Client First
- Entrepreneurial Spirit

Our aim is to attract and retain the best talent in the industry. Our employees set themselves apart by virtue of their curiosity, their skills and a passion for creating value for clients.

Ipsos and its management want its employees to be proud and happy to work there. In order for them to develop their potential, the Company is constantly working to provide them with a pleasant working environment and access to high-performance technological tools. Our corporate value of "Entrepreneurial Spirit" is a reality. The management encourages innovation and gives employees the autonomy they need to quickly rise to positions of responsibility.

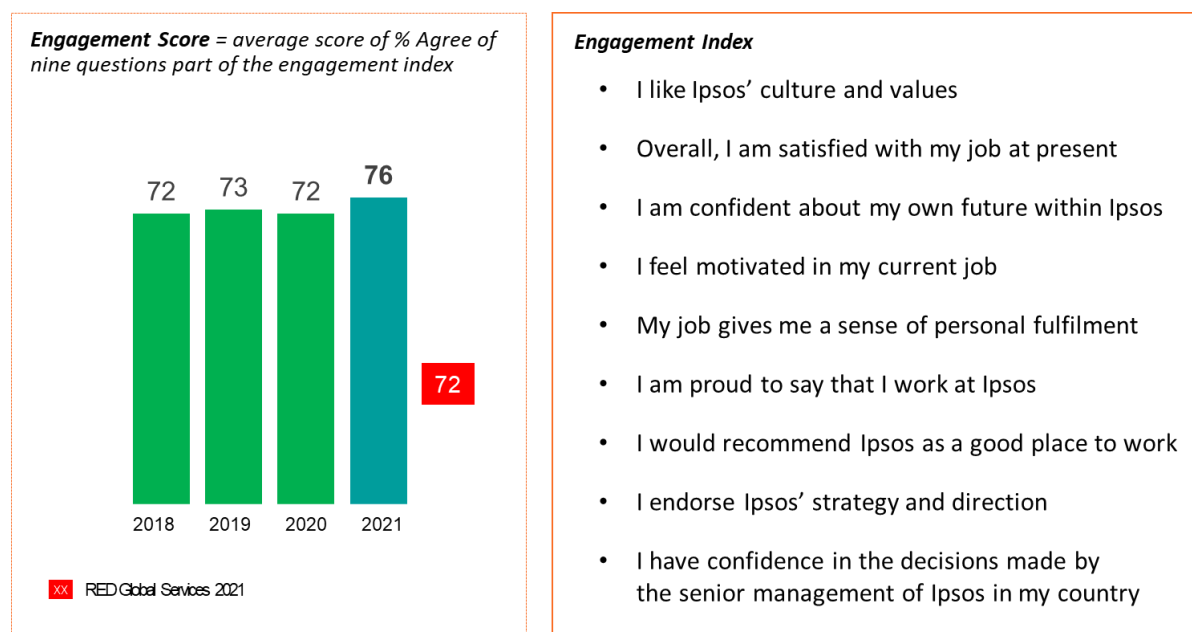
3.3.3.1.1 Turnover rate: Departure analysis

As of December 31, 2021, the Group had 18,266 employees worldwide (including employees acquired through acquisitions and including "Contractors Standard"), compared to 16,742 in 2020.

The staff turnover rate is based on the permanent workforce (excluding *Contractors Standard*). The definition of Ipsos' permanent workforce is a broad one that encompasses all steadily employed and permanent employees, whether on permanent or fixed-term contracts. According to this definition, as of December 31, 2021, Ipsos had a total turnover rate of 21.8% (18.6% in 2020) and a turnover rate due to voluntary departures of 19.8% (13% in 2020), of which 11.6% for employees with more than three years' service. After a drop in the rate in 2020, employee turnover has returned to its usual level as the job market was more buoyant again in 2021. In addition, the Company employs a large number of mainly temporary workers to administer its questionnaires: the interviewers. These workers are not included in the permanent workforce and the variable costs they represent are included in the direct costs of the consolidated income statement.

Data on arrivals and departures is based on steady and permanent employees under contract, excluding acquisitions. Employee commitment is central to the Group's performance.

We want to support the development of our employees throughout their careers and ensure they remain committed to the Company. Therefore, we are attentive to the corporate climate and to the level of commitment of our employees. Each year, we conduct an internal survey with all our employees to give them the opportunity to share their concerns and expectations with senior management.



First conducted in 2003 by a team of Ipsos experts, the Ipsos Pulse survey has become a key annual event for employees worldwide and a valuable HR management tool. In 2021, the survey was translated into 23 languages.

It offers all Group employees a valuable and unique opportunity to express their views on the working environment, management and the Group's strategic objectives. It was a real success in terms of interest, with an 82% employee participation rate this year, giving us a representative overview, reliable results and enabling us to define our action plans for 2022.

In February 2021, we interviewed our employees via a short "Pulse Flash" survey to gather their views, opinions and feelings on their current personal situation, their work environment and on how Ipsos has supported them during this difficult period. The survey was conducted over nine working days and the participation rate was 70%. 75% of the respondents considered that Ipsos had shown care and concern for its employees, including in terms of health and

REFERENCE FRAMEWORK

IPSOS' CORPORATE SOCIAL RESPONSIBILITY COMMITMENT

safety measures. They also welcomed the fact that the Company had made efforts to keep as many jobs open as possible.

The responses to the Ipsos Pulse survey, which were processed anonymously, showed that the overall situation is very positive despite another eventful year due to the global pandemic. All indicators are up with a high overall engagement of 76%, up 4%. Nearly 76% of employees would recommend Ipsos as a good company to work for. They have growing confidence in the future of Ipsos (87%, +5% vs. 2020), are proud to work there (83%, +3%) compared to 73% for the RED (benchmark); and are confident about their own future at Ipsos (69%, +8% vs. 69% for the RED).

In the interest of continuous improvement, the results and findings of the 2021 Ipsos Pulse campaign are being carefully studied and analyzed so we can identify our top priorities. This will be followed by the preparation of specific action plans and talent management initiatives.

In addition, employee training ratings are still up at 85%, demonstrating how well our HR teams worked during the pandemic to transition training from face-to-face to online.

3.3.3.2 Generation Ipsos

3.3.3.2.1 Promoting the Group's appeal to young graduates through the "Generation Ipsos" program

In order to remain focused on our deep commitment to the development of our employees, the Ipsos Training Center has launched the program "Generation Ipsos: Getting to know the Ipsos Service Lines". This initiative, aimed at new graduates, is designed to provide them with a solid foundation of knowledge and skills in the field of research, and to strengthen links and interactions with employees from the different Service Lines. This internal training program will then enable them to apply for various positions within Ipsos.

This global program aims to recruit the best curious and passionate market research talent, contribute to their development, integrate them into the Ipsos culture and immerse them in our organizations, offering them training and development opportunities.

It includes taking online courses, participating in practical activities (organized locally) and submitting a project on a study to be presented to experienced local managers. Participants are also given the opportunity to experience the work and environment of several Service Lines and thus enrich their knowledge of the research industry.

For the first time since it was set up, Generation Ipsos organized a global conference in 2021, with more than 500 participants, senior executives from our Company and former Generation Ipsos participants. This meeting gave everyone the opportunity to create links with one another on a global scale.

Since it was launched, 2,879 new graduates have enrolled on the program in 66 countries.

- In early 2021, Ipsos in sub-Saharan Africa enrolled 17 students from Nigeria, South Africa, Zambia, Kenya and Ghana on the Generation Ipsos program. It gave them the opportunity to learn about Ipsos' DNA and working methods.
- The Yammer community "Latam Generation Ipsos" was created this year. Aimed at our young talent in Latin America, it is a space where they can be seen and heard, get involved in CSR activities and get the opportunity to join new projects.

The feedback from our young employees on their experience is commensurate with their commitment and has highlighted the challenges of this crisis. Some said they felt uncomfortable at first, not being able to meet their colleagues in person. Others did not expect to have to work from home for such a long period of time. Nevertheless, they did find that they could learn a lot doing things virtually. To foster integration during the pandemic, country managers paid particular attention to the younger generation by organizing virtual meetings (MS Teams or Yammer) to support them in their isolation and make sure they felt a part of our Company.

These young graduates joining Ipsos undergo comprehensive training followed by three rotations in the Service Lines during their first year. They are exposed to the different aspects of our business, broaden their network and gain the skills and experience necessary to succeed in their career with the Group. The Generation Ipsos rotations in the US provide experience and foster a strong culture of collaboration.

Ipsos in France has teamed up with the "My Job Glasses" platform, which connects students and professionals, some thirty of whom are Ipsos ambassadors. This project is helping to increase our visibility among students, the aim being to create a pool of young talent who could one day join our organization.

3.3.3.3 Career management

We pay particular attention to the professional development and career management of our employees. To this end, our HR teams help staff progress, and move sideways between departments, by means of staff reviews, performance and mobility interviews, and tailored training plans.

3.3.3.3.1 Classifying our jobs to better manage careers

Since 2020, Ipsos has been using a new Job Library in which 193 jobs are listed. These jobs are classified according to four types of function that reflect Ipsos' main business activities: Research and Science, Operations and Platforms, Key Account Management and Support Functions.

This system of classification is used by human resources to provide a common frame of reference for talent acquisition, workforce management, training and employee development.

3.3.3.3.2 Appraising the performance of our employees

As every year, our employees have benefited from an individual performance review. These reviews provide the perfect opportunity for employees to talk to their manager; during the review, the employee's performance is discussed and recorded, as are the plans for their professional development and their aspirations for functional or geographic mobility.

3.3.3.3.3 Organizing staff reviews to identify talent and establish succession plans

The staff review introduced in 2018 is carried out jointly by managers and HR managers. It consists of evaluating our employees using a matrix that establishes the levels of performance and potential for each person. It is also an opportunity to discuss the action plans to be implemented for the employee.

This staff review makes it possible to:

REFERENCE FRAMEWORK

IPSOS' CORPORATE SOCIAL RESPONSIBILITY COMMITMENT

- identify key talents, experts and high potentials,
- have a talent management policy that is both dynamic and proactive, ,
- Develop succession and continuity plans in the event of departure or change of
- Position, ,
- implement appropriate career management in terms of salary, training and mobility,
- propose relevant development plans to help employees progress.

Each year, the exercise is carried out centrally by the Human Resources department for the Company's senior executives. Actions are identified for some of these employees (mobility, coaching, salary review, etc.). The Group HR Department then ensures that the decisions are implemented.

3.3.3.3.4 Offering attractive opportunities for career development through internal mobility

Ipsos encourages functional mobility and international mobility. Internal mobility gives all employees the opportunity to further their professional development and also enables Ipsos to retain its skilled staff. Employees can thus express their wish to be assigned to another department to learn a different job or to be given the opportunity to work abroad.

Personal development plans are formalized at the annual performance reviews. These provide the forum for an open dialogue between managers and employees on skills development, training and professional mobility requirements.

Since Ipsos operates in 90 markets, employees have a very broad platform for their professional development. Ipsos encourages international career paths.

As of December 31, 2021, Ipsos had 350 internationally mobile employees (all types of contracts). Despite the pandemic, 59 international transfers took place during the year, demonstrating the Group's ability to offer opportunities in all the regions.

In order to respond effectively to the rapid changes in the work environment and in client expectations, the management and human resources teams set up agile rotation and mobility systems. This meant that the teams with the smallest workloads could be 'loaned' from one service line to another to make up for any lack in resources.

3.3.3.3.5 Organizing succession and continuity plans for management and key positions

It is essential that employees receive training for their professional development. Ipsos actively contributes to this by designing and implementing various training programs, which are conducted either face-to-face, remotely or online via the Ipsos Training Center (ITC), Ipsos' dedicated platform.

Ipsos tracks the number of training hours recorded by employees on the iTime platform. Training represents 2.7% of the total time, i.e. approximately 51 hours per employee. Ipsos is proud of this achievement, which attests to the importance of making our staff's development a key focus. It also demonstrates our ability to offer alternative training solutions when face-to-face training is no longer possible. In 2021, distance learning and online training enabled us to ensure continuity in our staff training despite the public health crisis.

