



CSR  
2014

Corporate Social  
Responsibility



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# DISCUSSION WITH MAURICE LÉVY

*Chairman of the Management Board of Publicis Groupe*



**2014 was an eventful year for Publicis. How do these events fit in with the Groupe's corporate social responsibility policy?**

2014 was a year of transition and undeniably a very eventful one. It began with a very exciting project, – the proposed merger with Omnicom – a project into which we put a lot of time and effort but that ultimately did not materialize as a result of governance issues. And we rounded off the year with the acquisition of a absolute jewel, Sapient, the US group specialized in digital marketing and communications. This high-profile acquisition has bolstered our ambitions and strengthened our position in a very promising, growth market. Now, in terms of corporate social responsibility, the foremost responsibility of any company is to ensure its own growth and economic sustainability. The Publicis.Sapient digital platform we are creating is the consequence of convergence between communications, e-commerce, marketing and technology, and this new alchemy is highly promising!

**Promising because globalization and the digital revolution are changing the paradigm of your communications business, its reach and impact?**

Indeed! Publicis.Sapient is broadening our range of services, as a result of which we can provide our clients with a broader-based and more integrated service, in every area we are considered legitimate. It also reinforces our ability to support them and develop their customer relations experience, an issue that is at the heart of our concerns. Quite a lot of companies are now living in fear of being “uberized” in the near future: in other words, in fear of their traditional

business suddenly disappearing as a result of a newcomer radically transforming their market. Clients have never been as disoriented or as concerned as they are now about their business model and their brands. It is our responsibility to provide them with relevant solutions to face these new challenges. Our strategic equation  $(IQ+EQ+TQ+BQ)^{CQ}$  expresses the transformation underway in our businesses, and highlights what sets us apart, i.e. creativity and imagination. That is what makes us unique!

Finally, the acquisition of Sapient reinforces the Groupe's presence in North America and India, and this substantially modifies the geographic scope of our corporate social responsibility. We are taking on board Sapient's 13,000 employees, of whom 8,400 are based in India. This means that India has become our second-biggest country in terms of headcount with a total of 12,000 (existing Groupe entities plus Sapient), just after the USA where we have 25,000 employees. The breakdown of our social footprint in the world's regions is changing, with a shift towards a better balance.

**The Groupe is becoming increasingly international and headcount is still rising. Are there not limits to the Groupe's ability to integrate new entities and staff? And, by the same token, what about the Groupe's ability to roll out a CSR policy in a responsible and consistent manner?**

Our employees are the driving force in our agencies. The Groupe's strength is derived from the plurality of its networks and agencies. Each and every entity has its own history, its own corporate culture, its preferences, its dream and its own inspiration that are shared by all members of staff. Diversity is therefore an asset and a challenge every day, a challenge that we have been taking up for quite a number of years. Our ability to cultivate the talent of our people, to retain them, to invent the businesses of the future always has been, is and will continue to be a major challenge.

Clearly, given the Groupe's expansion and the way our businesses are evolving, the diversity of our people – in every sense of the term – is an absolute necessity. It is the source of our energy, our innovation and our creativity. Diversity between generations, for instance, has proved particularly precious: the large-scale recruitment of generation Y with their different perception of our businesses and of the world we live in, has given us the opportunity to modernize our working methods and organization, while the experience of their seniors continues to be a fantastic asset.



### Was that the rationale underpinning the changes in governance this year?

It was. As you know, and as some people like to observe, the Groupe's senior management is remarkably stable: only two Chief Executive Officers in the nearly 90 years the Groupe has been in existence. That's very few, and extremely rare! However, stability is not synonymous with immobility. This year, we put a new generation of managers at the helm, and set up an enlarged Management Board – our *Directoire+* – as further evidence of this intention.

### This year, for the first time, your CSR Report has given a say to external stakeholders. Why?

We felt duty-bound to give greater prominence to our on-going dialogue with stakeholders, though this is a challenging undertaking. I take great pride in having major stakeholder categories share their thoughts with us in this year's CSR Report, and would like to thank them warmly for accepting our invitation to contribute. This takes us a step further in our analysis of the materiality of our corporate social responsibility. Their opinion on the way we conduct our business is of great importance to us, and their recommendations are stimulating. I was interested to note that their points of view tend to concur. In particular, they point out the need for campaigns to abide by basic principles, – such as transparency, truth, honesty, decency – and they demand of us that our communications be clear and transparent from the consumer's point of view, and while this goes without saying, it may have been overshadowed by the spectacular rise of digital.

### Citizens/consumers receive more and more messages through various channels, and, at the same time, reveal more and more information about themselves. Given this context, what becomes of your responsibilities to citizens/consumers?

Our position is clear. Irrespective of the channel used, the addressee must be able to formally identify and interact with the sender of the message. Citizens/consumers must necessarily continue to have freedom of choice and must be able to exercise it. The other big challenge is, of course, the protection of personal data. Because of the digital traces consumers leave, whether on internet or using mobile devices, we have considerable information on their profiles and behavior as users, clients, citizens, etc. In this era of Big Data, we have huge responsibilities to our clients and staff, particularly in ensuring that these data are used in compliance with rules and regulations on citizens' privacy and freedom. This also entails more learning and greater maturity on the part of citizens/consumers who accept to share this information. Together, we have the same demands as regards transparency and clarity, and this is essential to establishing trust. We work on many other areas with this same spirit, as evidenced by our 2014 Corporate Social Responsibility Report.

## HORIZON FOR 2015

### CREATION OF THE PUBLICIS.SAPIENT PLATFORM

OVER **22,000**  
employees

#### NEW ABILITIES:

consulting, e-commerce, production platforms

#### SOLID BASE IN INDIA:

**8,500** employees in the world's **second-biggest** market place in 2015 for mobile and social media

#### A SINGULAR EXPERTISE

in global campaigns distribution

### PUBLICIS GROUPE + SAPIENT

**50%**  
digital revenue as early as 2015

**76,000**  
employees

**EUR 8 BILLION**  
revenue



# PROFILE OF THE GROUPE



Founded in 1926 by Marcel Bleustein-Blanchet, Publicis Groupe has grown from a small creative agency to the world's third largest communications group. With operations in 108 different countries, the Groupe now has 63,621 employees.

Publicis Groupe is acknowledged as a pioneer in digital and interactive communications and in fast-growing markets. In 2006, Maurice Lévy took the strategic decision to focus on digital and the Groupe's development in the emerging markets. This led to a reshaping of the Groupe's strategy and to the emergence of the Human Digital Agency (alliance between technology and emotional aspects). Publicis Groupe has continued to expand internationally, and regularly reasserts its strategic commitment to digital through acquisitions such as Digitas (2006), Razorfish (2009), Rosetta (2011), LBi (2012), as well as the structurally decisive acquisition of US group Sapient which was completed in early 2015.

The Groupe offers a full range of services and skills: digital services (DigitasLBi, Razorfish, VivaKi, Rosetta), advertising (Leo Burnett, Publicis Worldwide, Saatchi & Saatchi, BBH), public relations, corporate communications and events (MSLGROUP), media buying and strategy (Starcom MediaVest Group and ZenithOptimedia), healthcare communications with Publicis Healthcare Communications Group (PHCG) and the production of content with Prodigious.

**The new alchemy (IQ+EQ+TQ+BQ)<sup>CQ</sup>** – In this era of convergence and consumer power, the Groupe's profile has become even more cutting-edge. Digital is radically modifying behavior, digital technology is dominating numerous sectors, the rise to prominence of social networks is concomitant with a weakening of social ties, and boundaries are blurring everywhere. And yet, between global society and the fleeting and instantaneous nature of behavior, we must react in real time. In the light of these factors, success hinges on the alchemy of a converging world in which five elements combine in a new formula: (IQ+EQ+TQ+BQ)<sup>CQ</sup>. The four basic quotients – intellectual (IQ), emotional (EQ), technological (TQ) and speed, "Be quick" (BQ) – are raised to their full power by a Creativity Quotient (CQ), that creative idea which is the hallmark of all our work and which makes the Publicis Groupe proposition unique.

**Viva la Difference!** – The Groupe's vision for the future is to leverage innovative ideas and a global network of talent

and digital technology to become the world leader in terms of the sustainable value we create. This we will achieve by delivering state-of-the-art communications for our clients' brands and products. The Groupe's signature *Viva la Difference!* is emblematic of its philosophy and the importance it attaches to diversity. In fact, this signature uses several languages: Latin (Viva), French (la) and English (Difference).

## Our convictions

- Our passion is the driving force behind our clients' success.
- We believe in people.
- We should live sustainable lives in the "True Blue" way.
- Communications empowers people, and has the power to change the world.
- Belief in our heritage and values will shape our future.
- We can be a source of inspiration for the achievement of great things.
- Our future will be ensured by our growth and profits.

## Awards for creativity

The awards we receive bear witness to the great strengths and qualities of Publicis Groupe teams throughout the world, to the talent and unrelenting commitment that make them essential to the Groupe's development.

- **208 Lions** at the 61<sup>st</sup> edition of the Cannes International Advertising Festival in 2014, where Starcom Mediavest Group was crowned Media Network of the Year, and Leo Burnett received the Grand Prix for Good
- **16 Health Lions** won at the inaugural Health Lions awards
- Publicis Groupe named **Most Efficient Holding Company** of the Year at the 2014 North American EFFIE Awards
- **No. 1 group** in North America and No. 2 worldwide in the RECMA<sup>1</sup> ranking
- Excellent performance by the Leo Burnett network, ranked world's third-most-awarded network by the Gunn Report
- Publicis Worldwide ranked Most Creative Agency Network for Good Causes by the Gunn Report

<sup>1</sup> Research Company Evaluating the Media Agency Industry (www.recma.com)



## THE GROUPE'S NETWORKS



BBH



*Leo Burnett*



razorfish global

ROSETTA

SAATCHI & SAATCHI





# A NEW ALCHEMY



## INTELLIGENCE QUOTIENT

From the onset, any approach to brand communication or product marketing requires serious thought and astute strategic counsel.

This need, coupled with the need to transform one's business model or marketing strategy, has led to the development of "consulting" as an activity. A good deal of IQ thus becomes crucial to face the challenges presented by digital.

( IQ + EQ +

## EMOTIONAL QUOTIENT

How can we create a strong, sustainable link between a brand and its audiences? Nothing would be possible without the necessary force of this link: emotion. The "EQ" allows us to evoke humor, compassion or attachment but also trust, security or empathy... an infinite list of feelings, adding a touch of something undefinable that is so vital to a brand's content.

CONSULTING → TECHNOLOGY → BRANDING → MARKETING →



Publicis Groupe is the only group worldwide that is active across the entire value chain. This unique positioning and offer make us the partner of choice for business transformation.

### TECHNOLOGY QUOTIENT

While technology has radically changed the way societies around the world behave, it also offers rich development opportunities for businesses... at least, for those who know how to take advantage of its unprecedented capabilities!

In communications as well as in business performance, our experts provide innovative solutions, which improve business model efficiency and productivity.

### CREATIVITY QUOTIENT

What would happen to this modern-day equation (IQ+EQ+TQ+BQ) without creativity, the root of our business and what makes us stand out?

This "CQ" powers the success of the greatest of all alchemies, enhancing and transcending Publicis Groupe's offer, making it unique!

**TQ + BQ) CQ**

### QUICK QUOTIENT

Human interactions no longer know any boundaries. Purchases are made at the speed of light, and information is immediately available. The relationship between a brand and its consumers has become instantaneous via the explosion of smartphones and tablets. As consumers are more empowered, influential and connected, instantaneity rules. It should therefore come as no surprise that "Be quick" has become the watchword!

COMMUNICATION



E-COMMERCE



CRM



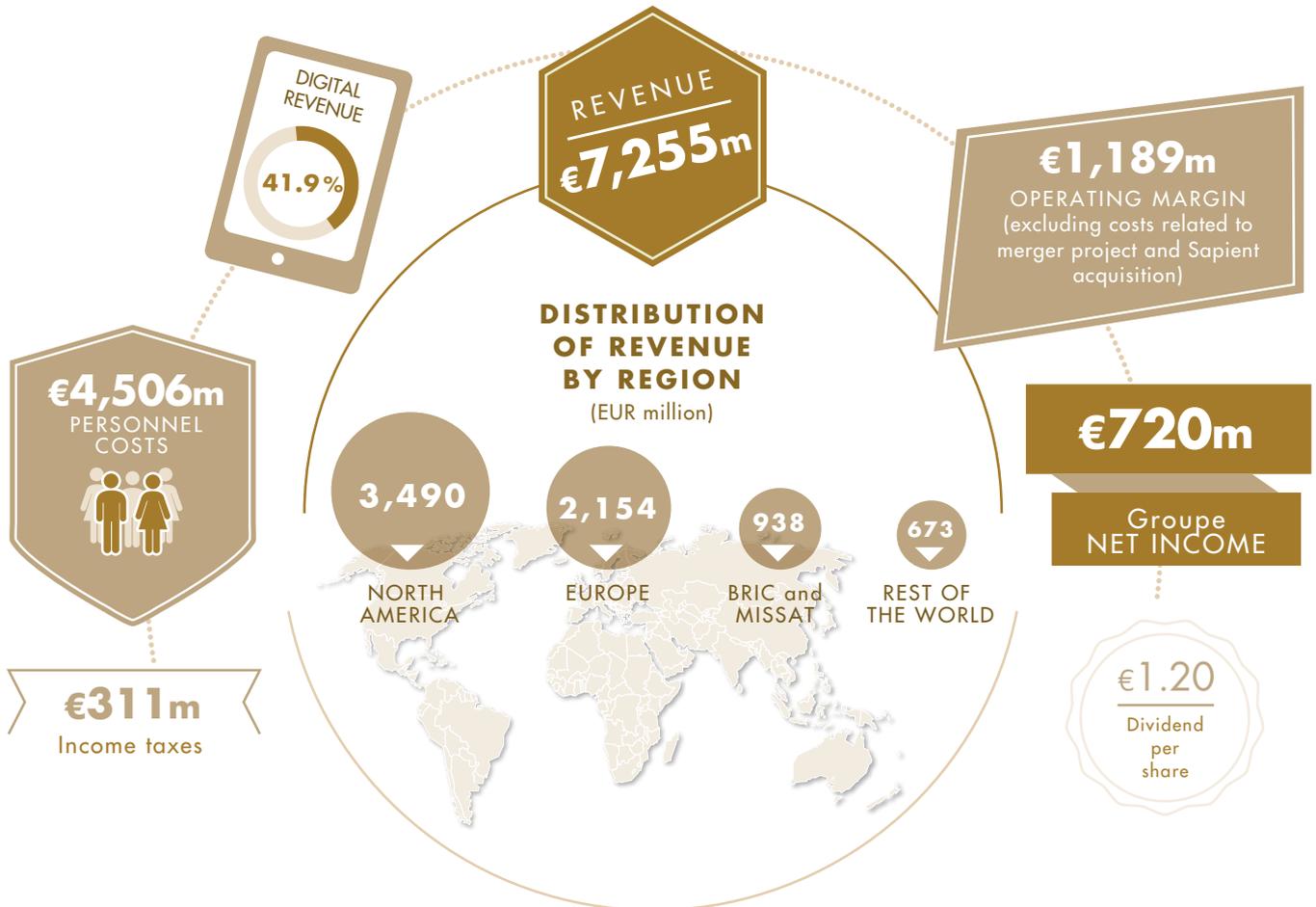
BIG DATA





# IMPACT OF THE GROUPE'S ACTIVITIES\*

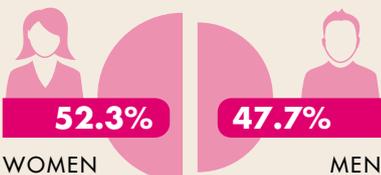
## FINANCIAL IMPACT



## SOCIAL IMPACT

**63,621**

**EMPLOYEES**  
At 12/31/2014



## SOCIETAL IMPACT

**€51.4m**

**ESTIMATED VALUE OF COMMUNITY INVESTMENT**

Through *pro bono* campaigns and volunteering activities



## ENVIRONMENTAL IMPACT

**5.17 TeqCO<sup>2</sup>**

**CARBON INTENSITY**  
(per capita)



\*More detailed information on the Groupe's financial performance can be found in the 2014 Registration Document, particularly in Chapter 4.