Thus, in the annual Pulse survey conducted in 2021, 85% of Ipsos employees (84% in 2020 vs. 76% for the RED) said they receive adequate training to carry out their work, a score well above the norm for our industry (76%).

3.3.3.4 Training and skills development

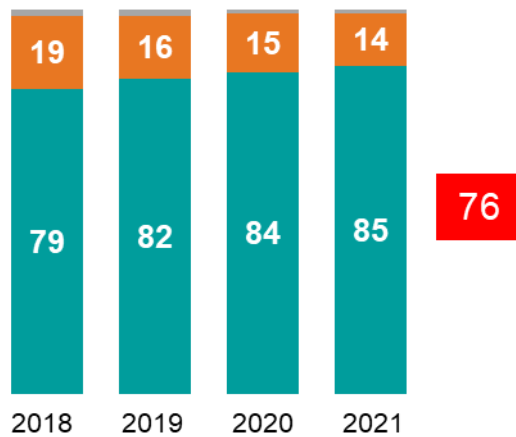
3.3.3.4.1 Focus on the Ipsos Training Center (ITC)

The Ipsos Training Center is the department in charge of designing and delivering online training to employees.

Providing the latest e-learning solutions, all employees have access to it from a dedicated platform. It thus contributes to the personal development of employees.

In 2021, the ITC continued to work with the Service Lines and updated and expanded its range of training programs.

(%) I feel **adequately trained**
to do my work



- Sub-Total Agree
- Sub-Total Disagree
- Don't know
- RED Global Services 2021

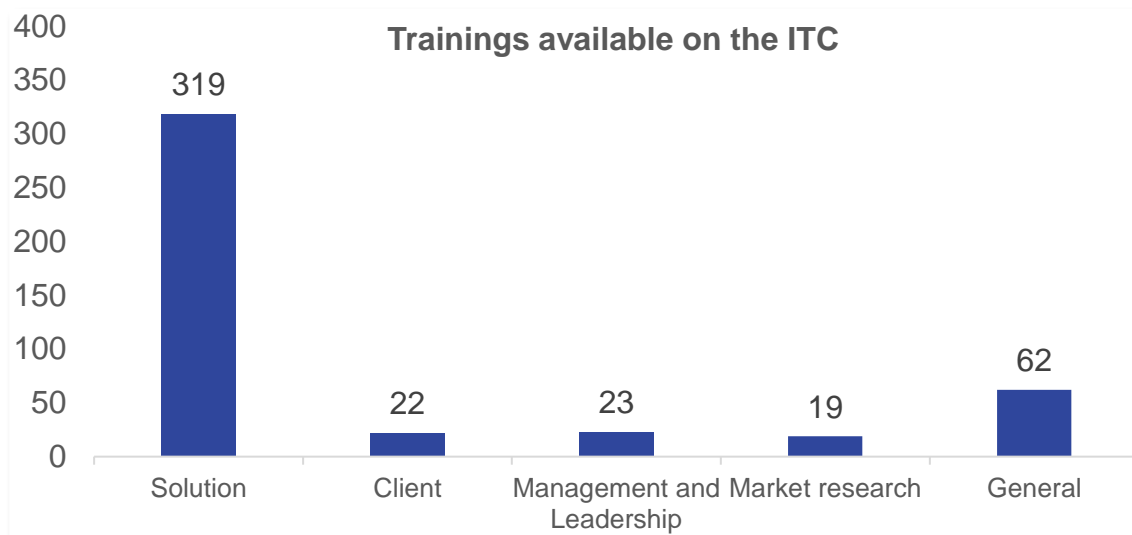
The ITC currently offers 445 e-learning courses for employees, classified according to 5 skill types:

- **Solution:** Skills related to support functions and Service Lines, their tools, methodologies and research strategies.
- **Client:** Client interaction and business development skills to become a true partner and advisor to our clients.

REFERENCE FRAMEWORK

IPSOS' CORPORATE SOCIAL RESPONSIBILITY COMMITMENT

- **Management and Leadership:** Skills to become more effective in one's work and to manage a team.
- **Market research:** Skills related to market research know-how.
- **General:** Skills extended to other areas.



In 2021, 81% of Ipsos employees (78% in 2020) used the ITC to do at least one training activity. Ipsos' training platform is therefore widely used by all employees.

3.3.3.4.2 Focus on welcoming new employees

The induction process for new employees, implemented in 2015 in all the regions to ensure that each newcomer to Ipsos has the same experience, remains a key initiative to provide employees with a rapid immersion in the Company's values, history, organization and processes.

3.3.3.4.3 Focus on new training programs

In 2021, over 100 new courses were added to Ipsos' employee training offerings.

There are now five certification programs to train employees in several Service Lines:

- Innovation
- Market & Strategy Understanding
- Brand Health Tracking
- Healthcare Compliance
- Creative Excellence

3.3.3.4.4 New courses linked to the health crisis situation are offered, on subjects such as:

- Working from home,

- Returning to the office,
- Resilience,
- Managing virtual teams.

Lastly, as part of the *Belong* initiative, training on Inclusion and Diversity is available to all employees.

3.3.3.5 Salaries

The Group's remuneration policy is tailored to the labor market and employment legislation of each country. It aims to:

- Attract and retain talent.
- Reward performance (individual and collective) through a flexible and motivating remuneration model.
- Ensure fair treatment of employees and respect the Group's financial and operating targets.

Since 2015 Ipsos has been internally classifying jobs, with three objectives:

- To standardize jobs across multiple regions and Service Lines.
- To ensure internal fairness within the Group worldwide, as well as the consistency and effectiveness of HR policies and practices.
- To implement an effective global approach to talent management.

This framework is used worldwide and consists of seven levels: from 1 to 7 (see 3.3.3.3).

Levels 7, 6 and 5 correspond to the first stages of a career and represent 72.5% of the Group's workforce. For these levels, remuneration is generally just a fixed salary, which increases according to the responsibilities entrusted to the employee, their command of the job and their individual performance.

Levels 4 and 3 correspond to middle management and represent 23% of the Group's workforce. At these levels, in addition to their fixed annual salary, employees may receive an annual bonus based on the financial results of their scope of work and their individual performance. They may also receive bonus shares under the Group's annual plan.

Levels 1 and 2 correspond to senior management positions, which account for 4.5% of the Group's workforce. Their compensation package is made up of three parts:

- A fixed annual salary reflecting the responsibilities entrusted;
- An annual bonus based on the Group financial objectives, individual financial objectives and personal objectives;
- The allocation of bonus shares under an annual plan that reflects Ipsos' strategic objectives and is based on the profitability of our entities. This plan is adjusted as necessary to best reflect our strategic focus.

The overall compensation of executives (salary, bonus and bonus shares) is reviewed at Group level.

REFERENCE FRAMEWORK

IPSOS' CORPORATE SOCIAL RESPONSIBILITY COMMITMENT

The individual allocation of bonus shares is totally discretionary and decided by the Plan Manager. Ipsos believes that the best way to achieve its performance targets and to align the interests of its senior executives and managers with those of its shareholders is to grant them bonus shares to reward their commitment and individual performance. These allocations are reviewed annually.

3.3.3.5.1 Profit sharing

Further to the profit-sharing agreement introduced in 1997 and the company savings plan set up in 1999, the Group's French companies have set up a company mutual fund called "Ipsos Actionnariat" to receive the sums allocated to the employees of these companies in respect of their profit-sharing and paid under the Group's savings plan.

The total amount of Ipsos' remuneration expenses, i.e. base salaries, incentives and bonuses, was €909 million in 2021, compared with €833 million in 2020, representing an increase of 9% compared with 2020 (changes in exchange rates and scope of consolidation included). For further information, please refer to the Consolidated Financial Statements (section 18.1.2 of the Universal Registration Document).

3.3.4 Combating discrimination and promoting diversity and inclusion

3.3.4.1 Diversity & Inclusion

Our commitment to equality and non-discrimination is set out in our Code of Professional Conduct and Ethics.

Ipsos Group ensures that Principle 3 of the UN Global Compact relating to non-discrimination is fully respected in all the countries in which it operates.

We see diversity as a driver of progress and performance. For this reason, the Group is committed to employment equity and to creating a workplace environment in which all employees are treated with respect and dignity. The Company is committed to ensuring equal opportunity for all employees and applicants. The Group has implemented HR policies that encourage our employees to act respectfully and responsibly, in line with codes of best practice on human rights, diversity and disability. Our employment policies not only meet legal and regulatory requirements but also the highest standards of all the countries in which we operate. We are committed to treating all employees and applicants to our Company properly and fairly. Ipsos' employment decisions are based on the merit, experience and potential of each employee, regardless of their ethnic origin, nationality, gender, marital status, age or religion.

Our Company is at its best when our employees can be themselves, with no fear of constraint, prejudice, discrimination or inequality.

In 2021, Ipsos strengthened its commitment by supporting a number of initiatives around the world with the aim of clarifying its standards and objectives in this area:

3.3.4.1.1 Building a better Ipsos with the global "Belong" initiative

"Belong" is our inclusion and diversity network, which aims to produce a global strategy and encourage greater collaboration across markets.

By attracting and empowering an increasingly diverse workforce, Ipsos seeks not only to increase employee satisfaction, but also to broaden the range of experiences we can offer to improve the quality of service we provide to our clients.

Ben Page, CEO of Ipsos: “*Belong* is tasked with leading actions, in collaboration with local Ipsos managers, that will have a significant impact on internal processes and practices, to make Ipsos as diverse as the people and topics we research. »

Reforming hiring and promotion practices to achieve more nationally representative employee profiles, improving the representation of women and people of color in management positions, closing the gender pay gap, and ensuring a safe environment for LGBTQ+ employees are among the activities addressed by *Belong*, whose overall objective is to make everyone feel good at Ipsos.

The *Belong* Committee is also working to meet our clients' expectations through three main areas:

- Clearly communicating Ipsos' Inclusion and Diversity policy and commitments.
- Improving the representativeness of our panels.
Contributing to a global reflection on Inclusion and Diversity by providing the general public with white papers and studies on these themes.

3.3.4.1.2 Some of the actions carried out under the *Belong* initiative

- October marked *Black History Month* in the UK; the theme "Proud to be" was celebrated through events with internal and external speakers, as well as through articles, all organized by our REACH (Race, Ethnicity and Cultural Heritage) network.
- In Singapore, efforts have been made to raise awareness of the culture of diversity and inclusion among all our employees through sessions on managing prejudice. The staff in charge of recruitment are doing their utmost to build diverse teams.
- In Slovakia, every day, half-hour informal discussions are held to discuss our differences, with the aim of creating an open and diverse environment and fostering knowledge and understanding of different lifestyles, opinions and backgrounds.
- In Peru, the “Become Present” program has been set up with the aim of strengthening our culture of diversity and inclusion, in order to generate an impact on the professional life of our employees by recognizing and valuing diversity, and to become an agent of change.
- Ipsos in France has launched the 4th edition of "Duoday", an initiative to introduce people with disabilities to our business and our Company. They were welcomed in our offices to share their experience with our colleagues.

The way we think about gender is changing. It is no longer just about traditional gender roles. Ipsos regularly surveys the shifts in and the pervasiveness of views on identity and on issues and experiences of discrimination.

Ipsos is also continuing to roll out a training program on whistleblowing. Each training session is tailored to the legal framework of the country in which it is given.

3.3.4.2 Strengthening gender equality in the workplace

Like most of the market research industry, which employs more women than men, Ipsos' workforce is predominantly female, with 60% women versus 40% men, 65% in Ipsos research-related functions, and 51% in support functions. In compliance with all applicable laws in each region, we unconditionally subscribe to the principle of equal pay for our male and female employees. This equality policy has several concrete applications: promoting equal opportunities and equal pay for men and women and fairness in terms of promotion and career

REFERENCE FRAMEWORK

IPSOS' CORPORATE SOCIAL RESPONSIBILITY COMMITMENT

development, and creating working conditions that leave as much room as possible for family life, or at least ensure a work-life balance.

In this context and for the second year running, Ipsos has set up a Group gender equality index to analyze the actions of 35 countries representing 87% of our employees. The index includes five key indicators that track year-on-year changes in each country, by level of responsibility, in terms of salary gaps, increases and promotions, eligibility for bonuses and bonus amounts, the percentage of women in top management and the percentage of women earning the top 10% of salaries. The results for each country are then reviewed at an annual meeting between the country's manager and HR manager and the Group HR managers. Action plans are then implemented locally based on the analysis carried out. The following year's index is used to measure the actual impact of these action plans. In 2021, 69% of the countries scored above average, compared with 57% the year before.

In 2019, Ipsos launched a worldwide program called *Women in Ipsos* that aims to ensure that women are not discriminated against in terms of salary, career progression, treatment, etc. Through the formation of an international network, this program aims to support women in their careers and enable them to develop their full potential. Through mentoring, training, and participation in events, women are given the opportunity to break through the glass ceiling.

In December 2020, the *Women in Ipsos* program was renamed the *Gender Balance Network* to bring together not only women but also men, so that they can make a commitment together on an equal footing.

Each country was thus invited to set up its own equality program taking into account local factors and conditions.

Examples of the impact of the *Gender Balance Network* around the world

- On September 15, an internal virtual event for all employees, "*Turbo Charge your Career*", shared stories of men and women who have been in the driver's seat of their careers and success. The goal of this event was to inspire our employees to be proactive in their professional development while working toward a more gender-equal company.
- In June, the Gender Balance Network hosted an event with Susie MacDonald, CEO of the charity Tender (a charity that uses the arts to build better relationships and thus prevent domestic abuse and sexual violence), to explore what sexual harassment is, why it happens, and how we can all deal with it. The event aimed to raise public awareness of this important issue, as Ipsos data shows that people tend to underestimate its prevalence: 68% of British women report having experienced sexual harassment in their adult lives.

At a global level, Ipsos is also working to ensure that women are well represented at senior management levels. Thus, in 2021:

- 36.1% of the executives in Level 1 of the *Leadership Team* were women (in 2020: 34.2%). This level comprises Ipsos' 200 top executives and key experts, most of whom are shareholders of the Group.
- 44.2% of the executives in Level 2 of the *Leadership Team* were women: a more than promising pool of candidates to take over from the above Level 1 managers (in 2020: 43.6%).

This level comprises nearly 600 senior executives and additional experts.

In 2021, whether in the workplace, at home, or in family life, the Covid-19 pandemic was disproportionately challenging for women around the world. It also impacted their mental health and well-being, especially for mothers with children at home. Ipsos assessed the situation and spoke out on the need to support women as a priority after the post-pandemic recovery through several studies, including one for *UN Women*.

3.3.4.3 Combating child and forced labor

Given the nature of Ipsos' activities, we are not directly exposed to the risk of contributing to such practices. In all countries in which Ipsos operates, the Group ensures unconditional compliance with Principle 4 of the UN Global Compact on the abolition of forced or compulsory labor. The same applies to child labor.

The necessary measures have been taken within Ipsos to ensure that our service providers comply with the same rules and refrain from employing minors.

Furthermore, in its surveys, and in accordance with the ESOMAR Code, Ipsos is particularly careful when it comes to interviewing children, young people and vulnerable individuals, ensuring that it always obtains the consent of guardians and parents before conducting any interview.

3.3.5 Dialogue between management and employees

3.3.5.1 Promoting and respecting labor relations

Ipsos Group is committed to respecting freedom of association and the right to collective bargaining, as defined by Principle 3 of the United Nations Global Compact.

In all the countries in which it operates, the Company ensures that this principle is respected unconditionally. All Ipsos employees are therefore free to join trade unions.

3.3.5.2 Compliance with existing collective agreements and labor-management dialogue

The legal framework and legislation define the rules and organization of labor relations in each country. Ipsos implements appropriate consultation procedures accessible to each employee in each of its subsidiaries, in accordance with local legislation. Ad hoc bodies for labor-management dialogue have been set up in over 25 countries in accordance with applicable legislation.

This dialogue with employees is conducted through employee representative committees, if the entity is large enough to have one, through monthly meetings with employee representatives, or via meetings of employees with managers. In 2021, 53 agreements were signed with the trade unions in our entities. Many of these agreements relate to the work-life balance of employees (flexible working hours, home-working arrangements, etc.), and to diversity and inclusion, and also provide employees with additional benefits in kind (additional insurance, luncheon or transport vouchers, etc.). We believe that all these measures improve employee retention and therefore the Company's performance.

Ipsos ensures that useful information is communicated to all employees throughout the Group. To do this, it uses communication tools such as *Ipsos Today*, the Group's weekly newsletter sent to all employees, its intranet and other forms of communication.

3.4 Ipsos' commitment to society

Our main commitment to society is to produce studies and analyze data for our clients while ensuring the security and transparency of the information. We consider data protection to be one of our main non-financial risks. We maintain the highest level of data protection and comply with privacy laws and regulations to ensure that the personal information used in our research is protected against unauthorized access, loss, destruction, manipulation or disclosure. We always only collect and use data with the consent of the respondents.

Ipsos is also an active member of the professional association ESOMAR, which, through its Code on Market and Social Research, defines the main regulatory and ethical rules worldwide.

In addition, our *Green Book, the Ipsos Professional Code of Conduct and Ethics*, sets out our values, policies and procedures to ensure compliance with laws, international regulations and the highest industry standards. The *Green Book* also covers our ethics and human rights charter, transparency, the fight against corruption and discrimination, and our due diligence. It reminds us that Ipsos is a non-partisan organization and does not contribute to the financing of any political organization. This document is shared with our employees, clients and suppliers.

For two years, our countries have been facing the humanitarian crisis caused by the Covid-19 pandemic. This crisis has challenged our social models and highlighted the inequalities and vulnerabilities in our societies. Ipsos is helping people to make sense of this new state of the world by making its expertise available to its clients and the public. We are thus helping national and international public organizations to measure and monitor the pandemic, providing health authorities with the data they need to respond to and manage the pandemic.

Our commitment to vulnerable groups of people remains unchanged. Our employees are encouraged to take part in local community life. Once again this year, they have stepped up their local solidarity and outreach activities.

3.4.1 Our humanitarian commitment and impact on the regions and communities

Given how decentralized the Group's activities are and the geographical dispersion of its workforce, Ipsos does not have a significant direct impact on local employment. However, we do encourage our employees to participate in various types of humanitarian activities and to establish long-term partnerships with communities and voluntary organizations.

In 2021, in addition to 680 days of volunteer work, 30% of our countries were involved in employee fundraising activities for non-profit organizations. Our employees supported 106 such organizations in 2021. Most of those are engaged in anti-poverty, educational and environmental causes.

Ipsos encourages skills sponsorship activities and the sharing of our expertise for the benefit of humanitarian associations. This year, 12% of our countries carried out research on a voluntary basis for the benefit of non-profit organizations.

3.4.2 Ipsos Foundation

Set up in 2014, the Ipsos Foundation's mission is to fund educational projects that benefit disadvantaged children and young adults around the world. Since it was set up, it has funded 82 projects in 36 countries, for a total amount of €2.1 million.

In 2018 and 2019, the Foundation's Board of Directors focused special attention on refugee and migrant children, funding 24 projects in 23 countries. In 2021, the Foundation funded 13 projects in France and internationally.

In South Africa, the Foundation has supported the *Ububele Educational and Psychotherapy Trust*, which helps young refugee mothers learn how to care for their babies. In France, two non-profit organizations, *Droit à l'Ecole* and *Inter 7*, have received funding for their educational programs for migrants. For the second time, the Foundation has helped fund a university program with the University of Burgundy that is open to refugees. An American association, *Replications*, based in New York, has received funding for its educational guidance program for students from disadvantaged backgrounds in the Bronx. In Asia, with *Sipar*, we have funded the installation of a library in a rural area of Cambodia and supported the association *SOS Villages of India* in subsidizing foster families for orphans in India. In Italy, with *Save the Children*, we have funded Italian language courses for migrant children and young people living without their families. This year, we also decided to support four Brazilian projects working for the education of young people in the favelas with the associations *Nova Dia*, *Amigos do Joao XX*, *Cidadao pro-Mundo* and *Primeiro Livro*. We have also partnered with the US *Market Research Education Foundation* to raise funds for UNICEF's children's education program.

It is our employees who identify and submit these projects to the Foundation in each country where we operate, and then actively participate in their implementation and follow-up.

The Ipsos Foundation is overseen by a Board of Directors composed of 12 members: Didier Truchot (Chairman of the Board of Directors of Ipsos), Laurence Stoclet (Deputy Chief Executive Officer and Group CFO), Florence von Erb (Independent Member of Ipsos' Board of Directors), Susan Walker (Independent Member), Gill Aitchison (Independent Member), Brian Gosschalk (Advisor to the Chairman), Rupert van Hullen (Group Director GDPR), John Haworth (CFO Ipsos-Mori), Sheryl Goodman (Group Legal Director), Antoine Lagoutte (Deputy CFO of Ipsos), Mark Campbell (CFO United States) and Ewa Brandt (Director of the Ipsos Foundation and Group CSR Director).

3.4.3 Partnership with the Office of the High Commissioner for Refugees and the *Tent Partnership for Refugees*

Since 2018, Ipsos has been collaborating with the *Tent Partnership for Refugees*. This organization was established in 2016 by Hamdi Ulukaya, founder and CEO of Chobani, to mobilize businesses around the world to improve the lives and livelihoods of millions of men, women and children forcibly displaced from their home countries and with refugee status.

In 2021, Ipsos helped set up a collective called *Refugees are Talents*, which is now made up of international private sector companies such as BNP-Paribas, Sodexo, Accor, L'Oréal, Ikea, Adecco Group, Keolis, Stef, Barilla, Pfizer, and Michelin. The Group has decided to take part in this socially responsible initiative with this collective, and to continue to promote the integration of refugees through access to employment.

We are therefore committed to recruiting refugees in our various entities around the world. To date, over 61 have been hired in eight countries.

Every year, the Group celebrates World Refugee Day on June 20. To mark the occasion, Ipsos entities set up volunteer initiatives to help refugees. On this day, talks are also held to raise employee awareness of this issue.

REFERENCE FRAMEWORK

IPSOS' COMMITMENT TO SOCIETY

We continue to share our knowledge and our expertise on the situation of refugees in the world and how they are perceived by the populations of host countries. We regularly publish work designed to help change society's attitudes towards refugees (e.g. *World Refugee Day: Global attitudes towards refugees*).

3.4.4 Public Policy

In view of its *Public Affairs* activity, Ipsos attaches particular importance to the question of its relationship with public authorities and the public policies they implement.

In its contacts with political authorities, there have been no incidents involving Ipsos in any of our various markets, either in terms of political lobbying or regulations on the financing of political parties.

Furthermore, as an active member of ESOMAR, Ipsos fully adheres to the principles of good conduct set out in its Code on Market and Social Research, which was drawn up jointly with the International Chamber of Commerce. This Code outlines regulatory and ethical guidelines at a global level and is shared (adopted or ratified) by over 60 national market research associations around the world.

3.4.5 Data protection

The protection of Ipsos' internal data, collected from respondents or entrusted by our clients, is a business requirement but also a major social responsibility for Ipsos. The Ipsos IT organization (Ipsos Tech) has launched several initiatives that support Ipsos' commitment to the protection, confidentiality, availability and integrity of this data:

- Implementation of multi-factor authentication for access to the Ipsos network, administrator accounts with privileges and messaging services provided by the Group
- Progressive implementation of ISO27001 certification country by country
- Periodic check and reset of service and user account credentials
- Vulnerability scans conducted annually by a third party
- Penetration testing of all external IP addresses, including data collection platforms, conducted annually by a third party
- Next-generation antivirus deployed on all computers (Endpoint Detection and Response - EDR), managed by an external supervision team 24 hours a day
- Subscription to an advanced malware detection/remediation application
- Storage data encryption for all hosted application platforms and on all mobile devices (laptops, smartphones, tablets, etc.)

3.4.6 Confidentiality - Integrity of client, supplier and other relationships

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

Disclosure to a third party of confidential information about our clients, suppliers or any other party is strictly prohibited. Each of the Group's companies undertakes to treat this information with the same degree of confidentiality as if it were their own. This confidential information is kept secure and the number of copies is limited to that which is strictly necessary.