# CSR AND THE MAJOR CHALLENGES

**ÈVE MAGNANT**

*Vice President, Corporate Social Responsibility Director*



After the devising of the qualitative and quantitative indicators in 2009-2011, followed by the launch of internal audits in 2012-2014, this sixth year of CSR reporting marks the conclusion of two three-year work cycles. The task at hand as we commence this third cycle consists in rendering Publicis Groupe's CSR even more visible in its various registers, while continuing to target progress as there is still a lot to achieve.

In 2014, we stabilized the framework of this reporting system, placing greater emphasis on the **materiality of CSR issues** and on the manner in which they translate into the reality of the Groupe's activities. This step necessarily goes hand in hand with **greater involvement on the part of all our stakeholders**. Obviously, we interact more with some stakeholders than with others, but they are all important nonetheless and deserve to be treated accordingly. The digital revolution and globalization have, of course, changed the paradigm of communications, deeply modifying their reach and impact, just as the Groupe itself is undergoing major transformation with the acquisition of Sapient. However, we should see this as a wonderful opportunity, one that presupposes that we appropriate corporate social responsibility differently, notably in a more integrated and inclusive manner in each of the four cornerstones of this policy, i.e. social issues, society and community, governance and ethics, and environmental issues.

In 2014, we asked five high-profile international personalities to share their views on "**Responsible communications and marketing**", a core concern for the Groupe and the industry at large. Each of these personalities (an advertiser, a consumer, a regulator, an investor and an academic) represents a point of view, so we asked them what they would recommend to us and what their priorities are with regard to "responsible communications". As their demanding thoughts on the matter require that we respond, the section entitled "Responsible communications" sets forth several key ideas.

Our campaigns must firstly comply with the unanimously agreed, basic principles of truth, honesty and decency. This is an essential prerequisite, and cultural differences deserve our utmost respect.

Our task is then to factor in the reality of the world we live in, in a very pointed way. This is a broad remit, so the way we represent the world must encompass plurality and diversity. However, we must also build in new economic models based on sharing, the circular economy, mentioning the scarcity of resources, taking account of real needs, and the visible and invisible impact of consumption. These are all complex issues that we analyze with our clients on the basis of their strategy, their products and services.

Furthermore, as consumers, citizens must be capable of clearly identifying who is communicating, and be in a position to easily interact with the issuer of these communications on the basis of trust and transparency. The digital world and its new practices give rise to legitimate questions about data protection. This issue spans a whole new ecosystem that is constantly evolving. We have a role to play in ensuring that our campaigns and means of communication enable consumers to exercise their free will, and in ensuring personal data are protected.

Finally, it goes without saying that the more our CSR strategy becomes an integral part of our general corporate strategy, the more relevant it becomes *per se*, and the more our staff can appropriate it for themselves. The younger generations we recruit have clearly expressed their intention to help take up this challenge, so much so that this is an opportunity for us to associate them more closely while enabling them to take initiatives, pursue and achieve objectives for the greater benefit of a common cause. That too is part of communications.

Based in Paris, the Groupe's CSR Department is responsible for structuring and leading the sustainability reporting and the CSR report for Publicis Groupe and all its subsidiaries. A work performed in close collaboration with Publicis Groupe networks and agencies, working together on common projects, as well as supporting certain local initiatives.

Contact for further information:

**CORINNE BRUNET,**  
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# METHODOLOGICAL FRAMEWORK



## 1. ON-GOING IMPROVEMENT PROCESS

2014 marks the end of the second three-year cycle during which the Groupe's CSR strategy was stabilized. Since 2012, the non-financial indicators set up in 2009-2011 have been consolidated and integrated into the Groupe's reporting system, and independent audits have been conducted. Over the last six years, considerable progress has been made in three areas:

- appropriation of CSR issues by the Groupe's agencies;
- the quantitative and qualitative indicators have been made more reliable to ensure progress is measured more accurately;
- broader consolidation of the process generates better cooperation, in terms of shared experience and common projects.

There is still, however, a long way to go in various areas, in terms of methods and achievements.

The 2014 CSR Report is our third report to have been audited by independent auditors. It continues to be articulated around the four main thrusts (social, society and community, governance and ethics, and environment), and as promised, the Groupe has continually expanded the scope to be verified by the independent auditors. The audit and control assignment entrusted to SGS covered 54 entities (on-site audits) in 2014, as well as the Groupe's entire scope of consolidation.

The non-financial report, which is drawn up annually, complies with the provisions of decree No. 2012-557 of April 4, 2012, relative to the application of article 225 of decree No. 2010-788 of July 12, 2010, relating to the obligation on companies to exercise complete transparency in respect of social and environmental matters. This report spans the full year 2014, i.e. from January 1 to December 31.

Publicis Groupe continues to abide by its commitments at international level. Back in 2009, the Groupe opted to monitor the economic, environmental and social indicators set forth in version G4 of the Guidelines proposed by the Global Reporting Initiative, an NGO also known as GRI. A concordance table can be found at the end of this report. The Groupe also signed up to the **United Nations' Global Compact** back in 2003, and has drawn inspiration from the recommendations of **ISO26000** to enhance its CSR reporting, particularly with regard to the inclusion of stakeholders. Finally, concerning environmental matters, in 2007 Publicis Groupe endorsed the UN's **Caring for Climate**

as well as voluntarily joining the CDP (Carbon Disclosure Project) in 2009 in its endeavor to help reduce greenhouse gas emissions.



## 2. MATERIALITY AND CHALLENGES

We are in the process of drawing up a materiality table in order to prioritize the Groupe's CSR challenges. The range of B2B services provided by the Groupe underwent a transformation with the integration of Sapient in early 2015, and now encompasses consulting, technology, branding, communication, marketing, CRM and e-commerce.

Distinctions must be made between the following priorities:

- challenges relating to our employees: diversity, training, talent management, well-being in the workplace;
- challenges relating to our clients: creativity, innovation, responsible communications, and ethics;
- challenges relating to citizens/consumers (our clients' customers), particularly concerning data protection and the defense of freedom of choice (transparency);
- challenges regarding our communities since, as social and economic players, we have a duty to engage, take part and share.

However, these priorities must not overshadow other important issues:

- financial issues, in particular our duty to our shareholders;
- social issues, as we have numerous duties to our employees whom we must support as we transform our organization and working methods;
- society and community issues, particularly insofar as we are constantly interacting with other sectors of the economy and other stakeholders in society;
- governance and ethics issues which are a reflection on our internal operations;
- environmental issues which, though fewer in number as mainly linked to the direct impact of our activities, we nonetheless succeed in appraising correctly.



### 3. DATA COLLECTION PROCESS

This CSR Report has been drawn up on the basis of the somewhat complex articulation of several information flows:

- **Quantitative data** are collected in accordance with the rules and procedures governing financial reporting, via our common financial information system. 750 entities<sup>1</sup> use the same dedicated module (HFMC SRGRI) for reporting purposes. The data are collected under the responsibility of the network CFOs.
- **Qualitative data** are collected via the dedicated in-house tool (NORMA) that can be accessed by all the agencies, thus enabling them to put forward their initiatives using a central tool. Qualitative aspects fall under the responsibility of the HR Directors of the networks.

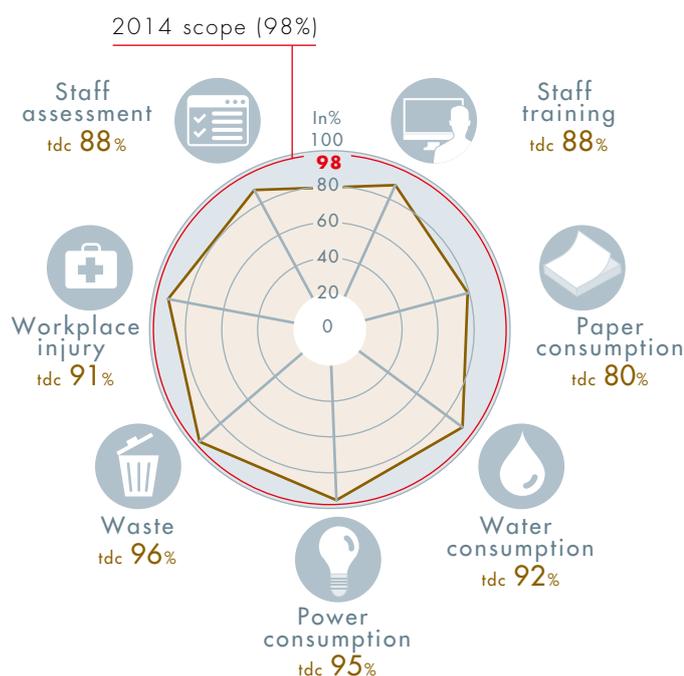
These two tools are interfaced for the purposes of consistency and the checking of materiality.

Upstream of the reporting process, the Shared Services Centers (Re:Sources) teams are closely involved throughout the entire process, especially during the preparatory period prior to data collection. The in-house CSR Reporting Guidelines are updated every year to include all improvements made to the reporting process. This handbook defines the different levels of data collection and validation, as well as the contents of the various indicators used (over 90 quantitative and qualitative indicators). It is circulated to the members of a cross-business CSR project team associated with the CSR reporting process (close to 150 key people across the different networks), and is discussed at webinars followed by over 850 people during the preparatory period between November and December 2014.

All the quantitative and qualitative data are then checked and analyzed by senior executives in each network, and subsequently by the Groupe CSR Department which then coordinates and produces the consolidated report. This department is supported by an in-house CSR Steering Committee made up of representatives of the main corporate functions. During its annual review process, Internal Control ensures that the agencies properly apply the CSR reporting process.

**The scope of the 2014 CSR Report covers 98% of the Groupe's staff, i.e. a comparable level to that of previous years.** The remaining 2% corresponds to recent acquisitions that are still being integrated (Sapient is not included in the scope. In the case of certain indicators, the 2014 coverage rate has been recalculated (to only include entities that replied correctly) to enhance data reliability.

Finally, the Groupe's decentralized structure, the geographic dispersion of its entities, or even the varying degrees of implementation which is still on-going for certain in-house tools, all restrict our ability to provide certain levels of detail for the moment. A detailed breakdown of the coverage rate is provided below.



SGS's audits included on-site verifications in 54 agencies in six countries (USA, UK, France, Germany, Brazil, and China) which together represent 32% of all staff, up from 25% in 2013. Random checks were carried out on various quantitative and qualitative indicators, and the final consolidation phase was also audited. The SGS auditors' final report can be found at the end of this chapter.

In addition to this CSR Report, extensive and detailed information concerning the Groupe, its organization and its operations can be found in the 2014 Registration Document. To avoid undue repetition, readers are referred to this Registration Document where indicated, as well as to the 2014 Corporate Brochure which includes a summary of the Groupe's activities. These documents and the previous versions of the CSR Report are all publically available at [www.publicisgroupe.com](http://www.publicisgroupe.com).

<sup>1</sup> Entities are the Groupe's agencies, which all bear the name of the networks with which they are aligned, located in different parts of a same city. Entities also include the Shared Service Centers (SSCs), often located separately from the agencies.



# OUR STAKEHOLDERS



## **EMPLOYEES**

### **THE CHALLENGE**

is to attract and retain talented people with a variety of profiles in all our agencies, giving them opportunities to progress within the Groupe.

## **CLIENTS**

### **THE CHALLENGE**

is to provide the very best service from the creative and strategic content, and the most appropriate service in terms of technology.

## **SHAREHOLDERS, INVESTORS**

### **THE GOAL**

is to optimize the Groupe's performance in order to repay their trust in us and to keep the Groupe growing.

## **PARTNERS**

### **THE CHALLENGE**

is to cooperate with our partners on good terms and ensure we complement one another in terms of the know-how we apply to manage our joint projects.

## **SUPPLIERS**

### **THE AMBITION**

is to achieve the highest standards of quality and performance, while abiding by our commitments.

## **MEDIA**

### **OUR INTENTION**

is to communicate regularly and clearly about the activities of the Groupe and its agencies.





Dialogue and engagement with our stakeholders are an essential part of the CSR reporting system. Publicis Groupe's stakeholders are those people, whether groups or individuals, whose interests may be affected by the Groupe's decisions or who have a stake in its business activities. The great diversity of stakeholders is shown in the diagram below. As a decentralized company, it is very difficult to report all the exchanges that take place at local levels as each agency or entity has its own sphere of influence. The CSR Report will give readers an understanding of how Publicis Groupe operates and interacts with the vast majority of its stakeholders based on common issues and their various expectations. Some of these issues have been included for a number of years in Janus, our Code of Ethics.

## **CONSUMERS/CITIZENS, REPRESENTATIVE ORGANIZATIONS**

### **THE GOAL**

is to issue communications and messages that are clear, precise and respectful, while being constantly attuned to these stakeholders.

## **NGOS, INSTITUTIONS AND FOUNDATIONS**

### **THE CHALLENGE**

is to actively contribute to and support causes of public interest by making our business skills available to them.

## **PROFESSIONAL, ECONOMIC AND SOCIAL ORGANIZATIONS**

### **OUR WISH**

is to anticipate and exchange opinions about the major trends in society, and to work together on the economic and social consequences of these changes.

## **GOVERNMENT, ADMINISTRATIONS, AND PUBLIC AUTHORITIES**

### **THE INTENTION**

is to be a responsible economic and social player, and to give public authorities a better understanding of our business.

## **OVERSIGHT AUTHORITIES AND SELF-REGULATION BODIES**

### **OUR GOAL**

is to work in close conjunction with these authorities and bodies on the main issues in our sector, in order to improve best practices.

## **SCHOOLS AND UNIVERSITIES**

### **THE CHALLENGE**

is to help students and teachers discover the diversity of our activities and the new business skills to be developed together.

# STAKEHOLDERS' THOUGHTS ON RESPONSIBLE COMMUNICATIONS



This year, Publicis Groupe has taken a more inclusive approach and asked representatives of its stakeholders for their thoughts on “responsible communications and marketing”, a highly central issue in the agencies’ work for their clients. This is a very important focus given the expectations of communications in the hyper-connected world in which we live. These points of view are the thoughts of professionals, of people who are independent and free to speak their minds. Each one addresses a different angle, drawing our attention to recommendations and priorities that are clear, that concur and merit that we take them into account. We would like to thank them here for answering the following two questions:

- What recommendations would you make to communications agencies for them to take a more proactive approach to responsible communications?
- What priorities would you like to see addressed in the next few years?



**STEPHAN LOERKE**

*Managing Director, WFA – World Federation of Advertisers (Bruxelles)*

## RECOMMENDATION?

Don't seek simply to be “more engaged”, put “responsible communication” at the heart of everything you do. Over the last few decades we have set ourselves high standards as an industry, and we have – largely – lived up to them. The challenge of earning people's trust is entering a new phase. We need to go further and act faster.

The catalyst is the shift to digital. The new techniques bring a lot of benefits for consumers. It enables brands to engage them in a more relevant and intimate manner. However the pace of change is so fast it is difficult for people to understand. This leads to a loss of trust. We must therefore be proactive. We need to not just communicate responsibly, we need to communicate how we are being responsible in this new era. Agencies have a key role to play as the experts in communication.

## PRIORITY?

Our priority is to re-connect marketers with society. The best brands play a meaningful role in people's lives by engaging emotionally and linking themselves to issues that people really care about. We need to apply that mindset when we talk about the role of the marketing industry in society today. This is key to creating an honest dialogue which delivers tangible change in our industry and ensures its sustainability. We're calling this common effort Project Reconnect.

[www.wfanet.org](http://www.wfanet.org)



**MONIQUE GOYENS**

*Director General, BEUC – Bureau Européen des Unions des Consommateurs (Bruxelles)*

## RECOMMENDATION?

From the consumer perspective, commercial communication is responsible when it respects its target audience. This implies among many other things, a fundamental, but still too often forgotten feature:

the information delivered in the communication must not only be truthful, but must also not be displayed more broadly in such a way as to mislead the consumer about qualities of a product or a service. Consequently, the agency must put pressure on the advertiser in order to deliver such a truthful and accurate message. Responsible commercial communication also implies, at the public affairs level, to support policy initiatives that contribute to a framework to improve consumer information, rather than adopting a defensive corporatist approach, as too often witnessed.

## PRIORITY?

The digitalisation and globalisation of consumer markets blurs many lines: the sharing economy creates new relationships between market players and introduces new ones, such as the digital platforms. The traditional relationship between a supplier and a consumer, that is the basis of consumer legislation, is shaken. It is key that commercial communication participates in a clarification of the roles, rights and obligations of all parties in the digital economy.

[www.beuc.org](http://www.beuc.org)



**EMMANUEL DE LA VILLE**

*CEO, Ethifinance (Paris)*

**RECOMMENDATION?**

In a more and more global world, where contents are disseminated at a very high speed and potentially shared to a huge audience, the contents that communication agencies spread are observed by a broader public and analyzed sharply. In this respect, the responsibility of communication agencies regarding the contents is key. We thus

consider that content quality, as well as plurality and diversity, are key issues. This is all the more important since Publicis is a global company, with implantations in more than 100 countries. We then expect the Groupe (agencies) to represent, in all countries, the diversity of society, including local communities and minorities. In this respect, making diversity and plurality a base in the content creation should be considered as a source of value creation.

**PRIORITY?**

We would recommend Publicis to explain how the Groupe promotes the plurality of views and messages, and how the Company works on this issue with its stakeholders. Beyond that, it is essential for a Company organized in numerous independent agencies to explain how responsible communication guidelines are shared among the agencies and their employees, and how the Groupe ensures and encourages the respect of good practices.

[www.ethifinance.com](http://www.ethifinance.com)



**LEE PEELER**

*President & CEO, ASRC – Advertising Self Regulation Council (New York)*

**RECOMMENDATION?**

As rapid technological change provides new, powerful communications tools, communication agencies must play a central role in ensuring that these tools are used responsibly. With novel, potent communications technologies, an agency's role must extend beyond ensuring legal compliance – it must ask "is this right?", "Does this campaign, this data collection or this targeting program conform to the ethical norms that my public expects? Why?"

Because the perceived responsibility of commercial communications drives the "trust" economy. Lower "trust" means higher costs, higher "trust" means lower costs. No sector is better positioned than the international communications agencies to build and reinforce the ethical culture needed to ensure the responsible marketing communications needed to promote trust. It must be their No. 1 job.

**PRIORITY?**

ASRC's top priorities for 2015 are all directed to digital data – the oil of modern communication. We must strengthen and expand notice and choice about online and especially mobile data collection. As commercial and editorial content increasingly intersect, we must continue to make sure transparency of commercial intent. Finally, with the growing power to ever more narrowly target consumers, comes new responsibility to ensure this technology is never used to exploit at-risk consumers – a new and critical challenge for the communications sector.

[www.asrcreviews.org](http://www.asrcreviews.org)



**ROSABETH MOSS KANTER**

*Arbuckle Professor, Harvard Business School – Chair & Director, Harvard University Advanced Leadership Initiative (Boston)*

**RECOMMENDATION?**

Marketers can use their skills and tools to spread positive messages about making the world a better place. They can help the public understand and act on the challenges affecting humanity: health, education, economic opportunity, rights and justice, environmental sustainability. This involves more than public service advertising, philanthropic social media campaigns, or employees volunteering for a good cause. CSR should not stand apart from the core business of communications agencies, especially when products are controversial, potentially harmful, or likely to undermine efforts to improve society. CSR must start inside the business, with picking clients and partners carefully and ensuring that purpose and values guide choices. The most fundamental purpose should be improving consumers' lives.

**PRIORITY?**

Communication agencies have a special responsibility to be the champions of freedom of expression through open communication channels, while safeguarding individual privacy and modeling respect for others. These are big public debates in many countries, and marketers should be central advocates for openness. The industry should collaborate to promote transparency and find the appropriate balance with privacy and respect. If dissent is suppressed, facts concealed, scientific evidence ignored, or voices silenced, then it is hard to make progress on any human or environmental issue.

[www.hbs.edu/faculty/pages/profile.aspx?fadd=6486](http://www.hbs.edu/faculty/pages/profile.aspx?fadd=6486)

“OUR PEOPLE ARE THE KEY  
TO OUR SUCCESS, NOW  
AND IN THE FUTURE,  
SO WHAT ARE THE CHALLENGES?  
TO FOSTER CREATIVE EMULATION  
AND MANAGE THE CAREERS OF  
OUR PEOPLE WITH TALENT.”

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## EDITORIAL

# ANNE-GABRIELLE HEILBRONNER

*General Secretary, member of the Management Board*



### What are the Groupe's main thematic approaches to talent management?

Given that Publicis Groupe is a highly decentralized organization, we need to distinguish between the momentum imparted by the Groupe

and the spheres of influence of the networks and agencies. The Groupe's focus is primarily on two areas: diversity and digital.

To begin with, diversity must be apprehended in the broadest sense. It is a core value for Publicis Groupe and encompasses diversity among people, in talent and skills, businesses, knowledge, culture, profiles, etc. Diversity is an asset and a strength, it is in our Groupe DNA and it is something we cultivate. It is also a priority as these words must translate into action. Our teams actually expect this diversity in their day-to-day work in the agencies. In a word, it is fundamental. We must therefore foster diversity and respect for what it is that makes others different. Moreover, we are our clients' allies, and our clients operate in a global environment. We have a duty to help them with their projects by setting up teams that are diversified, have expert skills, and are sometimes atypical. The objective is to understand the needs and expectations of their own clients/consumers in a given cultural environment, in order to find the best way to communicate and interact efficiently with them. These are among our core concerns when we recruit and integrate staff.

The digital revolution and the explosion of technological innovation are at the very heart of the Groupe's development. Our businesses hinge upon our people's ability to constantly anticipate and acquire new skill sets, and to come up with new solutions and new ways of communicating. Our equation  $(IQ+EQ+TQ+BQ)^{CQ}$  clearly shows that imagination and creativity are features that make us unique. Because the personal and professional fulfillment of each and every employee is truly important, we must create a virtuous circle and keep it going.

One of the challenges we are facing is to impress upon others just how rich a working environment we have in our agencies. We need to take an active yet innovative approach

to students, wherever we have operations, and explain the upheaval going on in our businesses if we are to attract people with solid training, experience, but also profiles that are less orthodox. This is a challenge, but it is one of our most exciting ones.

### How should we support our team in a context where organizations are undergoing deep change and business skills are constantly changing?

It is essential to accompany our people along their career paths, and this requires personalized support. That is not easy, especially as a career path implies arriving at crossroads where decisions must be taken with regard to opportunities. A company must commit to its employees, invest in them, support their development, and help them expand their skill sets. On-going training is fundamental but is not the only lever at our disposal. Mobility can also help staff gain experience, learn from exchanges and grasp opportunities to progress. These mobility programs may be managed locally, but they abide by the Groupe's key principles. We are eager to promote mobility, even between networks, countries and businesses.

Performance management is also a core concern in accompanying our people. It is up to managers to assess the performance of their staff members and to accompany individuals in their careers. The Groupe's employees are very involved in their jobs and this field of work is one where people are willing, enthusiastic, even passionate, but also demanding. For our employees to give their best but also to fulfill themselves, we must monitor their performance, understand any difficulties that arise, talk with them and take action. Our goal is to retain our employees in an industry that is traditionally volatile, and to identify future leaders. This is why we monitor over 1,000 so-called "high-potential" executives in our agencies and networks throughout the world. It is the "potential" in us all that we see as decisive, while fully respecting each individual's distinctive characteristics.

### All our networks have their specific characteristics and a strong identity, which begs the question: what does belonging to Publicis Groupe mean to them?

The Groupe's strength comes from the plurality of its networks and agencies. Each one has its own history, its culture, its own preferences, its own dreams and inspiration that are

**PUBLICIS GROUPE**

# HR & TALENT COMMITTEE\*



**ALICIA SHANKLAND**

*Chief Talent Officer,  
RAZORFISH GLOBAL*



**BARBARA JOBS**

*EVP Global Director HR & Talent,  
STARCOM MEDIAVEST GROUP*



**CASSANDRA YATES**

*Chief Talent Officer,  
VIVAKI*



**CHARLOTTE DUTHOO**

*EVP Talent & Business Transformation,  
PUBLICIS WORLDWIDE*



**ERIN QUILL-KEOUGH**

*Global Chief Talent Officer,  
DIGITASLBI*



**MARJAN PANAH**

*EVP Global Human Resources,  
PUBLICIS HEALTHCARE  
COMMUNICATIONS GROUP*



**MICHELLE KRISTULA-GREEN**

*Global Head of People and Culture,  
LEO BURNETT*



**MILANO REYNA**

*Worldwide Chief Talent Officer,  
SAATCHI & SAATCHI*



**NIALL HADDEN**

*Global Head of Talent Management,  
BBH*



**NIGEL ADAMS**

*Chief Talent Officer,  
ROSETTA-RAZORFISH GLOBAL*



**SÉVERINE CHARBON**

*Global Chief Talent Officer,  
ZENTHOPTIMEDIA*



**SOPHIE MARTIN-CHANTEPIE**

*Chief Talent Officer,  
MSLGROUP*

\*At December 31, 2014, excluding Sapient.

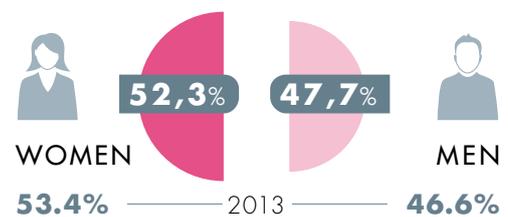
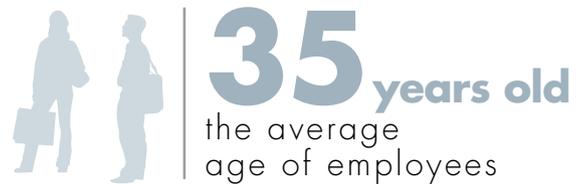
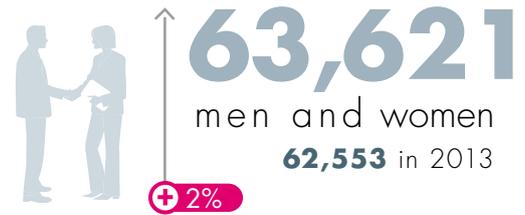


shared with its people. This autonomy is of great importance to us; in fact it is the reason we are so successful at integrating our acquisitions. This autonomy releases energy, makes us more agile. At the same time, belonging to Publicis Groupe is becoming more meaningful than ever before. Firstly, because the Groupe stands for shared values, such as respect for others, respect for what makes other people different, the spirit of enterprise, the spirit of conquest, the drive to perform, to mention but a few. The networks had always fed off and fed into the Groupe's culture, they reciprocate with one another. Secondly, with regard to our clients, we clearly want to work better and closer together, more seamlessly and more efficiently. "No Silo, No Solo, No Bozo" must be a tangible reality and we must all work towards that end. Furthermore, in terms of business ethics and behavior, Janus, the Groupe's global code of ethics and conduct, applies to all managers and teams, without exception. We updated Janus in early 2015, and as this is a document that has a very structural impact on our operations, it evolves over time. It also covers the various ways that businesses add value: creativity, commitment to our clients, our duties to consumers, our commitments to our own people, to our shareholders, to our suppliers, to the community at large. Janus also includes a series of procedures such as the fight against corruption or data protection and privacy. This is a very sensitive issue, and while all countries have their own legislation, the Groupe also applies its own more stringent rules and regulations. This means that every entity in the Groupe must approve and comply with this set of rules. Janus is the backbone of our conduct.

**How do you address HR issues against a backdrop of talent war and a high staff turnover?**

Twice or three times a year, I convene a meeting of the Groupe HR & Talent Committee (comprised of the Chief Talent Officers, (i.e. HR Directors of our major networks) to share our experiences and best practices. This committee takes decisions and implements measures of general importance to the Groupe, whilst monitoring the performance of our projects.