3.4.7 Protection of privacy - Protection of personal data

Data protection is a fundamental aspect of the Group's business. Personal data is managed with care by Group companies, and in compliance with the laws and regulations concerning privacy and applicable professional standards such as the ICC/ESOMAR International Code. To better meet current legal and regulatory requirements, in 2018 Ipsos implemented a global internal privacy policy applicable to all our employees in all the countries where Ipsos operates. This policy can be viewed on the Ipsos.com website, allowing stakeholders to ask questions of the Group. It is also disseminated internally through regular training sessions. To ensure ongoing compliance with data protection legislation, Ipsos has appointed a Group Privacy Officer and officers reporting to him in each of our countries, as well as a Global Information Security Officer.

In addition, all Ipsos suppliers are assessed on the basis of a robust multi-functional assessment questionnaire covering many aspects including financial stability, security and data protection. Our largest suppliers were also audited, which included on-site audits, before the start of the Covid-19 pandemic. Ipsos is itself regularly audited by its clients, which also helps to identify any shortcomings and thus contribute to any remediation that may be required.

3.4.8 Maintaining a relationship of trust with our partners

3.4.8.1 Duty of Care Plan

Ipsos adheres to the provisions of Act no. 2017-399 of March 27, 2017 on the duty of care of parent companies and prime contractors. Due to the intellectual nature of the services it provides, the Group is only marginally directly exposed to the risks covered by this regulation, i.e. serious violations of human rights and fundamental freedoms, personal health and safety and the environment, potentially caused by its own activities.

As an active member of ESOMAR, Ipsos applies the ESOMAR Code, which, in Article 1, specifies the due diligence obligations of companies operating in the market research industry and the key steps to be taken in this respect. For example, research staff must ensure that data subjects do not suffer any direct harm as a result of their personal data being used for research. They should also pay special attention where the nature of the research is sensitive or where the circumstances in which the data was collected risk upsetting or disturbing the data subject. At the same time, they should bear in mind that the success of surveys depends on the public's trust in the integrity of the research and the confidential processing of the information provided and should therefore remain diligent in maintaining the distinction between research and non-research activities. Therefore, where research staff engage in promotional or commercial activities directed at data subjects, they are required to clearly distinguish and separate these activities from the research activities. The ways in which data is secured and protected, and in particular the ways in which the GDPR regulations are being implemented are described in Section 3.4.7 above.

In 2008, Ipsos made a further strong commitment to human rights and fundamental freedoms by joining the UN Global Compact and has taken a range of measures to prevent other violations of human rights and fundamental freedoms potentially arising from its activities.

Lastly, the suppliers and subcontractors with whom Ipsos has an established business relationship operate mainly in the IT or real estate sectors or are panel suppliers. Child labor, forced labor, health risks and environmental risks are not considered as risks inherent to their activities.

However, since low direct or indirect exposure to the risks in question is not the same as 'zero risk', Ipsos has made a point of ensuring that these regulations are properly implemented, an approach that is fully in line with its broader commitment to CSR.

Therefore, in 2019, under the aegis of the Audit Committee, Ipsos carried out a detailed inventory and review of the risks that may exist in this area.

3.4.8.1.1 Risk Mapping

The most recent *risk assessment survey* that was rolled out globally in 2019 contained a series of questions specific to duty of care recommendations and CSR reporting. It has allowed us to ensure that all the measures required to prevent such risks are in place.

3.4.8.1.2 Procedures for the regular assessment of the position of subsidiaries, subcontractors and suppliers

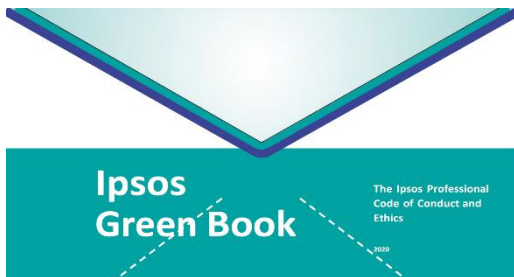
Ipsos regularly assesses the position of its subsidiaries through:

- A two-pronged approach: a three-yearly risk assessment survey, and a self-assessment survey completed by the Group's senior executives on a three-yearly, self-reported basis;
- Its CSR reporting; and local internal audits.

Subcontractors and suppliers are selected via a responsible procurement procedure.

Our teams are reminded, whenever possible, to include clauses committing to the UN Global Compact principles plus audit clauses in new contracts with our main suppliers and subcontractors.. These clauses are a means for Ipsos to ensure that its co-contractors also comply with the principles laid down by the UN Global Compact. In addition, these clauses authorize Ipsos to carry out the necessary checks and verifications, if necessary, and even to terminate the contractual relationship in the event of proven breach.

3.4.8.1.3 Appropriate actions to mitigate risks or prevent serious harm



Through the *Green Book*, the Group's code of conduct and ethical charter, which is given to each of our employees when they take up their duties, and the *Book of Policies and Procedures*, Ipsos communicates its values to all its employees, particularly with regard to respect for human rights and the environment, and the behaviors and guidelines to be followed.

In addition, during the training given to employees, particular emphasis is placed on the prevention of the corporate, environmental and social risks that Ipsos may face.

Communications are also made to local managers to remind them of the scope of due diligence and of the need for local teams to comply with our due diligence plan.

3.4.8.1.4 Whistleblowing System

In 2013, the Group set up an external *whistleblowing system* managed by an independent external body, Expolink.

This system, which is incorporated into a records management system, encourages Group employees to report, anonymously or not, any inappropriate behavior that cannot be reported through the usual internal reporting channels. Any suspicious behavior or event can be reported by letter, e-mail, telephone or via a secure web access.

The system is designed to enable the data collected to be verified on a confidential basis so that Ipsos can decide what action to take to resolve the issue raised. Cases are followed up in a consistent and efficient manner.

In 2018, Ipsos broadened the scope of the existing whistleblowing system to encompass all the areas covered by the due diligence and opened up access to the system to third parties. It can therefore now be accessed by anyone and covers all areas such as fraud, anti-competitive practices, corruption, breaches of data confidentiality or privacy, violation of company policies, infringements of fundamental freedoms, human rights and the environment.

In total, 57 alerts were recorded in 2020 and 62 in 2021, divided as follows between internal alerts (made by email) and alerts made via Expolink:

Cases recorded by	FY2020	% 2020	FY2021	% 2021
Reported internally	41	72%	19	31%
Reported via Expolink	16	28%	43	69%
Total	57	100%	62	100%

Among the important alerts in terms of due diligence, there were four cases in 2021 that triggered in-depth investigations. With the exception of one alert for which investigations are still ongoing, the other cases were able to be closed in the course of the year.

3.4.8.1.5 System for monitoring the steps taken and their effectiveness

Through its internal control programs and audits and its CSR reporting, Ipsos has the resources it needs to monitor the measures implemented and their effectiveness. These have not uncovered any serious and proven violations of human rights, fundamental freedoms, health, personal safety or the environment.

3.4.8.2 **Involving our suppliers and subcontractors in our corporate social responsibility initiatives**

In all the countries in which it operates, the Group ensures unconditional respect for human rights and absolute compliance with the fundamental principles of the ILO (International Labor Organization).

We also ensure that no-one within the organization is complicit in any violations of these rights. This applies to all employees but also extends throughout the value chain to our suppliers and subcontractors.

Ipsos' overall strategy is to own the data collected as well as the production platforms, i.e. a vertically integrated operating model. Where necessary, Ipsos may outsource. In this case, Ipsos ensures that it has tight control over the quality of the information collected and produced.

Given the Group's procurement structure, which is managed at individual country level, it is difficult to indicate a centralized percentage of suppliers and major subcontractors that have been vetted for compliance with human rights.

However, the instructions given to the local procurement departments scrupulously comply with Principles 1 and 2 of the UN Global Compact relating to respect for human rights and fundamental rights, and Ipsos takes the necessary steps to ensure that its main suppliers also comply with these principles by adding specific clauses to our contracts.

In accordance with the UN Global Compact, Ipsos thus ensures insofar as possible that its suppliers and subcontractors (where applicable) comply with the principles of the Universal Declaration of Human Rights. They must avoid using equipment that has been manufactured in violation of these rights. Furthermore, while we recognize that local practices may differ, we do expect our suppliers to comply at the very least with local, national and international legislation and to abide by the core conventions of the International Labor Organization. However, Ipsos cannot control its suppliers directly and can therefore only implement reasonable preventive measures in this respect.

The principles that govern our relationships with our suppliers also apply to the corporate and environmental spheres: suppliers must refrain from any discrimination in recruitment, compensation, access to training, promotion and dismissal or retirement, and must make every effort to respect and protect the environment. When choosing to work with a supplier, Ipsos attaches great importance to the supplier's commitment in this respect.

Since January 2014, our major new contracts with suppliers include a UN Global Compact clause where possible. To date, Ipsos has signed 73 contracts with international service providers, representing an expenditure of €38 million (compared to €29 million in 2020 with 57 service providers).

3.4.8.3 Combating fraud, tax evasion and money laundering

The Ipsos Code of Professional Conduct and Ethics warns and makes employees aware of the risks associated with money laundering and fraud in general, including tax evasion. A comprehensive anti-fraud policy is set out in the Ipsos Policies and Procedures Guide.

In these documents, Ipsos sets out its policy for preventing, reporting and combating fraud, as well as the behavior to be adopted by staff in the event of such situations. Ipsos complies with the regulations governing the production of CBCR.

Ipsos' focus is therefore on detecting the risks of fraud, but above all it is on disclosure and the implementation of effective and rapid action to avoid the negative impact of fraudulent situations and to prevent cases of fraud in the future.

The whistleblowing system that has been in effect since 2013 specifically covers these issues.

3.4.8.4 Anti-corruption measures

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

A specific section of the *Green Book* reminds each employee of the Company of the need to comply with legislation against corruption, bribery and other such offences. Ipsos does not tolerate any violation of applicable laws and regulations aimed at combating corruption, bribery and other such offences.

Under no circumstances, whether directly or indirectly, including through the Ipsos unit for which they work, shall employees offer, promise to give or give any sum of money or other benefit to any outside person in order to obtain an undue advantage or bring about an advantageous action. Payments deemed unlawful include any type of benefit, including cash, gifts, free samples, payment of unnecessary travel and entertainment expenses, and so-called 'facilitation' payments. It is strictly forbidden to bribe any person, company or official government.

3.4.8.5 Fraud prevention and other areas

Any direct or indirect benefit granted to Ipsos or to Ipsos employees (or members of their families) by a third party is prohibited as it could lead to a degree of dependency and would be likely to affect the beneficiary's decision-making process in the performance of their duties.

Exceptions to this rule include small gifts of little value that are considered customary in the course of business dealings, such as tokens of courtesy, promotional gifts or invitations. The value of such benefits must remain reasonable and, in all cases, local regulations must be respected.

3.4.8.6 Contract of employment

All employees of the Company have a written employment contract that stipulates, among other things, the Ipsos company that employs them. Employees are, of course, protected by applicable legislation in the country in which they work. Furthermore, employees have the right to appeal personally to the most senior local Ipsos manager if they have not obtained satisfaction through the normal channels.

3.4.8.7 Training and Development

Each employee of the Group receives company training and further training in the skills required for the specific job they are to perform. The amount of time spent on training and development, and the period during which it is provided, varies according to local practice in the different countries, the skill levels required for the tasks in question and the experience of each individual. In the interests of our employees as of Ipsos, we are committed to developing the skills of our staff.

It goes without saying that, in addition to the guidance provided in the *Green Book*, Group employees and local teams receive training on the behaviors to be adopted and those to be avoided, with country managers being particularly aware of this.

3.4.8.8 Anti-competition

Anti-competitive behavior is expressly prohibited at Ipsos. It constitutes one of the fundamental policies and guidelines set out in the *Green Book* that every employee must respect.