This committee addresses numerous issues including recruitment, training, mobility, and turnover which is tracked very closely. Staff turnover may be a reflection on our industry at large, but there are discrepancies from one entity to another and it is important to understand the reasons behind these differences if we are to react accordingly. Our common goal is to be able to recruit the profiles most capable of meeting our clients' needs, to provide our employees with an interesting job experience and attractive career possibilities. Publicis Groupe's businesses are changing, so it is a great time to join us!



**Fostering a positive  
employee culture  
Publicis Healthcare  
Communications Group**

**MARJAN PANAH**

*EVP Global Human Resources*

In 2014, we continued to emphasize the importance of building a positive employee culture – one that offers our employees career development, a robust mobility program and a diverse and inclusive work environment in which to thrive. In particular, we launched career families and career development training for everyone and developed a comprehensive and exciting new "Diversity & Inclusion" initiative, which includes events, training and more.

We are so lucky to have extremely enthusiastic employees in each of our agencies who manage CSR projects, along with their day to day responsibilities. These passionate employees help to develop and execute volunteer programs, organize social and community based activities and other initiatives which provide our employees the chance to interact with a variety of people and feel a sense of purpose. Their efforts create meaning for everyone and really breathe life into our agencies.



## Attracting new talent Publicis Worldwide

### CHARLOTTE DUTHOO

*EVP Talent & Business Transformation*

Publicis Worldwide recruits above 3,000 people per year. To reach out for "Millennials" and attract specialists in the context of digital transformation of the industry, we use a combination of long established programs (like the New York Publicis Internship Summer Program), strong internal referral plans and innovative communication channels (social media, LinkedIn, etc.). In 2014, the launch of our new global digital offering with Nurun – 4,000 digital and technical experts in 14 countries – has strengthened our

ability to offer digital careers at global scale to young and new talents. The combination of our best award winning year in Cannes reflecting the creative quality of our work and the launch of The Drugstore Publicis UK, in the heart of London's Tech City, to help experiment innovative ways of working emerging from the start up community is a great way to highlight for our number one asset, our people, where we are heading to: be the preferred creative partner of our clients in their marketing transformation.

## The war for digital talent ZenithOptimedia

### SÉVERINE CHARBON

*Global Chief Talent Officer*

Our industry has changed dramatically in the past 5 years, with the rise of digital marketing, a much more complex and fragmented media landscape, the importance of data, content, and the need to tight our products and services to the latest technologies to remain competitive. This environment requires new types of talent: strategic business leaders with a broad set of skills, and highly skilled specialists, who can anticipate changes in consumer behavior, and support the marketers facing new digital challenges. The scarcity of this talent makes such people highly attractive, and it is challenging to attract and retain them in this increasingly competitive market, with the global expansion of the Silicon Valley big players, and the rise of small but attractive entrepreneurial

start-ups, all competing directly with us on talent in every single market. To change the way we recruit, we signed a global partnership with LinkedIn and hire internal recruiters, who are tasked to create on-going conversations with potential targets, and pools of talent in the critical areas where we are investing, ready to be activated. Social media recruitment is all about speed, effective employer brand communication, and proactivity. Our internal referral programs are also great channels to attract specialists, as they are usually part of the same social networks. Finally, we are increasing the number of our fresh grads programs, and start "building skills up" as we know it is the most effective way to build an engaged and relevant talent pool for today and tomorrow's needs.

## 1. ATTRACTING AND RETAINING NEW TALENT

The Groupe derives its strong presence in all sectors and in all aspects of marketing and communications from the expertise of its networks and from the talent of the people in its teams. Joining Publicis Groupe is above all about joining an agency and a network to share its history, spirit, convictions and inspiration, thus becoming a member of the team.

**This increase in the number of employees reflects the growth of the Groupe's activities** – In 2014, the Groupe recorded 25,078 arrivals and 27,025 departures. These departures were mainly due to the closure of the Yong Yang agency in China as well as to the constant adjustment of staff numbers based on business levels. There were 301 net jobs<sup>1</sup> created in 2013. The Groupe is now presenting headcount in the form of arrivals and departures (rather than recruitments and layoffs) insofar as this is a better reflection of the reality of its employment situation.

**Publicis Groupe continues to create net new jobs in a number of countries** – This is notably the case in the USA, Latin America (Argentina, Costa Rica, Guatemala, etc.), Asia (e.g. Hong Kong, Vietnam, Singapore, New Zealand, Australia) and Europe (Germany, Sweden, Romania, etc.). A good understanding of the market is a key factor in satisfying our clients, and to the success of our agencies. In all Groupe agencies, employees, and especially managers, are mainly local people. By recruiting locally, the Groupe is also helping to boost regional development in terms of employment. However, we very much favor cultural diversity within our teams, due to the on-going mutual enrichment this generates.

**Employees all have a work contract in compliance with local labor law and regulations** – This is true of all employees in all Groupe agencies, whether permanent or temporary staff. Where appropriate, the Groupe may provide additional social protection.

**The average staff turnover was 33.1%, in line with the rest of the industry** – Staff turnover, i.e. the rate of renewal of employees, is equal to the total number of departures for the year divided by the average annual number of employees. Due to their activities, some entities are subject to a high turnover, though this does not reflect the actual operations of the agencies. Ours is a creative and digital industry characterized by a structurally high level of turnover. This is partly because there is a dearth of people with talent and experience in the new businesses, and partly because younger creatives are eager to build up their profiles through a variety of positions and companies. This trend has been reinforced in recent years as a result of the particularities of digital where the staff turnover rate is very high, as well as the arrival on the job market of generation Y (and soon Z). However, though the Groupe's average turnover rate is high (33.1% in 2014 versus 30.5% in 2013), there are significant differences between agencies and from one country to another.

<sup>1</sup> Net recruitments, not including acquisitions.



## 2. LISTENING TO OUR TEAMS

**Approximately 50% of the total headcount took part in an internal survey** – The difference between 2014 (50%) and 2013 (58%) was due to the fact that several large networks within the Groupe did not conduct a survey (aka “People survey” or “Climate survey”) this year. The prevailing climate in our agencies and networks has a major impact on employee satisfaction, our work and our ability to meet client expectations. Nearly all the networks now have tools that enable them to monitor the in-house climate and identify areas in need of improvement. Here again, the networks are free to decide the frequency at which they wish to conduct surveys (once a year or every two years). The networks are independent by choice, but this can make year-on-year comparison difficult. However, this year once again, the employees’ appropriation of the values, philosophy and culture of their agencies and networks is one of the outstanding features of the survey. Driven by their passion, the majority of employees declared themselves satisfied with the work entrusted to them. However, their perception of their career paths was not as clear. This is directly related to the management-by-project culture in our business which demands a very high work intensity and frequent changes of assignment. As a result of these two factors, certain employees found it difficult to see how their careers might develop. This has led the Groupe to look closer at how to do more to accompany and further develop its staff.



**65%**  
of employees  
had an  
**ANNUAL  
ASSESSMENT**



**50%**  
of staff covered by  
an in-house survey

Absenteeism is stable (2% in 2013) and in line with expectations in view of the Groupe’s activities.

**2%**  
**ABSENTEEISM**

## Caring for our talents DigitasLBI

### ERIN QUILL-KEOUGH

*Global Chief Talent Officer*

DigitasLBI is incredibly proud of the Best Company awards we have received over the years. In 2014 we were awarded “Most Awarded Agency of the Decade” by the IAB and one of the Best Places to work by the HRC.

We believe we have been able to achieve these awards by treating our people right. We believe that employees’ general morale is driven by a number of key elements:

- the employee understanding their career path within the organization;
- the relationship the employee has with their direct manager;
- whether or not the work they are assigned to is inspiring;
- their ability to engage in learning programs;
- our ability to provide them a fun environment for them to come to every day.

We have planned against each of these elements – We have a solid career pathing methodology where direct supervisors meet with their direct reports to outline the vision for their future. We provide managers extensive training on how to not just manage their people but to inspire them. We have a formal rotation program in place that ensures our best talent is receiving the types of client opportunities they require to continue to be committed. We have created terrific programs to develop our people beyond just their day to day responsibilities and lastly we provide a fun environment – extracurricular sports groups, affinity groups, office parties, etc.

## Driving employee commitment requires a sustained effort Razorfish Global

### ALICIA SHANKLAND

*Chief Talent Officer*

Razorfish prides itself on engagement. This is the result of combination of very different initiatives all converging towards a common objective: make every employee feel good and safe in their work environment. We had a strong, consistent and clear internal communication from top leadership during this transformational year; we are continuously offering innovative and meaningful opportunities so

everyone could develop their knowledge and skills. Among these few key program: School of Fish for new grads, Career Labs, Client Engagement, Attract and Engage through: Women’s mentoring, Annual Intern Program, Mama Fish (new parent), LBGT events... At the end, the synergy between these initiatives go a long way to helping our employees stay engaged.



**65% of employees had an annual assessment (or performance review)** – There is an internal obligation to conduct an annual assessment review with each employee, and this is one of the rules in Janus (our internal code of ethics). Though each network has its own performance management program, the assessment process is harmonized to ensure that the same criteria apply to one and all. These reviews are a unique opportunity for forward-looking dialogue, which is all the more necessary that our businesses are constantly evolving. Some agencies run the assessment over a longer period of time (18 months), while others are testing alternative assessment models (given the fast-changing pace in digital), more frequent and slightly different in nature, in order to better monitor the development and employees' expectations.

It should be pointed out that the 65% participation rate in 2014 is down on the 69% achieved in 2013, though this is consistent with the higher staff turnover rate.

In the field of individual performance management, Publicis Groupe's objective is to reinforce the role of the networks. Global HR meetings are held several times per year to examine numerous items, including performance management, but also to share best practices so as to enable our networks to monitor their own programs and their competitiveness. The efforts made in recent years have paid off, especially in Asia, where recruitment and retention are very challenging.

**The Lion Talent mobility portal makes group-wide career moves easier to manage** – By broadening the scope of its activities, Publicis Groupe has increased mobility prospects within the Groupe. Whilst this increase may still be difficult to measure, the mobility possibilities include increased responsibilities, and changes of business, country or region in the world (the mobility indicator is still being fine-tuned).

In fact, in setting up its intra-group Lion Talent portal in 2013, the Groupe's intention was clearly to meet expectations in this area. It was designed in conjunction with the HR Directors of all the networks, and regularly advertizes all vacancies within the Groupe to ensure all our employees have easy access to them.

Potential applicants can then discuss with their immediate managers. This type of worldwide tool is quite new in the communications and advertising sector. It also reinforces the feeling of belonging to a large group capable of proposing a wide range of opportunities in terms of employment and mobility. This tool comes in addition to the recruitment system specific to each network and based on the particularities of its businesses.



## 360-degree performance appraisal: measuring as a tool for improvement

### ZenithOptimedia and Starcom MediaVest Group

360-degree performance appraisal or multi-source feedback is a performance assessment tool that incorporates feedback from all who observe and are affected, upstream or downstream by the performance of an employee. Very different stakeholders can then be integrated such as colleagues, managers, teams, clients, suppliers...

**AT ZENITH OPTIMEDIA** the implementation of 360-degree feedback is recent, as says Séverine Charbon, Global Chief Talent Officer: "Today, we are using it only on the U.S., the UK and Australia. Although it is too early for tangible result we can now say that it is a great way to assess talent working on our complex matrix organization, across various business units, with multiple internal clients. It is a much more comprehensive way to provide a richer feedback incorporating all the people interacting day to day with the executives. It is also a great

*way for managers and team leaders to know how they are perceived as a manager, and where they are effective and efficient in driving their vision and providing guidance, and where they need to focus in the organization".*

**AT STARCOM MEDIAVEST** the goal is to be a high performing culture- and the way to achieve this is through performance engagement. Barbara Jobs, EVP Global Director HR & Talent declares that "We want our people to be aligned on expectations and priorities and focused on achieving meaningful outcomes. If they feel we invest in their success, the sky is the limit. On-going feedback through a two way dialogue is key and our lens is focused on our people and their development. The way we manage performance at SMG has switched from an HR process to a strategy driven by employee experience".



## “Live My Life”

### A genuine and rich cultural experience for young talent ZenithOptimedia



Eliza: From Paris to Argentina

Mark: From Singapore to Switzerland

This year, the “Live My Life” program is celebrating its 4<sup>th</sup> birthday! This time we have created life-enriching opportunities for 427 of our people, who have travelled far and wide to 49 cities across the ZenithOptimedia network, to enjoy a full immersion experience. “Live My Life” has been designed to:

- provide an international experience to our young talent,
- create profitable cross-cultural connection,
- build an international talent network.

There have now been over 1,500 applications for “Live My Life”. The level of enthusiasm, sharing, binding and motivation generated by this program is truly amazing. We are seeing life-changing stories, promoting globally the appreciation of diversity, and cultural awareness, and building a very strong community of peers who remain connected across the continents.

This program delivers ROI back into the business as each participant has to complete a research project during his trip which generates unique insights, supporting our knowledge of consumers and ultimately our clients business. We are really proud of this very unique program.

### FOLLOW US #LIVEMYLIFE2015



## 3. TAKING PROFESSIONAL SKILLS FORWARD

Our people are our most precious assets. The success of the Groupe, its networks and agencies hinges on the talent of its teams and the synergy generated by different forms of expertise. In an industry undergoing constant change, the ability of management and the teams to anticipate new practices and usages, to acquire new skills, reinvent themselves and constantly innovate is absolutely essential. The Groupe therefore has a duty to foster creative emulation – which is the best way to achieve innovation – and to commit to employee training to invest in their future.



# 63%

OF EMPLOYEES TOOK PART IN A TRAINING COURSE

IN 2014

The number of employees trained<sup>1</sup> was up on the previous year (57% in 2013). These figures confirm the effort put into training and the importance attached to developing skills despite the high staff turnover.



# + 1 million

HOURS OF TRAINING CARRIED OUT

VIA 4,900 MODULES



## 829,000

HOURS OF FACE-TO-FACE TRAINING

## 275,000



HOURS OF E-LEARNING

E-learning (also known as “self-learning”) has increased (275,000 hours in 2014 after 174,000 in 2013). It is particularly suitable for certain courses, especially in digital activities. Face-to-face training, which is now counted in hours<sup>2</sup>, was stable but still at a very high level as interaction is different (829,000 hours in 2014 vs. 100,450 days of approximately 8 hours in 2013).

<sup>1</sup>See coverage rate breakdown provided in the methodological framework on page 13.

<sup>2</sup>Note concerning methodology: as training practices develop, this year the Groupe has decided to harmonize the units in which it counts time spent on face-to-face learning and e-learning. This alignment is mainly aimed at making it easier to read non-financial data while reinforcing the materiality of the Groupe’s CSR reporting system.



### **Training remains a key area of work for Human Resources Directors**

– In 2014, 63% of all employees took part in a training course, up from 57% in 2013. By accompanying our talented people throughout their careers, we help them fulfill themselves, improve their employability, while contributing to client satisfaction. In all our businesses, training plays a very important part. Even though the networks all offer a great variety of programs and a vast array of modules, the sharing of knowledge within the Groupe is an essential part of talent development. Managers share their know-how and experience by regularly running in-house training sessions, while experts from outside the Groupe give courses aimed at the acquisition of targeted skills. Finally, clients and staff come together for joint sessions to share information, techniques and ideas. The core topics common to these various programs are the following:

- consolidation of professional knowledge and know-how,
- management and leadership capacity building,
- improving communications and corporate culture within the networks.

**Digital skill sets are constantly being raised** – The acquisition of basic skills and expert knowledge in the numerous facets of digital technology is at the heart of our concerns. Learning and mastering all the new digital applications and uses is an on-going process in virtually all our agencies (and in all our businesses). The goal is to have everyone master the basics, whether the rudiments of coding or understanding the major digital platforms which are constantly evolving. The boom in mobile device usage and the new challenges of interconnectivity have led the agencies to organize continuous education on mobile and digital topics.

## Training: a way to create bonds and foster the exchange of ideas Starcom MediaVest Group

### **BARBARA JOBS**

*EVP Global Director HR & Talent*

“We continue to transform our business to better partner with clients. Last year, we heightened our focus on developing leaders’ global agility and stressed the importance of global experiences in everyone’s career journey. To that end we have launched our ‘Global Talent Experience’ program aimed at midlevel employees and focused on enabling participants to create their own short term assignments. These placements created greater connections between markets like Moscow, Chicago, Madrid, Shanghai, Miami and Bogota. Through the application process and the program itself, doors opened

for employees to expand their idea of where their careers could take them at SMG and we expanded our pool of ‘Liquid Talent’. On the leadership side, we revamped our approach to selecting candidates for our flagship leadership program, ‘Top Gun’, to ensure a cross section of geographies were present in each of our sessions vs. regionally held and attended. This increased participants’ ability to make connections across boundaries and gain a better appreciation of the challenges we have in common as well as our unique differences across markets. Added cost, but significantly increased value.”

## Training within a niche market – VivaKi

### **CASSANDRA YATES**

*Chief Talent Officer*

“Training is a challenge, especially in the fast changing niche of programmatic, with an ever changing approach. In the first half of 2014 we continued our new hire bootcamp program first implemented in 2011, consisting of a series of modules on many topics over the course of 2 weeks for all new hires.

After a mid-year reorganization, training efforts shifted to our Operations team, who rolled out a series of documentation around best practices in campaign management, and we work closely with our partners who provide in depth training for our employees on the multiple platforms we utilize.”

### **Increase in training around big data and data mining**

– Numerous modules have been developed to work on big data and data mining, to provide teams with a better grasp of the issues, opportunities and challenges in these fields. The traceability of e-learning is still difficult at times insofar as there are a lot of modules and the pace of change is very fast. The concept of in-house skill sharing is part of the spirit of cooperation that prevails between teams. In addition, increased attention is being paid to the raising of awareness around regulatory issues, self-regulation practices and data protection.



**The development of management skills continues to be a major challenge** – Because of the new business skills emerging, the integration of young people with fast-track career paths and the changes in corporate culture are both big challenges, particularly with the high turnover rate in these areas. Management practices must keep abreast of these developments, and managers must adapt if they are to manage staff in these constantly-changing environments. We have identified over 300 leadership and management training programs across the networks.

**The “Executive Development Program” (EDP) continued to be deployed in 2014** – Every year, between 120 and 150 talents follow this program which has been in existence for nearly seven years. Under the leadership of Groupe General Secretary, Anne-Gabrielle Heilbronner, this program is designed for men and women identified as people with high potential within the networks. Put in simulated situations, they spend a very intense week working together. The content focuses on knowledge acquired in the fields of management, administration and sales development. The program is also an opportunity for future senior executives to establish ties with new colleagues while absorbing Groupe culture. Three EDP sessions are held every year (Europe, America, Asia), and the program now has a network of alumni.

## Involving senior executives to bolster the training strategy at ROSETTA – Razorfish Global

**NIGEL ADAMS**  
*Chief Talent Officer*

2014 began by aligning and activating our senior leadership team. Using the direction and vision established, investments were made in discipline and account leadership teams to continue the message and charter. In addition, over 325 hours of coaching was provided to our senior leadership for reinforcement.

This year also saw a renewed focus on discipline-specific and on-demand learning supported by the establishment of our online university. With over 15,000 hours of training and over 2,500 participants, the growth and development of our people have become a primary focus for our future success.

## The Leadership Circle Profile Leo Burnett

**MICHELLE KRISTULA-GREEN**  
*Global Head of People and Culture*

We have designed the Senior Leadership Program dedicated to help high-potential senior managers hone leadership skills that will further prepare them to assume greater responsibilities as their careers progress in the agency.

In addition to providing greater self-awareness and enhanced competency for leadership, the SLP will also give participants an opportunity to learn from and build relationships with other high-potential senior managers across the

Leo Burnett Worldwide network. It will help leaders assert their authority as a leader, build and lead effective teams, grow the business and solve problems. This year 79 of our high potential managers have benefited from this program.

Leo Burnett Worldwide took leadership development efforts to new heights through two separate yet complimentary initiatives: internal executive coaching and the introduction of the “Leadership Circle Profile”.

## Knowledge sharing and cooperative brainstorming: *People’s Insights*

by MSLGROUP

*People’s Insights* is a quarterly magazine that shares a wide range of initiatives that can serve as sources of inspiration, trends, creative and prospective ideas. The people behind this magazine include notably the so-called “SPRINTers”, a team of international stars comprising over 100 strategic planners, researchers and other experts. These “SPRINTers” share opinions, discuss and challenge research and projects in several areas (social data, participative production, storytelling, citizenship, etc.) via People’s Lab, MSLGROUP’s own crowdsourcing platform.





#### 4. FOR DIVERSITY, AGAINST DISCRIMINATION

##### DIVERSITY IN THE UNITED KINGDOM

Since the 2010 Equality Act with its very broad scope, the framework governing how these issues should be dealt with in companies has become more specific and stricter. The local Re:Sources HR teams are therefore working very closely with agency managers not only on recruitment issues but also on matters of general behavior. All year long, we organize seminars on how to help employees apply the law day-in, day-out. Training modules deal with all aspects without taboo (age, disability, marital status, motherhood, race, religion, beliefs, sexual orientation, etc.), but also cover legal definitions, the (direct and indirect) risks of discrimination, and the legal consequences. These sessions combine theory and practice through simulations.

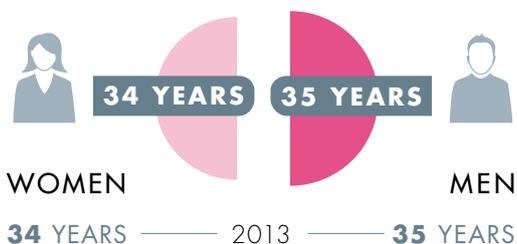
##### DIVERSITY IN FRANCE

The Groupe has remained on course as regards facilitating access to jobs (and keeping people in their job), irrespective of age, by fostering the transfer of knowledge and skills.

**Collective bargaining agreements being rolled out** – The Groupe has entered into agreements with the social partners in various entities, particularly in the field of providence funding (disability, invalidity, death) and the reimbursement of medical costs. Negotiations around the “generation contract” should lead to an agreement very soon, focusing on: training and long-term employment for young people and developing career opportunities for older employees.

**We continue our partnerships with associations** – Notably with “*Baisser les barrières*”, the association helping the visually impaired through university and in finding employment; also with “*Nos quartiers ont des talents*” which promotes the professional inclusion of young people from socially underprivileged and priority areas; as well as “*B.A.ba Solidarité*” of which the Groupe is a founding member. This intercompany initiative began as a private initiative but now brings together numerous companies eager to help provide access to the basic skills of reading, writing, and elementary

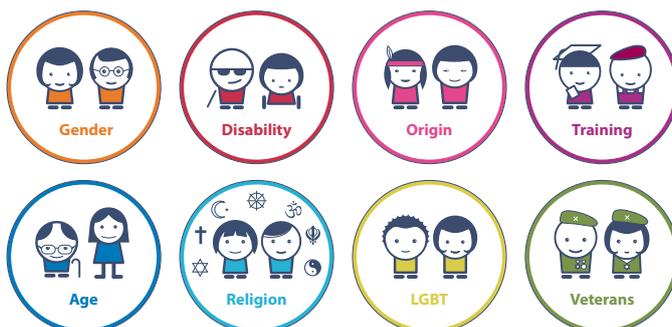
#### AVERAGE AGE



professional skills. One of the top priorities of this initiative is to fight illiteracy among employees from cleaning and maintenance providers.

##### DIVERSITY IN THE USA

**Recruitment** – In 2014, was the presenting sponsor for the “SXSW Job Market” festival, and, in doing so, was the only international group holding company to attend. We hosted a “Recruitment Lounge” open to all our networks and agencies to join and potentially recruit talent. The emphasis was on identifying us as a network of diverse agencies where opportunities could span a person’s entire career. Other events included the advertising industry Most Promising Minority Students Program, and the South Asians in Media, Marketing and Entertainment (SAMMA) Program supporting communities of Asian background. The Groupe also took part in a number of conferences including The Black Enterprise Women of Power Summit, The 3% Conference and The Women’s Forum For Economy and Society (all dedicated to women); and the AAFs, AdMerica, AdColor, ColorComm, Network and Affinity Leadership Conference (NALC) dedicated to ethnic minorities.



Publicis Groupe’s 8 major diversity & inclusion work streams.



## Diversity is a daily imperative Publicis Groupe USA

### SANDRA SIMS WILLIAMS

Chief Diversity Officer



"The year 2014 marks nine years of developing strategies and programs aimed at engaging our leaders, managers and talents in pursuit of sustained growth on the diversity and inclusion challenges. The Diversity & Inclusion Council which brings together all networks within the US, organizes its efforts around focus areas such as: recruitment, retention and talent

development, leadership involvement and commitment and Business Resource Groups (BRGs) that we are actively supporting. While there is much that still has to be done in each of these areas, we saw positive results in each last year. In 2014, over 800 participants attending workshops and conferences, we sponsored 38 events with 68 agencies directing attention to their leaders. This gives the scale of our efforts on engaging and retaining our talents."

**Retention** – Retention has to do almost exclusively with patterns of engagement with our talent. Attracting and retaining the best obviously has a positive impact on our performance and on our economic results. By dealing simultaneously with integration and engagement, we emphasize the importance that that all talents have the opportunity and a platform from which to contribute to the ever evolving culture of our company by helping to lead positive change. In order to achieve this goal we have developed a plethora of options:

- Enhance our talent career development
- Increase the ability of our managers to work with people and environments that may be unfamiliar to them
- Grant access to venues that target specific groups and their career needs
- Increase our support to the Business Resource Groups<sup>1</sup> (BRGs)

**Business Resources Groups (BRGs)** – Supporting the BRGs is an absolute necessity if we are to send a clear message to employees about the opportunity they have to implement positive change. The BRGs count nearly 2,000 members in the USA. 2014 saw the launch of Black Enterprise Summit Attendees (BESA) and VivaMama, two sub-groups within *VivaWomen!* Furthermore, Men of Color Alliance (MOCA) has given its support to the Marcus Graham Project aimed at increasing the proportion of ethnic minorities in communications and advertising. Égalité, the Lesbian, Gay, Bisexual, Transgender (LGBT) and allies network, has done remarkably well. With its 800 members and its reputation as a champion of values and ethics, in its vision and in its work, this network is engaging with the Groupe's other BRGs but also with clients. The BRGs also

<sup>1</sup>The Business Resource Groups (BRGs) are the successors of the Employee Resource Groups (ERGs).

## Leadership Involvement and Commitment

In 2014, several senior executives from Publicis Groupe received awards for their endeavors to promote and lead the way to positive change:

- **Maurice Lévy, Chairman of the Management Board of Publicis Groupe**, was named a *Diversity Pioneer* by AdMerica at the *Diversity Achievement & Mosaic Awards*.
- **Renetta McCann, Chief Talent Officer at Leo Burnett** was named Industry Influential by AdMerica at the *Diversity Achievement & Mosaic Awards*.
- **Sandra Sims-Williams, Chief Diversity Officer, Publicis Groupe** won a ColorComm Circle Award (ColorComm is the organization of Women of Color in Communications).
- **Robert Camilleri, Vice President, Global Operations Director at Publicis Kaplan Thaler**, was honored as an ADCOLOR Change Agent.

play a very important part in helping retain talent. Other BRGs/ERGs such as Link (Afro-American communities), Adelante (the Latin culture group), Hola (for the Hispanic communities), Panasian (communities with an Asian background), and the Multicultural Employee Resource Group (MERG) were all active throughout the year.

## No.2.66 Join the movement



"Diversity is a necessity if we are to remain relevant", according to Susan Credle, Chief Creative Officer at Leo Burnett USA, concerning her involvement in No. 2.66, "not just concerning women, but also in terms of geographic, ethnic and religious diversity". No. 2.66 initiative conveys a simple message: if nothing is done and we continue with the recruitment rate of 2013, it will take 66 years to reach parity among creative staff... Susan Credle's thoughts on recruitment are very clear: "We need profiles from different horizons, people with unusual backgrounds. In advertising, we are approached by and keep recruiting the same profiles. This has got to change!" A video has been broadcast throughout the networks and was also aired at the AdCOLOR conference and at the CEO Round table.



# ÉGALITÉ

“OVER \$200,000 RAISED AND 2,000 HOURS OF VOLUNTEER WORK IN SUPPORT OF LGBT CAUSES SINCE ITS CREATION.”

### “WE ARE ÉGALITÉ”

Égalité (French for Equality and pronounced eh-gah-lee-tay) is not just the network dedicated to Lesbian, Gay, Bisexual, Transgender (LGBT) professionals and their allies within Publicis Groupe, it is also a fully-fledged Business Resource Group (BRG). Our programming is focused around advocacy, education, community outreach (internal and external) and business development. In 2014 the Groupe set another record by raising over \$120,000 in support of LGBT charities across the United States.

In addition to fundraising, Égalité members have volunteered hundreds of hours for the benefit of the external community, attended the “Out & Equal Summit” for workplace equality.

Égalité is a close-knit network within the Groupe in the USA and is working talent engagement and inclusion to provide recommendations for ever more inclusive policies while also targeting greater visibility of the Groupe’s position on these issues as an employer. Specific recommendations have already been submitted to the Groupe Diversity Council.

Égalité is committed to further enhance the Groupe’s reputation as an employer of choice for LGBT employees and their allies. All of its successes are documented in a quarterly newsletter called *The Égalitarian* which can be found on the Groupe’s website [www.pgegalite.com](http://www.pgegalite.com).