The Group seeks to compete actively in a fair and ethical manner. It thus prohibits, and refrains from, the following practices:

- Entering into agreements with its competitors on prices or other terms of sale, or attempting to divide up territories or clientele;
- Engaging in private dealings on any aspect of a commercial agreement;
- Entering into agreements with competitors, suppliers or clients not to sell to a particular client or buy from a particular supplier;

REFERENCE FRAMEWORK

IPSOS' ENVIRONMENTAL COMMITMENT

- Any other anti-competitive practices.

In addition to the guidance provided in the *Green Book*, Group employees and local teams are given further information on these issues too through the training they receive, particularly their induction training.

3.4.8.9 Legal compliance

In 2021, the Group was not aware of any fines or non-financial penalties for non-compliance with the laws and regulations referred to above.

3.5 Ipsos' environmental commitment

3.5.1 Ipsos' environmental strategy

For several years now, Ipsos' management has been committed to an ecological policy aimed at protecting the planet, and has been thinking about how to continually adapt our business model to ensure responsible growth.

The Group has already implemented a policy to manage its carbon footprint. This involves identifying actions to be implemented to reduce CO₂ emissions, setting up new ways of organizing work and investing in innovative tools for data collection and processing.

3.5.1.1 Environmental risk management measures and targets

3.5.1.1.1 Limiting our greenhouse gas emissions

The internal method used to measure greenhouse gas emissions is based on the Bilan Carbone® methodology and Scopes 1, 2 and 3 are defined according to the rules of the GHG Protocol. The Ipsos greenhouse gas emissions report now covers all the countries. Ipsos' reporting continues to focus on Scopes 1 and 2 and on Scope 3 business travel emissions, which are the biggest contributors to the Group's overall carbon footprint.

- Scope 1: These are emissions generated directly by activities controlled by the Company, i.e. they come from sources owned or controlled by Ipsos (natural gas consumption and refrigerant leaks in particular);
- Scope 2: This covers indirect greenhouse gas emissions generated by the energy consumed to manufacture a product. For example, the consumption of electricity to power factories during the manufacture of a product constitutes an indirect emission insofar as the production of this electricity generates greenhouse gas emissions, even though the electricity consumption itself does not produce any emissions. All these emissions resulting from secondary energy consumption are accounted for in Scope 2.
- Scope 3: This covers all other greenhouse gas emissions that are not directly linked to the manufacture of the product, but to other stages in the product's life cycle (supply, transportation, use, end of life, etc.). These are called "other indirect emissions". For Scope 3, only emissions that are significant for the company must be reported. Ipsos has therefore decided to include only business travel in its report.

The emissions measured by Ipsos were 19,356 tons of CO₂ per year in 2021 for all the markets and 16,116 tons of CO₂ for the 35 main markets (compared to 23,551 tons of CO₂ per year in 2020 for the 35 main markets, i.e. a 31.6% decrease on a like-for-like basis). This decrease is mainly due to the reduction in energy consumption resulting from the temporary closure of our

offices and the reduction in business travel as a result of the lockdown measures implemented in the various countries where Ipsos operates.

Scopes 1 and 2 and greenhouse gas emissions from business travel by source (%):

SOURCE OF EMISSIONS	2021 (Total scope - calendar year)	2020 (35 main markets - Oct. 2019 to Sept. 2020)
Total Scope 1 emissions	37.0%	19.4%
Total Scope 2 emissions	37.3%	35.9%
Scope 3 - Business travel	25.7%	44.8%
Total Scopes 1, 2 and business travel	100.0%	100.0%

3.5.1.1.2 Business travel policy

Business travel (by land or air) by Ipsos employees is the main source of our greenhouse gas emissions and should be considered as the biggest impact of the Group's activities on climate change.

This is a major challenge for Ipsos, whose business and global presence necessarily requires its employees to travel.

The *Taking Responsibility 2021* survey shows that 74% of the countries report having a travel policy in place to better control all business travel and to help reduce their environmental footprint.

The majority of Ipsos entities use specialist agencies to ensure that their travel policies are properly implemented.

The introduction of a central booking system for all business travel has given us better control and greatly reduced the number and cost of our business trips, an indicator that is monitored on a country-by-country basis.

3.5.1.1.3 Limiting energy consumption:

Most of Ipsos' energy consumption comes from the electricity used in its buildings (lighting, heating, air conditioning and IT systems) and from business travel, for its business services activity.

Electricity consumption:

In 2021, total electricity consumption for all the markets was 20,094 MWh and 17,276 MWh for the 35 main markets, a decrease of 11.8% on a like-for-like basis from the 19,589 MWh consumed in 2020. The share of electricity consumption from renewable energy sources was 3,238 MWh in 2021, i.e. 16% of Ipsos' total electricity consumption worldwide for all countries. The share of electricity consumption from renewable energy sources was 20% of the total electricity consumption for the 35 main markets. This is an increase on the figure for 2020 (around 15%).

Energy consumption from business travel:

REFERENCE FRAMEWORK

IPSOS' ENVIRONMENTAL COMMITMENT

In 2021, the share of business trips made by rail powered by renewable energy was 49% of the total number of trips made by train.

3.5.1.1.4 Promoting the circular economy and limiting water consumption:

Optimizing our waste and recycling management:

The main type of waste produced by Ipsos is paper. At the international level, we want to make significant progress in recycling this major source of waste. This type of initiative usually meets with active support from the various countries, where the local teams are always very willing to take concrete action.

Ipsos also promotes the reduction of the consumption of consumables such as paper. In France, for example, the Group has installed facilities for the selective sorting of waste.

In 2021, the results of the Greenhouse Gas Emissions Report show that, for all the countries surveyed, the volume of recyclable paper recycled was 81.0% across all the markets and 91.9% for the 35 main markets (compared to 82.9% in 2020 for the 35 main markets). Our 2023 target is to have 90% of recyclable paper actually recycled.

The amount of paper purchased in 2021 for our 35 main markets was 203 tons, or 1.3 kg per employee, and 254 tons for the Group as a whole, or 1.5 kg per employee.

Water consumption:

Given the nature of Ipsos' activities, the only water we consume is that used daily in our offices. However, we encourage our employees to think about water consumption and to use water responsibly, avoiding waste; we have published a booklet of eco-friendly actions, "Ipsos for the planet: what you can do every day". Water consumption in 2021 was 76,674 m³ for all the markets and 53,902 m³ for the 35 main markets, compared to 76,299 m³ for the 35 main markets in 2020, i.e. a 29.4% decrease on a like-for-like basis.

3.5.1.1.5 IT-related challenges:

Our IT organization, *Ipsos Tech*, contributes to and supports the Company's global sustainable development strategy and the reduction of its environmental footprint. To this end, we are developing the technical knowledge and skills required to implement comprehensive plans to reduce IT-related carbon emissions. In 2021, we started working on our energy consumption both internally (Scope 2 emissions) and throughout the supply chain (Scope 3 emissions), using our resources more efficiently and reducing waste. We have also introduced environmental considerations into our IT supplier selection criteria.

Promoting environmentally responsible behavior with regard to technological and digital resources

We have increased awareness of sustainability among the members of the IT department through presentations and discussions on the subject in order to help us achieve the Group's objectives.

We have helped our employees learn more about environmentally responsible behavior through the publication of an in-house brochure entitled "Ipsos for the Planet: Eco-friendly actions", with the aim of making all our employees aware of the environmental impact of digital technology in their daily activities. We will work to maintain this awareness over the long term.

All new employees of the IT organization receive an online induction pack containing key information on the correct management of IT resources, and on eco-friendly actions and their environmental impact (including the issue of recycling).

We have also implemented responsible ways of working by giving preference to virtual collaboration and online meetings.

Responsible purchasing

We aim to increase transparency throughout the supply chain in order to manage and reduce Scope 3 carbon emissions (see 3.5.1.1.1). For example, we have introduced environmental clauses into our new contracts with major IT suppliers. These clauses include all the sustainable development principles that underpin our activities and actions:

- Minimizing waste and promoting the principles of the circular economy.
- Using resources more sustainably and efficiently.
- Seeking opportunities for innovation with suppliers to reduce carbon emissions and climate change impact over the life of the contract.

We have added obligations for annual reporting on carbon emissions and climate and environmental impact, as well as reviews of progress plans during the life of the contract. Other CSR considerations are covered by our supplier management procedure, which requires detailed, regular data on the subject.

We also ask for environmental credentials for our tenders and have introduced a requirement that our suppliers adhere to the principles of the *United Nations Global Compact* initiative and report emissions related to our contract. We also look at the energy consumption of products. Where possible, we prioritize the most energy-efficient technologies in order to reduce our carbon footprint and save energy.

To ensure greater consistency, we have incorporated CSR indicators into supplier assessments and Investment Committee decisions.

This year, we also sent our first sustainability questionnaire to our main IT suppliers (representing 40% of our annual IT spend) to gain an understanding of their positioning on sustainability, to gather their 2020 CO₂ emissions related to the services they provided to us for inclusion in our CDP Scope 3 emissions reporting and to identify any actions needed. This allowed us to determine their maturity on the subject, their certifications and their projects in this area, even if they did not all provide us with the carbon emissions quantities requested. This questionnaire will help us refine our processes for the years to come.

Based on the data we received, 68% publish a CSR and/or sustainability report and 63% say they have targets to reduce greenhouse gas emissions and/or energy consumption. The IT suppliers are very concerned about energy savings and a good proportion of them are ISO 14001 (Environmental Management System) certified. 37% have a Carbon Disclosure Project (CDP) score of A while 37% have no score (those of our suppliers that are SMEs do not report their emissions yet).

We have concluded that the industry is at a very early stage of data collection and distribution and that environmental impact is not being reported consistently by suppliers at this time. We want to develop partnerships with our suppliers to make progress on this issue and develop a plan for continuous improvement.

Optimizing our projects and applications and better software methodologies

One of our key activities for 2021-2022 is to have a more sustainable project portfolio, dividing the number of applications by 4 in the next two years. We are working on publishing a standard catalog of 'product platforms' that support our Triple A (Appropriate, Agile, Affordable)

REFERENCE FRAMEWORK

IPSOS' ENVIRONMENTAL COMMITMENT

solutions, eliminating those that are redundant, unused, or more costly to maintain, and consolidating those that are similar into a single platform.

We have started to reduce the number of different architectures and technologies, eliminating unnecessary departures and opting for a modular, service-oriented application architecture for our latest product platforms, enabling us to leverage cloud technologies where possible. Investing in containers promises to significantly improve sustainability, productivity and repeatability.

This is being accompanied by a new strategy to standardize development tools and improve the processes used to manage and secure all Ipsos-owned software and source code, and improve large-scale software delivery through 'Agile' project management, more robust source control, better data flows and improved security. Using these optimization tools with code quality metrics, testing, etc., will help manage the lifecycle and facilitate our sustainability efforts and we are educating staff both within and outside of *Ipsos Tech* about them.

We have also made greater use of RPA (robotic process automation) tools to automate routine and predictable data transcription work.

Improved data management

We have worked to delete obsolete data and store data on the storage medium best suited to performance needs, thereby reducing our energy consumption. We have implemented a major file migration project in two of our largest countries, moving tens of millions of older files and folders to a sustainable solution with the help of Data Champions. We have also replaced old backup storage modules with a next-generation module. We have an updated data retention policy that clearly details what data must be stored and what can be deleted, including emails, and tools developed to identify both.

Modernizing our infrastructure and reducing waste

Reduce

We have continued to modernize our technical infrastructure by eliminating obsolete IT systems and aging equipment. Where applicable, we have also adopted more efficient solutions with environmental performance certifications and eco-labels, shared systems and services, and a pay-as-you-go model that allows us to spend only what we need while improving security and integrity. Migrating to the cloud has environmental benefits and we have also established standardized security and connectivity groups for the cloud.

Reuse

Maximizing the use of IT equipment is an integral part of our IT equipment strategy and equipment is reassigned, where possible, for less demanding tasks.

Recycle

We have urged our countries to control the end-of-life of their IT equipment, especially for workstations, by being environmentally friendly and choosing reputable suppliers with all the relevant permits, licenses, accreditations or other waste management approvals required by the country's authorities (such as the WEEE regulations on waste electrical and electronic equipment in Europe) and the world (Basel Convention) and related to the environment or human health and safety. We have improved our efficiency in quantifying and reporting on our decommissioned equipment and reducing our waste. Thus, in 2021, 47% of our countries used an accredited recycling organization (+18% compared to 2020). We are going to develop clear

Group guidelines in 2022 for recycling, reconditioning and donations to charitable organizations.