2014 AIDS Walk in New York City.





**Women continue to be in the majority within the Groupe and hold a considerable number of important positions** – Men may be in the majority in the digital agencies but women account for over 52% of the total headcount, compared with 53.4% in 2013. More importantly, the main challenge is to apply the principle of parity at all levels of the hierarchy and in all the countries where we have operations.

The percentage of women sitting on the management committees in the networks has fallen to 26% (from 32% in 2013). The percentage on management committees in the agencies is unchanged at 39% (also 39% in 2013). Nonetheless, more generally, women hold quite a lot of important positions in management and administration in the agencies. Publicis Groupe’s Supervisory Board leads by example. It is chaired by Élisabeth Badinter, and comprised 14 members (seven women and seven men) until the recent passing of Michel Halpérin. Now, in early 2015, the new Supervisory Board is comprised of 11 members, six women and five men (54% women vs. 46% men).

Chaired by Maurice Lévy, the Management Board is comprised of four members including one woman (25%). The enlarged management board (“Directoire+”) had two women and six men (i.e. 25% women) at the end of 2014. With the integration of Sapient in early 2015, the “Directoire+” now counts two women and seven men (22% women).

The “P12”, the Groupe’s enlarged executive committee, where strategic discussion and operational coordination take place, had a total of 18 members of whom two are women (11%) in 2014. With the integration of Sapient, the “P12” now counts 21 members of whom two are women (9.5%).



**39%**

**OF AGENCY MANAGEMENT COMMITTEE MEMBERS ARE WOMEN**

**39%** in 2013



**26%**

**OF NETWORK MANAGEMENT COMMITTEE MEMBERS ARE WOMEN**

**32%** in 2013

The percentage at network level is affected by the ever-increasing prominence of digital activities where the proportion of men is generally higher, and by the reorganization of certain networks that have changed the size of their management committee. As a result, it is difficult to compare 2014 with 2013.

## Women’s Forum for the Economy & Society Building the future with women’s vision

In 2009, Publicis Groupe announced the acquisition of a majority stake in the Women’s Forum for the Economy & Society, founded in 2005. Often called the Women’s Davos, the 2014 edition the Women’s Forum Global Meeting in Deauville gathered together more than 1,300 women (and men) from across the globe – from politics, business, civil society, NGOs, and academia. It has been designed to be a hub of debate and a meeting place for the purpose of showcasing stories of workable solutions in different countries and contexts. The Women’s Forum is also holding annual sessions in numerous countries across the globe in the goal of setting up the necessary conditions to continue the dialogue. Publicis Groupe bear witness of its commitment to promote gender equality.

[www.womens-forum.com](http://www.womens-forum.com)

## Gender Equality BBH

**NIAL HADDEN**

*Global Head of Talent Management*

Last year, our CCO in NY, John Patroulis, made a concerted effort to increase the number of women in the creative department knowing it would help make the creative output better, bring more balance and more perspectives to their work. John mandated seeing candidates with an expectation of viewing work from the best women alongside the best men. Talent always wins – no one was hired based on gender. There are a few things that made this work:

- the desire to make change and demanding to see great women’s portfolios
- our open creative assignment system- no one works on any one account. Any women joining BBH

knew they weren’t being hired on just “women’s brands”; they are expected to work across everything from video games to whisky, beauty to power tools.

- with women in leadership roles all over the agency (Chairman, CSO, GCD, FD, etc), women interviewees come in knowing they are expected to rise and lead. Once we grew the base of women, it attracted more to join due to the unique make-up of the department and that it is a welcoming place for them. As a result, the BBH New York Creative Department now has a 50/50 gender split. Our culture is based all around the work; the agency values anyone who is talented and makes the work better.

# VIVA WOMEN

## VIVAWOMEN! – THE GROUPE’S INTERNATIONAL WOMEN’S NETWORK

The objective is to promote the professional and personal development of women in the Groupe, irrespective of position or business line. *VivaWomen!* was launched by the Groupe’s CSR Department in 2011 and incorporates all the networks. It now has branches in nine countries and 18 cities from Los Angeles to Shanghai, including Mumbai, Madrid, Paris, London, New York, Chicago, Toronto and São Paulo. In 2014, it brought together close to 2,500 women.

***VivaWomen!* has a preferred approach consisting of men and women joining forces to improve the situation of women** – There are four main areas of focus: leadership, mentoring, career navigation, and work-life integration. A dedicated team oversees the activities in each city, in accordance with its own roadmap and local priorities.

**Leadership** – Training programs are organized at local level for groups of 12 to 35 participants. These programs come on top of the training courses arranged by HR, and are designed for women in order to meet specific expectations. In a number of cities, *VivaWomen!* frequently hosts authors, experts, specialists in given fields, artists (both men and women) in order to set up interesting meetings that are at the same time sources of inspiration, food for thought and opportunities to share views.

**Mentoring** – The *Mentees* are women, but the *Mentors* can be women or men. Mentoring can be carried out in one of three ways:

- individual mentoring over several months to work on a given project (conducted in pairs in France, United Kingdom, Spain and India, among others);
- group mentoring at an evening meeting (known as “Mentoring Circles” in the USA and United Kingdom, for example) which provides access to different mentors and therefore a broader range of experience;
- speed mentoring (widely practiced, as a one-off at an *ad hoc* event) which obliges mentor and mentee to make their 10-minute exchange very efficient!

**Career navigation** – Mainly managed in the form of mentoring but can also be organized as informal exchanges between the women and the members of the “Pioneers” (group of executives in leading positions in each country). A whole network of ties now gives women a better understanding of career advancement possibilities, in addition to HR approach.



**Work – life integration** – Women spend a lot of time racing against the clock. The challenge for *VivaWomen!* is to facilitate flexible solutions and help women to put themselves first. A wide variety of events have been staged at local level, for the greater benefit of women and men!

**A number of operations have been carried out in conjunction with other women’s networks, within the Groupe or on an intercompany basis** – *VivaWomen!* works with causes striving for women’s rights (and those of young girls). The agencies have embraced *VivaWomen!* and built mini-networks locally to team up on certain projects. Examples include the *VivaWomen!* London project “There’s a Good Girl” (TAGG) and the commitment of *VivaWomen!* Shanghai alongside “Hope 4 Girls”. In addition to this internal program, Publicis Groupe is involved in various institutions and local non-profit organizations dealing with themes relating to gender equality, such as the “Laboratoire de l’égalité” in France as well as other similar organizations. Lastly, inspired by *VivaWomen!*, delegations of Groupe female employees attend international conferences such as the Women’s Forum in Deauville, as well as other local and national meetings.

## The “There’s a Good Girl” TAGG exhibition

in London



This project was initiated by two creative directors at Saatchi & Saatchi London, Shelley Dobson and Jo Wallace, and was championed by *VivaWomen!* UK. It is a tribute to the art of women. Designed to provide them with a unique platform to make their personal artistic statement, with complete disregard for commercial diktats. The first TAGG exhibition showcased advertising’s most audacious women artists at Saatchi & Saatchi London.



**The employment of disabled persons is an area in which the Groupe needs to progress** – It would be impossible to disclose a reliable Groupe indicator in this field given the broad range of definitions of “disability” from one legislation to another. Initiatives continue nonetheless in three directions: raising of awareness within the Groupe, recruitment and retention of disabled persons in the workforce. A number of agencies are still working on raising awareness about the different types of disability, an endeavor that includes the challenges of representation and inclusive behavior (e.g. during the national week against disability in France). On top of these quite direct approaches, numerous agencies make arrangements with their Procurement Managers to hire the services of so-called “sheltered employment” institutions (ESATS) through the Supplier Diversity program in France or in the USA working with equal opportunities employers. However, the French agencies are still a long way from meeting their legal obligations, and this is not satisfactory.

## 5. ROLLING OUT A POLICY OF WELL-BEING, HEALTH AND SAFETY

**All our employees have social protection (social security-type medical insurance), irrespective of the local regime (State-run, joint State-company-employee, privately-operated employer-employee system or regimes at employees’ expense)** – In countries that have collective bargaining agreements or other professional agreements, these often include special provisions for



At an estimated

**0.4%**

the workplace accident rate<sup>1</sup> is stable

**0.4%** in 2013

Most workplace accidents are transport-related (commuting to and from work, business travel). The frequency rate<sup>2</sup> is estimated at 1.93 and the severity rate<sup>3</sup> at 0.03.

“health prevention” initiatives. In the countries where they exist, these collective bargaining and professional agreements apply to all employees.

Complete programs enable health prevention to be organized on the basis of needs expressed or observed. Our employees give largely of their time and energy, but the

<sup>1</sup> See coverage rate breakdown provided in the methodological framework on page 13.

<sup>2</sup> Workplace accident frequency calculation: total work days lost multiplied by 1,000,000 and divided the number of hours effectively worked during the year [2014= 91%].

<sup>3</sup> Severity rate calculation: total work hours lost multiplied by 1, 000 and divided by the number of hours effectively worked during the year [2014= 91%].

vast majority work seated in front of one or more screens. A large number of initiatives have been taken to prevent work-related phenomena such as musculoskeletal disorders (MSDs) and psycho-social risks (PSRs).

These local measures (depending on agency decision) include the following: eye exercises recommended by a visiting specialist (e.g. orthoptist) or via awareness webinars, visits from an ergonomics expert to make sure every employee is conscious of the dangers of incorrect posture, as well as any change of furniture or equipment required. Several times a year, massage sessions are arranged on site with a visiting physiotherapist, chiropractor or masseur. Regular exercise is also encouraged: with gym classes (or yoga or relaxation) organized during the lunch break and special access to nearby sports facilities (or even in the same building as some agencies), team events for joggers and cyclists and the possibility of attending training sessions. Meetings are also organized with nutritionists, and may entail the laying on of fresh fruit or fruit juices.

In addition to these dedicated initiatives, more conventional measures are also taken by the Groupe, including the prevention of seasonal disorders, nationwide screening programs or campaigns against certain disorders and diseases.

## Health and Well-being MSLGROUP

**SOPHIE MARTIN-CHANTEPIE**

*Chief Talent Officer*

Beyond our well-being initiatives such as sports club membership or supporting cycle/walk to the office, our offices organized in 2014 a campaign for vaccination against flu in Latin America. This campaign enabled reduction of antibiotics use by 25%, doctor visits by 34 to 44% and protected patients and their families from risk factors due to complications from infections. MSLGROUP North America also received a 100% score on Human Rights Campaign Best Places to Work.

Regarding security and safety the Groupe is following the local regulation. In the US, there is a Federal law (under the “Occupational Safety and Health Administration”) which can be completed by laws in every State, and even reinforced by a city ordinance. In Europe, this is the remit of local Health and Safety Committees, the purpose of which is similar to that of the French CHSCT (Comité d’Hygiène et de Sécurité des Conditions de Travail – or “Health, safety and working conditions committee”).



## Flexibility at work Communicate, Coordinate & Collaborate! ROSETTA – Razorfish Global

**NIGEL ADAMS**  
*Chief Talent Officer*

We support team flexibility through Results Only Work Environment (ROWE). At any time between 15-20% of our team works remotely at any given time. Managers and team members can adjust time and place of work completion as long as

we meet the clients' needs. And it works perfectly. Despite no formal "kids or pets" policy we regularly host extended family in our offices to support an always-on workforce. Just communicate, coordinate & collaborate!

### 6. THE WORK – LIFE BALANCE

The ever-increasing preponderance of digital has contributed to the deep changes taking place in people's work and lifestyles. Between performance, mobility and flexibility, companies have to be attentive to employees' needs throughout their careers in order to meet the expectations of their clients. Adapting to changes in working methods can be a powerful competitive lever for tomorrow's companies.

**The digital revolution is an opportunity for companies to transform themselves, and their working practices in particular** – Part-time work, flexi-time, telework or remote and other recent forms of collaborative work are all solutions that can be granted to Groupe employees who may require greater flexibility at some point in their careers. These solutions are available to volunteers in the Groupe's networks and agencies. Flexible working hours are among the solutions granted on a case-by-case basis, as each agency, each network and each country has its own way of operating. These solutions also help attract and retain talent, especially generation Y of whom there are more and more on our staff. This younger generation has come to expect greater flexibility and a work environment adapted accordingly.

**Flexi-time and working from home, initiatives that work** – Flexibility with Accountability, the program rolled out by MSLGROUP USA is now being deployed in Canada, United Kingdom, India and Singapore. These solutions are quite varied and are granted on a case-by-case basis and on request. They may include a monthly quota of days worked from home, one day a week for Directors and Senior Managers, variable working hours during holiday periods and in summertime (e.g. the Summer Hours Program at ZenithOptimedia USA). DigitasLBI's management grants a certain amount of working flexibility on request, on the basis of a number of criteria (performance, workload, client expectations, etc.).

**Flexibility bonus for new parents** – Becoming a parent is a big change in life, so to help adjust to this major transition several networks are offering different options to parents. This is happening in the USA, in the UK, in France, and even in Australia, where networks like MSLGROUP and ZenithOptimedia offer their employees extra paid leave, over and beyond their legal obligations. They are also offering "new parent deals" that enable parents to adjust their working hours during the transition phase. More often than not, these offers apply whether the child is a newborn or has been adopted. In Europe, France has also made special arrangements regarding parental leave (notably the so-called "Parenthood Passport" but also CESU vouchers for the payment of services provided to young parents). The Groupe is in the process of devising an indicator tracking parental leave.

### 7. FACILITATING SOCIAL DIALOGUE

**Agencies on a human scale are more conducive to social dialogue** – Promoting social dialogue and being attentive to employees' wishes are among the commitments specified in Janus. However, leaving principles aside for a moment, the very size of our agencies (averaging between 50 and 100 people) lends itself to frequent and informal exchanges between managers and staff concerning operations and projects.

**Social dialogue is alive and well** – Freedom of association and the right to negotiate are among the fundamental rights the Groupe is very keen to see applied. Staff representative bodies and employees in general are regularly consulted and informed about projects and changes within the agency and the Groupe.

**Compensation** – The 2014 Registration Document (Chapter 2) contains detailed information on the compensation paid to the Groupe's corporate officers and on the stock option and free share plans (Chapter 5, note 24).

**Given the highly decentralized nature of the Groupe, it is difficult to give an overall appraisal of salary trends** – There is no consolidated indicator tracking overall compensation paid to employees insofar as the disparities from one country to another are such that comparisons would lack relevance. We therefore take a local approach that factors in trends observed in the sector of activity, while ensuring we remain both competitive and attractive locally but still in line with Groupe practices. In the vast majority of cases, wages offered to employees are above the local minimum standards set by law (when such a law exists). The Groupe and its management take care to ensure compliance with the principle of equal pay for men and women (with comparable skills and in comparable positions).