Data Centers

We are increasingly focusing on data centers, both internally and externally hosted. In general, cloud services produce fewer carbon emissions (being more responsive and flexible in their use of resources) and are more energy-efficient than on-premises facilities. We expect our suppliers to implement data center and network best practices. When we increase our consumption, we look at their power usage effectiveness (PUE). In addition, we look positively on suppliers that demonstrate good environmental practices (e.g., use of renewable energy), have carbon accounting by company and can share their consumption data with their customers, and have a strategy in place to reduce their carbon footprint.

This year, we migrated additional countries to managed hosting and expanded our technology platforms in the public cloud through partnerships with some of the world's largest large-scale cloud providers, such as Google Cloud Platform, Amazon Web Services, and Microsoft Azure.

Challenges around sustainable development

We see gaps in supply chains around the IT footprint of the products and services we consume. IT manufacturers have a key role to play in providing us with this information and accelerating the transition to a sustainable and circular environment. To ensure that our infrastructure and services are streamlined and responsible, we will continue to work with our suppliers to identify best practices, obtain calculations of the emissions generated by the products or services consumed, and implement innovative solutions to reduce our energy consumption and CO2 emissions. We have identified areas for improvement to save energy when using servers and software solutions.

3.5.1.1.6 Biodiversity, land appropriation and the fight against food wastage and insecurity:

Managing impact on biodiversity

Ipsos' activities are, by nature, low-polluting. As a result, the Group has not drawn up an action plan to manage the impact of its business on biodiversity. Nevertheless, the Company does encourage local initiatives that help to improve biodiversity.

In France, Ipsos has already installed urban beehives at its Paris offices to help preserve bees, an endangered species. In addition, in 2019, a vegetable garden was set up on the roof of the head office to raise awareness among employees of climate change and biodiversity issues.

Corporate social commitments to combat food wastage:

Our business activities do not directly generate food waste. The main source of food waste comes from employees' personal consumption. Nonetheless, our employees do behave responsibly in this respect. For example, dishes that have not been consumed from buffets are made available to staff in communal kitchen areas. Similarly, Ipsos selects contract foodservice providers who are committed to reducing food waste.

Corporate social commitments to combat food insecurity:

Our Company's activities do not have a direct impact on policies to combat food insecurity.

REFERENCE FRAMEWORK

IPSOS' ENVIRONMENTAL COMMITMENT

Our contract foodservice providers are committed to reducing food waste and our employees act responsibly in this regard.

Land appropriation & provisions for environmental risks:

As a service company, Ipsos is not affected by the issue of land appropriation. The Group does not make any provisions for environmental risks given the nature of its activities and we adopt a zero-tolerance policy with regard to the misappropriation of land.

3.5.1.2 Green taxonomy

3.5.1.2.1 Ipsos in the regulatory framework of the European Green Taxonomy

Ipsos supports the work of the European Commission to define a set of technical criteria to help public and private sector entities identify the economic activities and sectors that contribute directly to achieving European environmental and climate objectives.

In accordance with European Regulation 2020/852 of June 18, 2020 on the establishment of a framework to encourage sustainable investment within the European Union (EU), Ipsos is required to disclose the proportion of its revenue, capital expenditure and operating expenditure derived from products or services associated with economic activities that can be considered environmentally sustainable. This classification system, called the European Taxonomy for Sustainable Activities or 'Green Taxonomy', establishes a list of economic activities considered environmentally sustainable on the basis of ambitious and transparent scientific criteria, in line with the EU's environmental objectives, including carbon neutrality and the Paris Agreements.

For financial year 2021, Ipsos is required to report the eligible portion of its revenues and capital and operating expenditures with respect to the first two objectives (climate change mitigation and adaptation objectives, also known as 'climate' objectives) detailed in the delegated act on the climate component of the taxonomy that was adopted on April 21, 2021 by the European Commission.

3.5.1.2.2 Analysis of the eligibility of Ipsos' activities under the first two objectives ('climate' objectives) of the European Green Taxonomy

Share of 2021 revenue meeting the climate change mitigation and adaptation goal criteria

The activities that qualify for the climate change mitigation and adaptation objectives are identified in the delegated act issued in April 2021. They are recognized as contributing substantially to the climate change mitigation and adaptation objectives when they help to stabilize the concentration of greenhouse gases in the atmosphere, avoid or reduce greenhouse gas emissions or improve their absorption.

The analysis of the eligibility of Ipsos' activities for the climate change mitigation and adaptation objectives was carried out using a methodological framework that included:

- An analysis based on the Statistical Classification of Economic Activities in the European Community;
- A detailed analysis of the Ipsos Group's activities based on its business model.

Analysis based on the Statistical Classification of Economic Activities in the European Community

Ipsos' activity falls under NACE code 73.2 "*Market Research and Public Opinion Pooling*" of the Statistical Classification of Economic Activities in the European Community. This activity is not included in the Annexes to the 'Climate' delegated act defining the technical examination criteria relating to the climate change mitigation and adaptation objectives.

Therefore, an initial analysis of Ipsos' business in relation to the Statistical Classification of Economic Activities in the European Community could lead to the conclusion that Ipsos' activities are not eligible for the European Green Taxonomy.

A more in-depth analysis of the various stages in the information production chain presented in the Ipsos business model was carried out to ascertain whether certain activities or investments might not fall within the scope of the European Green Taxonomy.

[Detailed analysis of the Ipsos Group's activities based on its business model.](#)

Ipsos, a company with a presence throughout the information production chain

Ipsos covers the entire information production and analysis chain, from raw data collection to activation by the client. Ipsos stands out because of its commitment to innovation throughout this chain and at each of its stages:

Data collection

The data collection stage, which consists of interviewing consumers, citizens, patients, clients, etc., either actively, by asking questions, or passively, by observing behaviors, is not eligible under the Green Taxonomy because it does not directly contribute to either mitigation of or adaptation to climate change.

In our production process, all collection costs are mainly direct and variable costs recorded in our operating margin under direct costs - between the Ipsos Group's revenue and gross margin.

Data processing, integration and analysis

For Ipsos, all of these stages may require the storage of collected data. This is a necessary step in our production process. This data storage activity is outsourced to selected and controlled hosting providers. The use of these storage resources is ensured by means of hosting contracts, the related expenses of which are included in the general operating expenses of Ipsos' income statement (note that there are no external tangible assets associated with this hosting). These hosting costs are not included in the definition of operating expenses (OPEX) as defined in the Taxonomy (see below).

Furthermore, it should be stressed that this data storage step cannot be 'diverted' into our revenues because Ipsos sells a comprehensive service to the client to help them in their decision-making. This service as a whole, as well as the way it is invoiced, cannot be broken down into different parts and different types of costs (whether for collection, processing, storage, analysis, etc.).

Delivery, presentation and activation of information

Delivering information in a form that is relevant and usable by the client is one of the main stages in the research process. The outcome of a client activating a research study depends on how effectively Ipsos shares the results. To enable clients to make informed decisions, our staff are trained to present research results in the clearest possible way.

[All the steps mentioned above are essential to the preparation of the Ipsos service and require the work of our researchers.](#)

Each step requires the intervention of our teams of researchers, especially since the majority of our studies are ad hoc studies, specifically tailored to the client's needs. Our staff are therefore our main asset and our main cost item. Our teams' personnel costs appear on a separate line in our income statement.

REFERENCE FRAMEWORK

IPSOS' ENVIRONMENTAL COMMITMENT

In conclusion, none of the services provided by our teams are eligible under the Taxonomy because they do not contribute directly to either mitigation of or adaptation to climate change.

In view of the detailed analyses carried out and described above, the Group therefore considers that the proportion of revenues linked to activities that are eligible for the European Green Taxonomy was equal to 0% in 2021.

en millions d'euros

Activités économiques (1)	Code(s) (2)	Chiffre d'affaires (3) en millions d'euros	Part du chiffre d'affaires (4) %
A. TAXONOMIE-ACTIVITES ELIGIBLES			
Total (A)		0.0	0.0%
B. TAXONOMIE - ACTIVITES NON-ELIGIBLES			
Chiffre d'affaires des activités non-éligibles à la Taxonomie (B)	N.A.C.E : 73.2. Market Research and Public Opinion Pooling.	2 146.7	100.0%
Total (A + B)		2 146.7	100.0%

Share of 2021 capital expenditure (CAPEX) eligible for the climate change mitigation and adaptation goal criteria

The Ipsos Group does not have any eligible activities generating revenue, and has therefore conducted an analysis of its CAPEX to determine the share of CAPEX that individually contributes to one or more of the activities in the Taxonomy as described in the Annexes to the 'Climate' delegated act of April 2021 concerning the climate change mitigation and adaptation objectives. To determine the CAPEX eligible for the Green Taxonomy, the Ipsos Group has therefore compared the nature of the various current assets held by the Group with the list of activities eligible for the Green Taxonomy as described in the Annexes to the 'Climate' delegated act of April 2021 concerning the climate change mitigation and adaptation objectives.

After analysis, the Group considers that some of its capital expenditures are related to eligible activities. In 2021, these expenditures comprised transport equipment (activity 6.5 of the Taxonomy) for €2.1 million and buildings (activity 7.7 of the Taxonomy) for €39.4 million (mainly rights of use within the meaning of IFRS 16).

The amount of capital expenditure considered eligible for the Green Taxonomy is therefore €41.5 million, i.e. 44% of capital expenditure retained for the Taxonomy for financial year 2021.

en millions d'euros

Activités économiques (1)	Code(s) (2)	CAPEX (3) en millions d'euros	Part des CAPEX (4) %
A. TAXONOMIE-ACTIVITES ELIGIBLES			
6.5 Transports par motos, voitures particulières et véhicules utilitaires légers	H49.32 / H49.39 / N77.11	(2.1)	2.2%
7.7 Acquisition et propriété du bâtiment	L68	(39.4)	42.2%
Total (A)		(41.5)	44.4%
B. TAXONOMIE - ACTIVITES NON-ELIGIBLES			
CAPEX non-éligibles à la Taxonomie (B)		(52.0)	55.6%
Total (A + B)		(93.5)	100.0%

Share of 2021 operating expenditure (OPEX) eligible for the climate change mitigation and adaptation goal criteria

OPEX relate to the activities identified:

- Either OPEX related to business activities generating revenue, which is not the case for the Ipsos Group;
- **Or to individually eligible CAPEX** (see above).

The operating expenses to be retained under the Taxonomy are defined according to a **restrictive list** that includes the following direct non-capitalized costs:

- Research and development costs
- Building renovation costs
- Short-term leases
- Maintenance/upkeep and repair costs
- Any other direct expenditure incurred in connection with the day-to-day maintenance of tangible assets by the Group or by the third party to whom these activities are outsourced, which is necessary for the continued proper functioning of these assets.

A complete analysis of these operating expenses (direct costs and general operating expenses, also known as GENEX) incurred in financial year 2021 was carried out by comparing these operating expenses with the definition of the costs included in OPEX as defined in the Taxonomy (see above). Costs relating to short-term leases and building maintenance costs were therefore identified. These represented €6.8 million in 2021, which was not considered significant in relation to the total operating expenses (composed of direct costs, personnel costs and general operating expenses [GENEX]) of €1,849.00 million in 2021, **or 0.4%**.

REFERENCE FRAMEWORK

IPSOS' ENVIRONMENTAL COMMITMENT

The Group has therefore concluded that the expenses covered by the definition of OPEX within the meaning of the Taxonomy are not material, since they are well below 5% of total operating expenses, and that it is therefore not relevant to determine the eligible share.

Conclusion on the analysis of the eligibility of the Ipsos Group's activities for the two 'Climate' objectives of the European Green Taxonomy:

Consequently, the activities eligible for the two climate objectives (mitigation and adaptation) of the European Green Taxonomy represent:

- 0% of the Group's 2021 revenues;
- 44% of the 2021 capital expenditure (CAPEX) retained under the Taxonomy;
- A non-material amount of the total operating expenses (OPEX) in 2021.