**In France, the Groupe continued to apply its policy of profit sharing and employee savings plans** – 2014 gave the Groupe the opportunity to prove its willingness to work with the employees in order to improve economic



performance. A profit-sharing agreement had been signed for 2013, 2014 and 2015. The amount of this bonus is determined by organic growth in France and globally. In addition, the Groupe encourages its entities to promote employee savings by improving the conditions of the existing savings plans. Each year, the entities offer additional employer's contributions. In 2014, 2,750 employees in France benefitted from these contributions.

## 8. FIGHTING FOR HUMAN RIGHTS

### **Human rights are not an option and we must be vigilant about compliance wherever we have operations**

– Human rights comprise a set of values that are both fundamental and inalienable for the Groupe. All employees are reminded of these principles, especially new recruits when they arrive. Janus, our internal code of ethics, is circulated to all managers and their teams. It can also be accessed on the network and agency intranets. Janus recalls the obligation for managers and staff to master the local regulatory framework, but also refers to the key principles of the International Labor Organization (ILO), with special mention of gender equality in terms of employment and compensation, as well as the scope and efficiency of social protection and improved social dialogue. Publicis Groupe has been a signatory to the United Nations' Global Compact since 2003.

### **The large number of *pro bono* campaigns is a good illustration of our commitment in this area**

– The best way to become efficiently involved in this field is to put our skills at the service of a cause. *Pro bono* campaigns (detailed information available in chapter 2) are opportunities to sustain the on-going commitment of the Groupe, its agencies and its employees, to the defense of human rights. These campaigns have been for organizations and causes of general interest relating to human rights issues (men, women, children, minorities, against all forms of exclusion or discrimination) but also for large international organizations (e.g. within the United Nations family) as well as more local or national organizations and associations.

### **We also encourage our suppliers to support the defense of human rights**

– The contracts entered into with the Groupe's main partners (at central or regional level) include several criteria in this field. In addition to the internal CSR Procurement Charter, which is binding on the Groupe's procurement managers, we have been sending a CSR Procurement Questionnaire to suppliers for several years when we put out calls for tenders, and subsequently every year. This item is also assessed as part of the appraisal carried out by EcoVadis, the platform the Groupe began using in 2014 to monitor its suppliers.

### **The Janus Code of Ethics explicitly prohibits forced, compulsory and child labor**

– Even though our activities do not incur any potential risk in these areas, the Groupe attaches great importance to these fundamental issues as a signatory of the United Nations' Global Compact. These same demands are reiterated in our responsible procurement policy, notably via the CSR Procurement Questionnaire sent out to suppliers and in the monitoring carried out by EcoVadis (see Chapter 3).



# OUR TALENT AT THE SERVICE OF HUMAN RIGHTS



## LEO BURNETT BANGKOK



In this moving campaign against sexual abuse in Thailand the team chose realism and reduced editing to its minimum to keep the experience intact: "One day in the lives of these victims." This campaign illustrates the invisible scars that mark for ever the minds of children who are victims of this kind of abuse, even when they grow older. Following this campaign, the CPCR received more than 300 calls a day denouncing cases of children abuse which is of great assistance to the government's fight against sexual abuse on children in Bangkok.

## PUBLICIS SHANGHAI



In Western China the majority of children study and do their homework by the light of a small candle, thus jeopardizing not only their vision but their education as well. Haier recognizes that the electricity distribution system is insufficient in the region and it has a negative impact on the children's lives and their futures. In order to act against this phenomenon, Haier created the "Hugging Brightman", a back-up companion that allows children, after school hours, to enjoy two hours of light to share with their families.



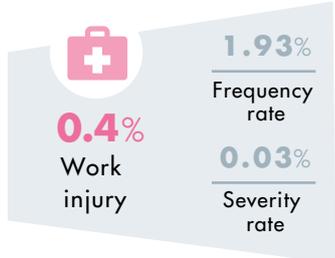
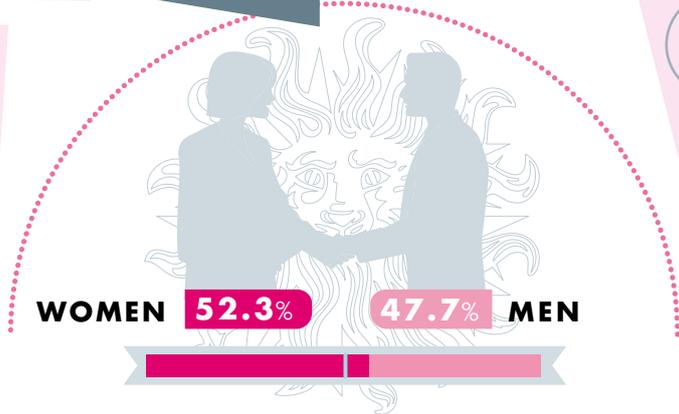
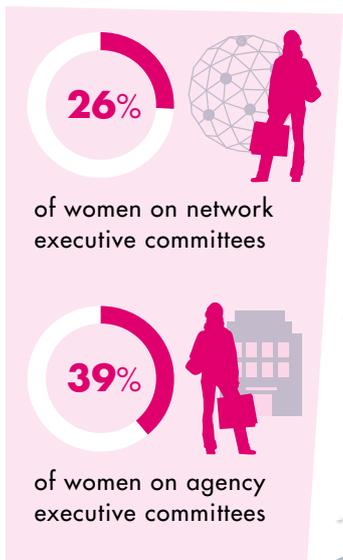
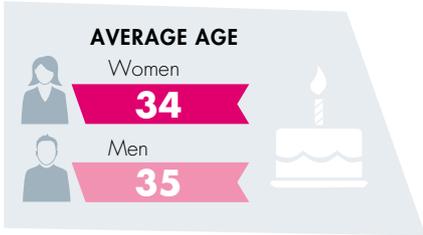
## LEO BURNETT



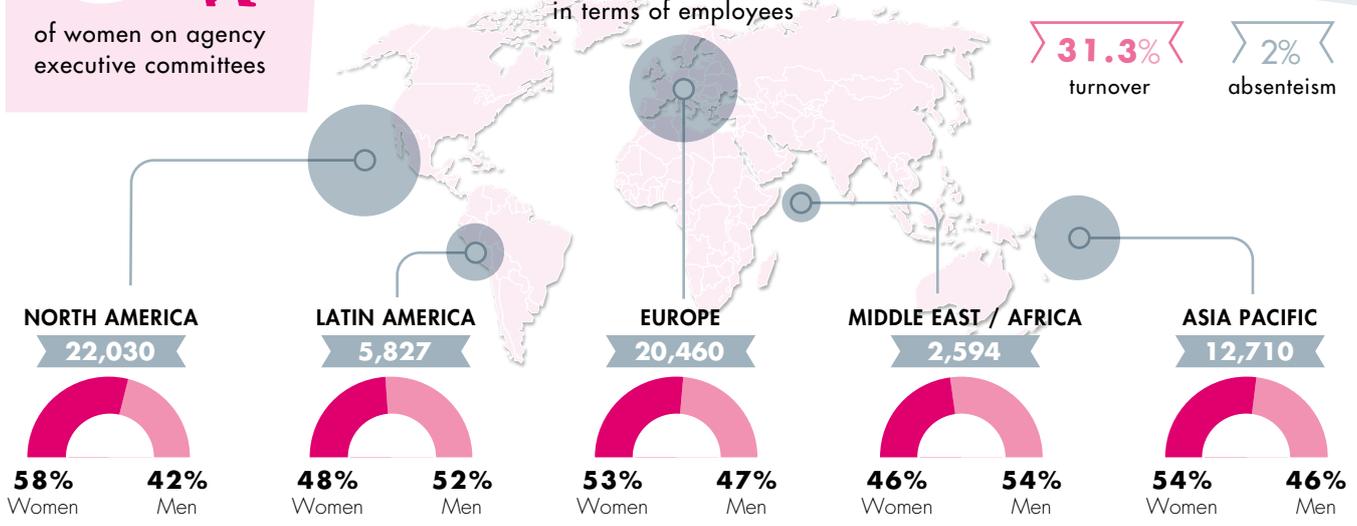
At the center of the stage stands a giant musical instrument which is made of torture devices, reminiscent of images from horror movies. This giant drum, which was built in partnership with artists and musicians, plays a double-edged concerto. "The same object can serve different purposes", that is the message this campaign conveys. It serves as a reminder that even today people are tortured and ill-treated in many places. "The Sound of Torture..." a terrifying music to break our silence.



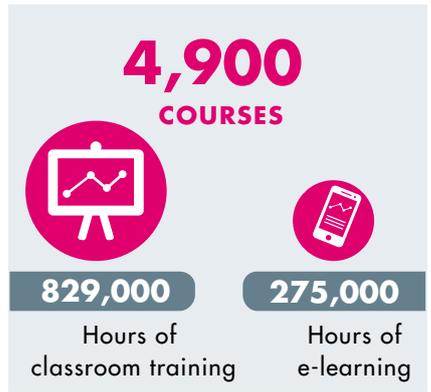
# KEY INDICATORS – FIGURES AT DECEMBER 31, 2014



## GEOGRAPHIC DISTRIBUTION in terms of employees



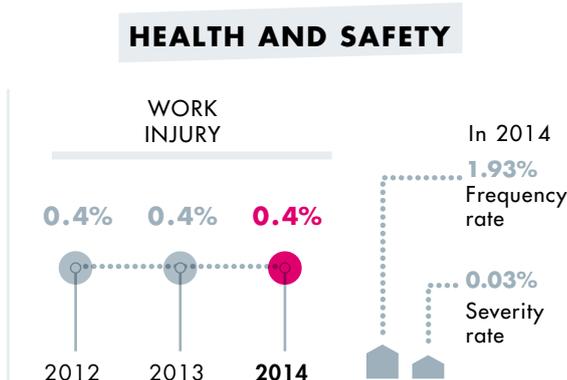
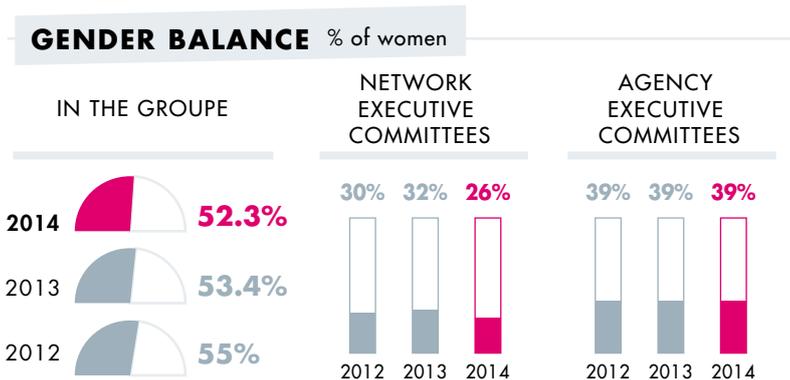
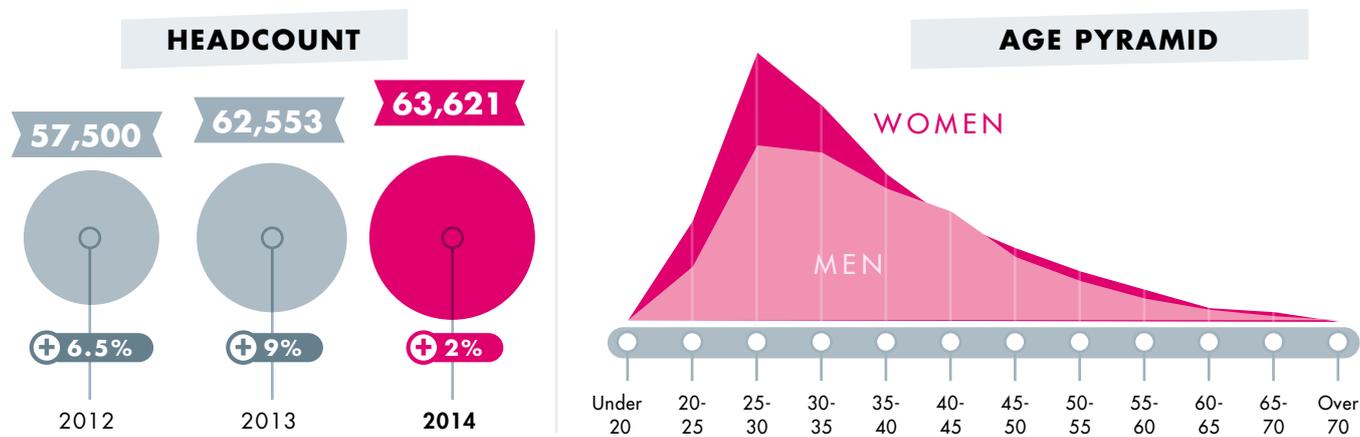
## TRAINING



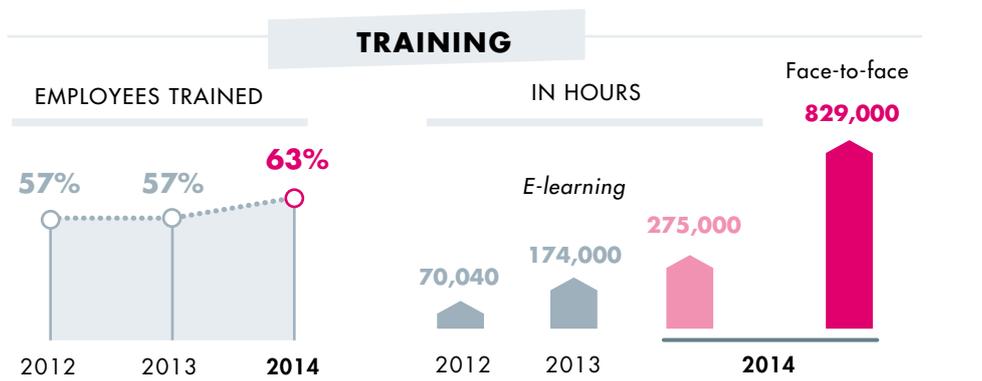
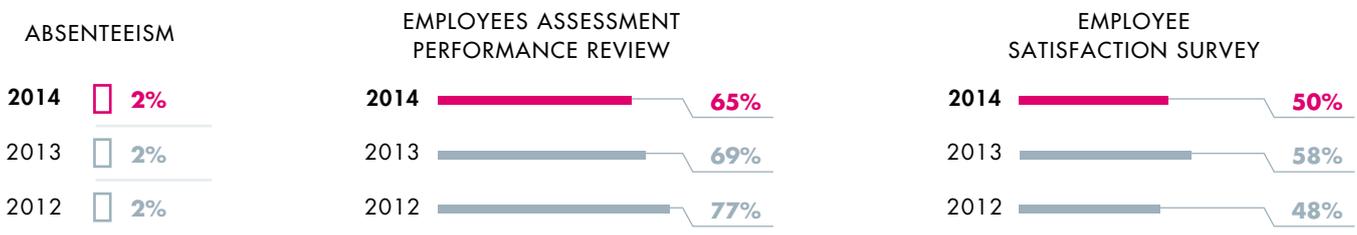


## KEY INDICATORS - VARIATIONS OVER THREE YEARS

The scope of the 2014 CSR Report covers 98% of the Groupe's staff, i.e. a comparable level to that of previous years (97% of the Groupe headcount in 2012 and 2014). A detailed breakdown of the coverage rate is provided in the methodological framework on page 13.