3.5.1.3 TCFD Report

Report on Ipsos' alignment with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD)

Ipsos has been committed to limiting its environmental impact for 13 years. The Group has voluntarily joined other initiatives such as the *Carbon Disclosure Project* (CDP) and adopted the TCFD (*Task Force on Climate-related Financial Disclosures*) Recommendations. In 2022, we signed the *Climate Pledge* supporting the Paris Agreement and its plan to limit global warming to 1.5° Celsius by 2050.

In the context of Ipsos' adherence to the TCFD, the following points should be noted:

Governance

In 2014, Ipsos set up a CSR Committee within the Board of Directors (see 3.2.4). The fight against climate change is part of its mandate and the Chairman of the Board of Directors sits on this Committee. The Committee is responsible for reviewing the Company's ESG (environmental, social, and corporate governance) policies, procedures and objectives, while taking into account the impact of Ipsos' activities on all internal and external stakeholders: employees, clients, suppliers and investors. This Committee meets three times a year. It cooperates with the Audit Committee and reports regularly to the Board of Directors on its work, in particular on the monitoring of CSR performance indicators.

The climate risk management policy applies throughout the Group. The Board of Directors is responsible for decisions on climate-related risks and opportunities. It has also been decided that climate change risks will henceforth be addressed through the Company's risk mapping process. This process is led by a member of the Board of Directors, Florence Von Erb, as Chair of the CSR Committee.

The environmental action plan and objectives are discussed and validated by the CSR Committee and shared with the members of the Board of Directors.

The environmental targets are built into the variable remuneration of the Chairman of the Board of Directors and the Chief Executive Officer (see URD section on governance and remuneration).

The Group's CSR activities are deployed by the Group CSR Director, who is responsible for the implementation of the environmental strategy and action plan. These initiatives are incorporated into each entity's management process. Progress is measured and audited annually and reflected in action plans that are shared with the country managers and Group executives. The Group CSR Director works closely with the Chairman of the Board and the Group's Chief Executive Officer and relies on CSR 'Ambassadors' in each country to deploy 'local' CSR initiatives.

The teams in our countries are responsible for identifying local solutions to reduce environmental impacts. This work is done with partners (including building and/or office owners), local shared services teams and suppliers (or energy brokers, waste management companies, etc.).

Strategy: Integration of risks and opportunities

Ipsos is aware of the impact of climate change on its activities and on the countries where we live and operate, and we remain committed to identifying and providing solutions that will help us address this global issue.

Since 2012, using the "Bilan Carbone" methodology, we have been measuring our direct and indirect greenhouse gas emissions in 90% of the markets in which we operate. Starting in 2022, we are going to expand our Scope 3 emissions data collection (see 3.5.1.1.1) beyond business travel alone, by conducting our first assessment of emissions from our data storage center providers.

We are also looking at setting firm targets for our emissions reductions. This work will be undertaken based on the *Science-Based Targets* methodology, designed to ensure alignment with the latest climate science and the goals of the Paris Agreement - to limit global warming to below 2 degrees Celsius, and to continue efforts to limit the warming to 1.5 degrees Celsius.

In 2022, climate risks can be integrated into the business strategy and climate scenarios to assess their respective impact on our business. This assessment will include analyses of risks related to the green transition (market, reputational, technological, political and legal risks), as well as a review of physical risks.

The integration of climate risks into our business model also allows us to identify a number of opportunities:

- The development of new products or services through R&D and innovation and increased revenues resulting from increased demand.
- Our clients are increasingly interested in working with companies that are taking responsible action against climate change. Through its long-standing commitment to responsible business, as well as its recent CSR initiatives, Ipsos is well positioned in such a market.
- Reducing our expenses: Our goal is to reduce our direct purchases of paper by 10% by 2023, to reduce business travel by 40% compared to 2019, and to continue to use online tools and videoconferencing to replace face-to-face meetings internally and with our clients and partners. These measures will have a direct impact on reducing our costs.
- We continue to leverage our unique expertise to provide our clients and the public with information and analysis on the impact of climate change and sustainable development.

Risk management

In our enterprise risk management process, climate change risks are considered to be a specific and autonomous area of risk. Our risk mapping process is conducted under the responsibility of a member of the Board of Directors and overseen within the Board by the

REFERENCE FRAMEWORK

IPSOS' ENVIRONMENTAL COMMITMENT

Audit Committee. Every three years, we update this mapping and in particular that of non-financial risks, including climate risks. The last assessment was carried out in 2019.

The teams working on this mapping represent all the Company's functions, including but not limited to finance, audit, cash management, privacy, compliance, human resources and corporate social responsibility.

In 2021, we conducted an initial climate risk assessment with our country managers, to identify both the physical risks and those related to climate change transition on our activities and operations up to 2050. This analysis will be completed during the next Ipsos risk identification process in the fall of 2022. This assessment will allow us to put in place, by the end of 2022, a work plan to fine-tune the analysis of identified risks, the quantification of impacts and the identification of climate scenarios.

This initial identification process demonstrates the low exposure of Ipsos and its offices to climate risks.

As for exposure to physical climate risks, we can see that the exposure of our sites in 90 countries is very low, taking into account geographical situations such as sea level rise, water and heat stress, exposure to cyclones and the frequency of extreme rainfall.

With respect to transition risks, our assessment is as follows:

- Technological changes: Our operational performance is notably linked to the efficiency of our data processing and storage. We note that the level of risk identified is low. Nevertheless, we will continue to encourage our entities to use data center providers located in geographical areas with low climate risks and to use renewable energy sources. We have identified a potential risk of increased costs for data processing services, which we will also incorporate into our long-term climate scenarios.
- Reputational risk: The climate risk identification process has enabled us to confirm a low level of reputational risk. Furthermore, as one of the world's leading market and opinion research companies, we are committed to disseminating our research on sustainable development and the impact of climate change on the planet, society and the economy, in order to inform and mobilize individuals and contribute to collective decision-making.
- Risk of impact on sales: As our clients may potentially be impacted by climate change, it could be that in the medium term, they may spend more of their budget on updating their investments and less on market research. This would mean a decrease in the amount of business done with them.

Measures and objectives

Every year since 2012, as part of the Company's CSR reporting, and in order to comply with French regulations and the European directive on non-financial disclosures, the Ipsos Group has published data on its GHG emissions, and the associated environmental indicators. Our carbon emissions calculation is externally audited at a moderate assurance level by an independent third party, KPMG, and covers all the countries where Ipsos operates, with selected on-site verifications. Environmental targets are built into the variable remuneration of the Chairman of the Board of Directors and the Chief Executive Officer (see the section of the URD on governance and remuneration).

To achieve its objectives, the Ipsos Group has identified a number of levers for resource use and emission reduction :

- Transportation and employee travel have been identified as the main contributor to the Group's carbon emissions. Ipsos is working with its clients to use alternatives to carbon-intensive travel, and to use virtual communication tools (MS Teams, teleconferencing, etc.). In addition, the Company's car policy favors low-emission vehicles such as

electric or hybrid vehicles. Starting in 2022, employees will also be encouraged to use online tools (carbon calculators) when planning trips and travel, to help them make a full assessment of their environmental impact.

- Reduce the carbon emissions of the work we do for our clients, in all activities.
- Working from home or teleworking is organized on the basis of Ipsos Group policies and is managed locally, according to the type of job or the individual situation of the employee.
- In 2021, the Group launched its " Zero Single Use Plastic " plan to eliminate this type of plastic and replace it with recyclable and environmentally friendly products.
- Reduce waste and make recycling the norm. Ipsos wants to choose the materials it uses more carefully in order to maximize recycling (and therefore minimize the need for ultimate disposal), in all feasible places. These processes are managed with local teams in order to identify the best options (partners, solutions) and to promote the circular economy and employee engagement on a daily basis.
- The Group also aims to use the latest generation of energy-saving electrical and IT equipment (see 3.5.1.1).
- By selecting suppliers who have implemented responsible and environmentally friendly production, we reduce the environmental impact of our purchased goods and services. All our strategic partners will be invited to sign our "Ipsos Supplier Code of Conduct".
- Even if all of the above actions result in a managed reduction of the Group's carbon emissions, there will always remain an unavoidable carbon footprint due to the availability of renewable energy, certain raw materials that cannot be substituted, and of course, business and personal transportation. Ipsos has decided to invest in offset programs based on certified projects that comply with international standards and is committed to achieving net zero carbon by 2035. The first pilot program has already been launched in the UK and France. In 2022, 15 other Ipsos countries will launch a local carbon offset project.

3.5.2 Promoting the protection of the environment

3.5.2.1 Raising awareness and training staff

Our objective is to ensure that our employees are aware of and share our goals and commitments in terms of sustainable development. We make sure that each new employee, during their onboarding period, receives mandatory training on our CSR strategy so that they are aware of what we are doing to protect the environment and how it affects them. This training, which is available on our e-learning platform "Ipsos Training Center", was taken by 3,694 employees in 2021.

Our intranet and website have sections on CSR, allowing all employees to keep abreast of the progress made by the Company. Our in-house newsletter, *Ipsos Today*, completes the picture by sharing the best CSR practices implemented locally or globally.

Certain actions are undertaken jointly throughout the Group. In March, for example, for International Women's Day, initiatives targeting workplace gender equality issues are organized. Similarly, in April, International Earth Day provides an opportunity to promote environmentally friendly practices and get volunteers involved in projects to protect the environment, such as cleaning up beaches and forests and picking up trash. Finally, for World Refugee Day, which is held in June each year, all Ipsos entities organize awareness-raising activities for employees, for example by publishing a booklet on environmentally friendly practices to be adopted within the Company.

To get these messages across, Ipsos counts on the country managers and the network of CSR Ambassadors.

REFERENCE FRAMEWORK

IPSOS' ENVIRONMENTAL COMMITMENT



3.5.2.2 Ipsos' contribution to raising awareness of the climate emergency: the work of the Ipsos Knowledge Center

The mission of the *Ipsos Knowledge Center* (IKC) is to document, organize and share Ipsos' expertise and its knowledge of societies, markets and people's behavior.

Our objective is to disseminate the teachings of our research in order to educate, raise awareness and mobilize society on the major issues facing the planet and contemporary society.

Over the last few months, we have shared and disseminated a number of studies on the following issues:

3.5.2.2.1 Climate change

EARTH DAY POLL - IPSOS GLOBAL ADVISOR
GLOBAL



Every year, Ipsos polls people in 29 countries around the world on how they perceive environmental issues and what their priorities are in this area.

3.5.2.2.2 Refugee crisis

SUSTAINABILITY & THE COVID-19 PANDEMIC
GLOBAL



In the context of a global pandemic, economic recession and social unrest, is sustainability still a priority? Our answer is a definite yes.

3.5.2.2.3 Gender equality

CLIMATE CHANGE + CONSUMER BEHAVIOR
GLOBAL



Ipsos surveyed consumers on how they plan to adapt their behavior to mitigate their impact on climate change.

CROSS-REFERENCE TABLES

GRI STANDARDS AND UN GLOBAL COMPACT PRINCIPLES CROSS-REFERENCE TABLES

4 CROSS-REFERENCE TABLES**4.1 GRI Standards and UN Global Compact Principles cross-reference tables**

GRI Standards		EFPS Section - Subsection	Page number(s)
GRI 101-1	General principles 2016	2 ;3.2	6 ;12
GRI 103	Managerial approach	2.3	9
GRI 205	Anti-corruption measures	3.4.8.4	48
GRI 206	Anti-competitive conduct	3.4.8.8	49
GRI 301-2	Recycled materials used	3.5.1.1	50
GRI 302-1	Energy consumption within the organization	3.5.1.1	50
GRI 302-2	Energy consumption outside of the organization	3.5.1.1	50
GRI 302-4	Reducing energy consumption	3.5.1.1	50
GRI 305-2	Indirect GHG emissions	3.5.1.1	50
GRI 305-5	Reducing GHG emissions	3.5.1.1	50
GRI 306-2	Waste by type and method of disposal	3.5.1.1	50
GRI 307	Environmental compliance	3.5.1.1	50
GRI 401	Employment	3.3.1	25
GRI 401-1	New employee hires and staff turnover	3.3.1 ;3.3.3.1.1	25 ;30
GRI 401-2	Benefits granted to full-time employees	3.3.3	30
GRI 402	Employee/Management relations	3.3	25
GRI 403	Health and safety in the workplace	3.3.2	26
GRI 403-1	Worker representation on formal health and safety committees involving both workers and management	3.3.5	41
GRI 403-2	Types of work-related accidents and rates of work-related accidents, occupational illnesses, days lost and absenteeism, and number of work-related deaths	3.3.2.2	28
GRI 404	Training and education	3.3.3.4	35
GRI 405	Diversity and Equal Opportunity	3.3.4	38
GRI 407	Freedom of Association and Collective Bargaining	3.3.5	41
GRI 409	Forced or Compulsory Labor	3.3.4.3	41
GRI 412	Human Rights Assessment	3.3.4	38
GRI 413	Local Communities	3.4	42
GRI 415	Public Policy	3.4.4	44
GRI 418	Customer Privacy	3.4.5	44
GRI 419	Socioeconomic Compliance	3.2	12

UN Global Compact principles	EFPS Section - Subsection	Page number(s)
Principle 1 Businesses should support and respect the protection of internationally proclaimed human rights within their sphere of influence.	3.4.2	42
Principle 2 Make sure that they are not complicit in human rights abuses.	3.4.8.3	48
Principle 3 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	3.3.5	41
Principle 4 The elimination of all forms of forced and compulsory labor.	3.3.4.3	41
Principle 5 The effective abolition of child labor.	3.3.4.3	41
Principle 6 The elimination of discrimination in respect of employment and occupation.	3.3.4	38
Principle 7 Businesses should support a precautionary approach to environmental challenges.	3.5	50
Principle 8 Undertake initiatives to promote greater environmental responsibility.	3.5	50
Principle 9 Encourage the development and diffusion of environmentally friendly technologies.	3.5	50
Principle 10 Businesses should work against corruption in all its forms, including extortion and bribery.	3.3.4,3.2.4	38,15

4.2 Extra-Financial Performance Statement Cross-reference table

Extra-financial performance statement	Section - Subsection	Page number(s)
Company business model	2	6
Description of the main risks relating to the way in which the company addresses the social and environmental consequences of its activities, as well as the effects of these activities in terms of respect for human rights, combating corruption and tax evasion	3.1	11
Social consequences of the company's activities	3.3	25
Environmental consequences of the company's activities	3.5	50

CROSS-REFERENCE TABLES

EXTRA-FINANCIAL PERFORMANCE STATEMENT CROSS-REFERENCE TABLE

Respect for human rights	3.2.4,3.3.4	15,38
Anti-corruption measures	3.4.8.4	48
Combating tax evasion	3.4.8.3	48
Effects on climate change arising from the company's activities and the use of the goods and services it produces	3.5	50
Corporate social commitments to sustainable development	3.4	42
Corporate social commitments to the circular economy	3.5.1.1	50
Corporate social commitments to combat food wastage	3.5.1.1	50
Corporate social commitments to combat food insecurity	3.5.1.1	50
Corporate social commitments to animal welfare	N/A	
Corporate social commitments to responsible, fair and sustainable food	N/A	
Collective agreements signed within the company and their impact on the company's economic performance and the working conditions of staff	3.3.5	41
Actions to combat discrimination and promote diversity	3.3.4	38

5 INDEPENDENT THIRD-PARTY REPORT ON THE CONSOLIDATED NON-FINANCIAL PERFORMANCE STATEMENT

Year ended December 31, 2021

To the General Meeting,

In our capacity as an independent third party body (“third party”), accredited by COFRAC under number 3-1049¹, we have carried out work designed to provide a reasoned opinion expressing a conclusion of moderate assurance on the (recorded or extrapolated) historical information contained in the consolidated statement of non-financial performance, prepared in accordance with the Entity’s procedures (hereinafter the “Reporting Criteria”), for the year ended December 31, 2021 (hereinafter the “Information” and the “Statement” respectively), presented in the Group’s management report in accordance with the provisions of Articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code.

Conclusion

Based on our procedures, as described in the “Nature and scope of our work” section, and on the information we obtained, nothing has come to our attention that causes us to believe that the consolidated statement of non-financial performance is not in compliance with the applicable regulations and that the Information, taken as a whole, is not presented fairly in accordance with the Reporting Criteria.

Preparation of the non-financial performance statement

The absence of a generally accepted and commonly used reference framework or established practices on which to base the assessment and measurement of the Information allows for the use of different, but acceptable, measurement techniques that may affect comparability between entities and over time.

Therefore, the Information should be read and understood with reference to the Reporting Criteria, the material elements of which are set out in the Statement and are available on request from the Entity’s head office.

Limitations inherent in the preparation of the Information

The Information may be subject to uncertainty inherent in the state of scientific or economic knowledge and in the quality of the external data used. Certain information is sensitive to the methodological choices, assumptions and/or estimates made in preparing it and presented in the Statement.

¹ Cofrac Inspection accreditation, no. 3-1049, scope available on the website www.cofrac.fr

Responsibility of the Entity

The Board of Directors is responsible for:

- selecting or establishing appropriate criteria for the preparation of the Information;
- preparing a Statement in accordance with statutory and regulatory requirements, including a presentation of the business model, a description of the main non-financial risks, a presentation of the policies applied with regard to these risks and the outcomes of these policies, including key performance indicators and, in addition, the information required by Article 8 of Regulation (EU) 2020/852 (Green Taxonomy);
- and establishing such internal control as it determines is necessary to enable the preparation of the Information that is free from material misstatement, whether due to fraud or error.

The Statement has been prepared based on the Entity's Reporting Criteria as referred to above.

Responsibility of the independent third-party body

It is our responsibility to issue, on the basis of our work, a reasoned opinion expressing a conclusion of moderate assurance regarding::

- the conformity of the Statement with the provisions of Article R. 225-105 of the French Commercial Code;
- the accuracy of the historical information (recorded or extrapolated) provided pursuant to paragraphs 3 of sections I and II of Article R. 225-105 of the French Commercial Code, namely, the outcomes of the policies, including key performance indicators, and the actions, relating to the main risks, hereinafter the “Information”.

As it is our responsibility to form an independent conclusion on the Information as prepared by the Company's management, we are not permitted to be involved in the preparation of the Information, as this could compromise our independence.

It is not our responsibility to comment on:

- the Entity's compliance with other applicable statutory and regulatory requirements (in particular those relating to the information required by Article 8 of Regulation (EU) 2020/852 [Green Taxonomy], the due diligence plan, or efforts to combat corruption and tax evasion);
- the accuracy of the information required by Article 8 of Regulation (EU) 2020/852 (Green Taxonomy);
- the compliance of products and services with applicable regulations.

Regulatory provisions and applicable professional standards

Our work described below was performed in accordance with the provisions of Articles A. 225-1 et seq. of the French Commercial Code and the professional standards of the Compagnie Nationale des Commissaires aux Comptes (CNCC) relating to this work in lieu of an audit program.

Means and resources

Our work was conducted by five people over a total of approximately five weeks between October 2021 and February 2022.

To assist us in our work, we called upon our specialists in sustainable development and corporate social responsibility. We also conducted ten or so interviews with the individuals responsible for preparing the Statement.

Nature and scope of our work

We planned and performed our work taking into account the risks of material misstatement of the Information.

In our opinion, the procedures we performed in the exercise of our professional judgment enable us to provide a moderate level of assurance:

- We have reviewed the business activities of all entities in the scope of consolidation and the main risks;
- We have assessed the appropriateness of the Reporting Criteria with respect to their relevance, completeness, reliability, neutrality and understandability, taking into account industry best practice, where appropriate;
- We have verified that the Statement covers each category of information required under section III of Article L. 225-102-1 relating to corporate governance and the environment, as well as the information required under the second paragraph of Article L. 22-10-36 relating to respect for human rights and efforts to combat corruption and tax evasion;
- We have verified that the Statement contains the information required by section II of Article R. 225-105 when it is relevant to the principal risks and includes, where applicable, an explanation of the reasons why the information required by the second paragraph of section III of Article L. 225-102-1 has not been provided;
- We have verified that the Statement presents the business model and a description of the principal risks associated with the activities of all entities in the scope of consolidation, including, where relevant and proportionate, the risks arising from its business relationships, products or services, as well as policies, actions and outcomes, including key performance indicators, relating to the principal risks;
- We consulted documentary sources and conducted interviews to:
 - assess the process for selecting and validating the main risks, as well as the consistency of the outcomes, including the key performance indicators selected, with respect to the main risks and policies presented, and
 - corroborate the qualitative information (actions and outcomes) identified as being the most significant among that presented in the Annex. For some risks², our work was carried out at the level of the consolidating entity. For other risks, work was carried out at the level of the consolidating entity and in a selection of entities³.
- We have verified that the Statement covers the consolidated scope, i.e. all entities in the scope of consolidation in accordance with Article L. 233-16;
- We have read the internal audit and risk management procedures put in place by the Entity and have assessed the process for collecting the Information to ensure that it is complete and accurate;
- For the key performance indicators and other quantitative outcomes presented in the Annex and deemed by us as being the most significant, we carried out:

² The protection and security of the data we collect and use; The compliance of processes with the laws and regulations in force in the countries in which Ipsos operates; The risk of corruption in connection with clients and suppliers.

³ Ipsos Germany, Ipsos U.S.A., Ipsos France.

INDEPENDENT THIRD-PARTY REPORT ON THE CONSOLIDATED NON-FINANCIAL PERFORMANCE STATEMENT

EXTRA-FINANCIAL PERFORMANCE STATEMENT CROSS-REFERENCE TABLE

- analytical procedures to verify the proper consolidation of the data collected and the consistency of its trends;
 - tests of details based on sampling or other means of selection, consisting of verifying that definitions and procedures are properly applied and of reconciling data with supporting documents. This work was carried out with a selection of contributing entities³ and covers between 18% and 100% of the consolidated data selected for these tests;
- We have assessed the overall consistency of the Statement based on what we know of all the entities in the scope of consolidation.

The procedures performed for a moderate assurance engagement are less extensive than those required for a reasonable assurance engagement performed in accordance with the professional standards of the Compagnie Nationale des Commissaires aux Comptes; a higher level of assurance would have required more extensive audit work.

Paris-La Défense, February 21, 2022

KPMG S.A.

Fanny Houlliot

Partner

Sustainability Services

Jacques Pierre

Partner

Annex

Qualitative information (actions and outcomes) identified as most significant

Corporate information

Commitment to the right to log off when working from home outside office hours

Specific initiatives and support related to the impact of COVID and to the quality of work life

Outcome of the employee satisfaction survey Pulse 2021

Employee training via the ITC Group platform

Raising employee awareness of the culture of diversity and inclusion

Gender equality action plans and monitoring indicators implemented

Outcome of the employee engagement survey Taking Responsibility

Social information

Code of Professional Conduct and Ethics

Measures taken to ensure that the Group's service providers and suppliers respect ethical rules and human rights

System put in place to ensure compliance of subsidiaries' processes

Measures put in place to protect personal data

Volunteering and sponsorship

Environmental information

Commitments and actions to reduce the environmental impact of activities

Actions to promote the recycling of paper

Key performance indicators and other quantitative outcomes deemed to be most significant

Total workforce at 31/12 and breakdown by type and region

Employee turnover rate for voluntary departures

Total turnover rate

Proportion of women appointed to Level 1 of the "Leadership Team"

INDEPENDENT THIRD-PARTY REPORT ON THE CONSOLIDATED NON-FINANCIAL PERFORMANCE STATEMENT

EXTRA-FINANCIAL PERFORMANCE STATEMENT CROSS-REFERENCE TABLE

Proportion of women appointed to Level 2 of the "Leadership Team"

Number of alerts raised by the whistleblowing system

Electricity consumption

Greenhouse gas emissions (Scope 1, Scope 2 and Scope 3 - business travel) per employee