## SOCIAL CLIMATE



### TURNOVER

Year	Turnover Rate (%)
2012	29.3%
2013	30.5%
2014	33.1%

“ INVOLVEMENT IN THE CITY  
AND LOCAL COMMUNITIES  
IS A TRADITION AT PUBLICIS GROUPE.  
WHAT ARE THE CHALLENGES?  
TO BE PRAGMATIC YET CLOSE TO  
THE COMMUNITY SO AS TO SERVE  
THE CAUSE BETTER. ”

# SOCIETY



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**42.** GOING LOCAL AND ENGAGE EFFECTIVELY

**42.** RECONCILING GENEROSITY AND PROFESSIONALISM

**44. FOCUS:** *PRO BONO* CAMPAIGNS

**50.** TAKING PART IN VOLUNTEER WORK

**50.** COOPERATION WITH PROFESSIONAL ORGANIZATIONS

**51.** SHARING OUR KNOW-HOW WITH SCHOOLS  
AND UNIVERSITIES

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## 1. GOING LOCAL AND ENGAGE EFFECTIVELY

### **Pro bono campaigns: our agencies are committed!** –

The great diversity and number of campaigns we work on every year are testimony to our culture of involvement and sharing. And we are just as demanding of ourselves for every campaign, i.e. a *pro bono* client deserves the same quality of service as a “regular” client. Experience has shown that the keys to success are a) being close to the field, and b) being attuned to local sensitivities. This is why we have adopted a pragmatic approach and why involvement is decided at local level. In 2014, our agencies produced 370 *pro bono* campaigns<sup>1</sup> always focusing on effectiveness.

## Art at the service of good causes Saatchi & Saatchi

### **MILANO REYNA**

*Worldwide Chief Talent Officer*

At Saatchi & Saatchi creativity sits “center-stage” to generate change and advance equality, justice and sustainability for the environment and societies in which we live.

Our focus on Education and the Arts have proven to be key attractors for top creative talent.

In 2014 we initiated many exciting projects showcasing creativity at its best, in many cases employing contemporary culture and the visual arts to strategically impact change.

Our highlights include: The Children’s Museum of The Arts to introduce children to the transformative power of the arts; encouraging observation; exploration and creative thinking.

In the same vein, we launched The Creative Thinking Research Fund with Auckland University, establishing Bob Dylan as Founding Patron; HYPERLINK “<http://www.freeartsnyc.org/>”

The Free Arts NYC a Creative Team mural collaboration with Jason Woodside for underserved children.

We also worked with The Elephant Family, Women Helping Women, Voss Foundation, The Mandela Foundation & Africa Rising, etc.

We continued advocacy of The Studio Museum Harlem, Art Production Fund and numerous philanthropic foundations along with unwavering support and guidance for young emerging artists and diverse voices from around the world.

We extended these practices in 2014 through partnerships, mentor programs and workshops that include Royal Grammar School, UK; Cambridge Judge Business school, UK; Lancaster University Management School, UK; Quintin Kynaston Community Academy, UK; College of William & Mary, USA; Syracuse University, USA; University of Florida, USA; Miami Ad School, USA. These initiatives refresh our insights with new talent, as well as inspire talent to help us make the world a better place.

**Our involvement is often part of broader, more collaborative projects** – We do not work solely on communication campaigns, and depending on the context, agencies might decide to become involved alongside a local community in the form of a volunteering initiative (voluntary work) or in the form of skills-based sponsorship (expert advice).

### **Decisions to commit are taken on the basis of local criteria and affinity with the area under consideration** –

In line with the Groupe’s sponsorship charter, it is the agencies that decide which causes to support during the year and the local non-profit organizations or associations that will benefit from it. These initiatives gain a strong internal commitment, and regardless of position or responsibilities, taking part in this type of campaign or project is an integral part of an agency career.

## 2. RECONCILING GENEROSITY AND PROFESSIONALISM

### **The contribution of our teams revolves around a number of preferred themes** –

such as the protection of children, local community concerns, protection of the environment, healthcare in general and prevention in particular (against cancer, AIDS, major diseases, addictions, etc.). Some agencies also raise funds from the public for well-known NGOs.

€51.4m

### **ESTIMATED TOTAL VALUE**

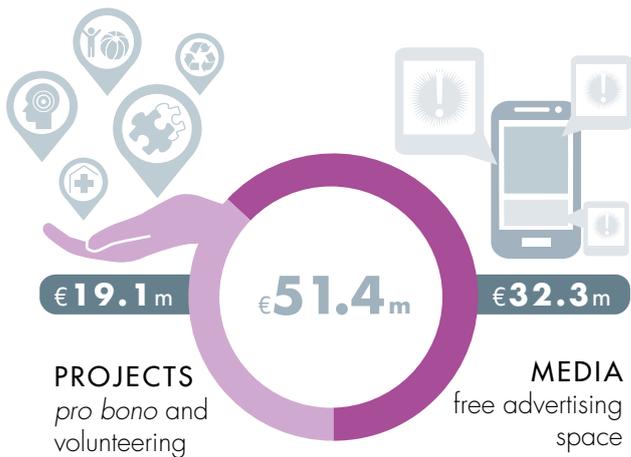
(media space and *pro bono* work),

**UP SLIGHTLY**

on 2013 (estimated at €50.5m) despite economic tensions



<sup>1</sup> Figure amended following a consolidation after the publication of the 2014 Registration document.



**Source of collective pride and creative freedom!** – The main drivers behind our success are the commitment of staff and their willingness to participate. They are also very proud, and rightly so, of the awards they receive. These campaigns often provide our people with great creative freedom receiving numerous awards at professional festivals. Many of them can be found on the Groupe website and on agency websites. This year again we have decided to present a selection of campaigns (see below).

**The media agencies (specialized in selling media space) are also solicited to provide free media arca for pro bono campaigns** – Médias & Régies Europe (MRE) now combines a whole series of the Groupe’s

## Volunteer work is crucial to successful commitment to campaigns

### Leo Burnett

**MICHELLE KRISULA-GREEN**  
*Global Head of People and Culture*

Leo Burnett has a tradition of supporting giving to various charity and pro bono initiatives. In the US, employees can get matching grants for contributions that they make to charities. In Russia, there is a high sense of social responsibility among the people. *Pro bono* work is more often than not initiated by employees who have a cause they are passionate about. They involve other people with the same passion and the agency provides the support. Sometimes *pro bono* work can also win awards, which is a side benefit. Importantly, we don’t force participation in *pro bono* activity. It has to come from the heart.

## Supporting a good cause while strengthening team spirit

### ZenithOptimedia

**SÉVERINE CHARBON**  
*Global Chief Talent Officer*

ZenithOptimedia is very sensitive to Corporate Social responsibility, it is really part of our Culture; “Giving Back” and the “Generosity of Spirit” are words often used by our people, it defines our Brand spirit, and impact our people behaviours. We have many initiatives in the network supporting CSR and the motto is always the same: our employees need to be part of it.

*Pro bono* work is a way to support a cause using our own expertise and leveraging our partners’ relationships. It is also a way to provide exposure to our young talent to big ideas, encourage them to be innovative, and work in teams. We like projects that are sustainable over the years. AUTISM SPEAKS in North America is a great example. We have been working along this organisation for 5 years now and have raised a total value of 73 Millions USD in free media space supporting fund raising for them! It is an amazing partnership that creates collective pride, energy, and lots of stories. 15 people are involved at ZO US, providing year-long media strategy and activation support. So it is a real commitment creating rewards and recognition internally as much as externally.

historical activities in France, notably including Mediavision, Metrobus, Mediagare and Mediarail. In 2014, nearly 60 organizations and causes of public interest received *ad hoc* assistance for a communications campaign. The space provided free of charge, usually high-impact space for a limited period of time (such as cinema screens or posters), is a great boost for these causes.

In fact, every year the visibility gained through this media space represents the equivalent of many millions of euros: 32,2 million euros out of 51,4 million estimated.

# PRO BONO CAMPAIGNS



## STARCOM MEDIAVEST



In 2014, SMG launched a tongue-in-cheek media campaign with creative agency Lucky Generals to spread a very serious message about testicular cancer on behalf of the Male Cancer Awareness Campaign. We encouraged people to Go Commando on Friday, March 7 and gained support from celebrities and a host of media owners that resulted in £500K of free media space.

## SAATCHI & SAATCHI



This campaign is a public service announcement that portrays several intimate conversations between black parents and their children about how to avoid potentially dangerous police encounters. The spot is meant to draw attention to the dichotomy between how different communities experience interaction with law enforcement in the United States.



## PUBLICIS KAPLAN THALER



Last Halloween, one of the most controversial costume was the fake Ebola Costume. Doctors of the world, with the help of Publicis Kaplan Thaler decided to turn this costume into a donation device. Thanks to a website people could fight the disease by buying doctors real hazmat suite instead of a fake Ebola Costume. Doctors of the World lifetime donors doubled in 72 hours and the association was able to send thousands of suits to doctors in West Africa.

## LEO BURNETT



Leo Burnett developed campaigns promoting GCFD's Hunger Walk and Holiday initiatives, and also designed vehicle wraps for two new food distribution trucks. The Hunger Walk is a gathering of thousands of men, women and children on Chicago's lakefront to raise funds and awareness to end hunger. The Hunger Walk benefits pantries, soup kitchens and shelters. The Agency's campaign made 2014 the largest Walk in its 29 year history with over 14,000 participants.

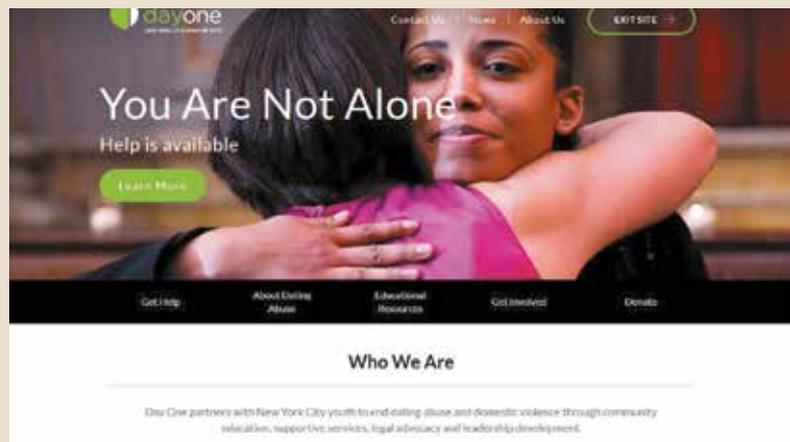




### RAZORFISH



Razorfish works with Day One, a New York City organization that partners with youth to end dating abuse and domestic violence, on various digital initiatives. In 2014, Razorfish supported a redesign of the Day One's site experience which included a new visual design, fully responsive design compatible with mobile devices, and a seamless navigation.



### BBH

#### "BLUE SKY PROJECTS" WWF - EARTH HOUR

WWF together with BBH China and some top digital platforms hijacked the digital space with "smog" during Earth Hour to highlight China's growing air pollution. It was launched during Earth Hour on March 29, 2014 from 20:30 to 21:30. These top sites including Renren, QQ Gongyi, Ushi, Youku, 56, Kaixin, Sogou, Douban, DDmap, 360 and WWF Earth Hour all allowed a digital "smog" to hijack their websites for an hour, some even the whole day.

### PUBLICIS HEALTHCARE COMMUNICATIONS GROUP



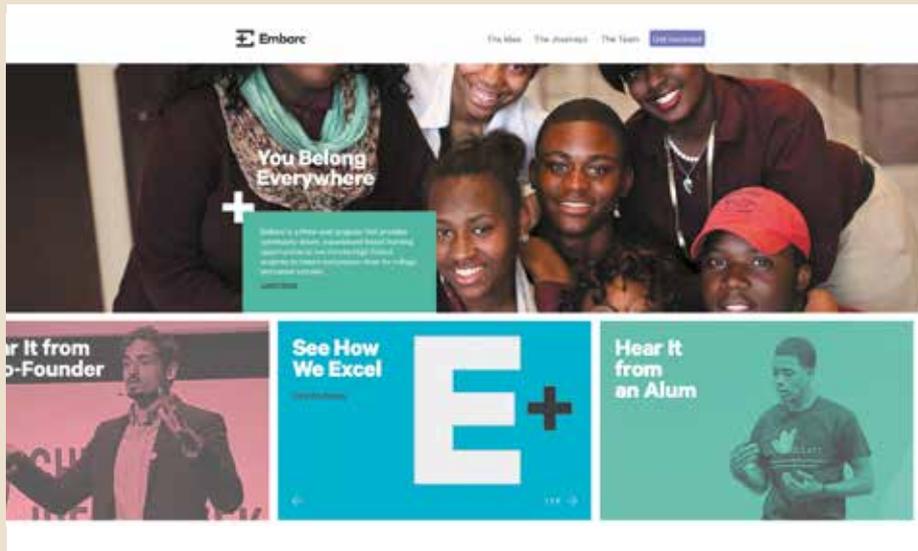
Another public shooting has occurred and who is responsible? The gunman? The culture? The press? The politicians? Or the voters? This public service announcement designed by PHCG for the Coalition to Stop Gun Violence (CSGV) presents an answer in a way the audience most certainly won't forget, then compels the viewers to take immediate action.



### DIGITASLBI

#### "NIGHT OUT IN THE DARK" CHICAGO PARK DISTRICT

DigitasLBI Chicago, teamed with the Chicago Park District to create a new brand identity for the Park District's "Night Out in the Parks" program, a citywide free series of evening events. The project included a new logo for the nighttime parks program, and, most importantly, the creation of a new print magazine that spells out all the events on tap this season, along with short feature articles that provide background on select aspects of the programming. The magazine is being distributed at Chicago Park District facilities, area libraries and schools and Aldermanic offices.



**LEO BURNETT**



EMBARC provides unique cultural experiences and interactions to high school students from Chicago’s most socially and economically isolated neighborhoods. Their goal is to empower students with knowledge and positive models so they will demand success of themselves and be able to lead and mentor others. Leo Burnett developed a new and meaningful visual identity for EMBARC and applied it to a restructured website developed by the Department of Design.

**STARCOM MEDIAVEST**

**“PINK RIBBON BREAKFAST”  
NEW-ZEALAND BREAST CANCER  
FOUNDATION (NZBCF)**

SMG drove registration through TV, digital and outdoor promotions for “Pink Ribbon Breakfasts”, NZBCF’s fastest growing and most profitable fundraising campaign. The aim was to raise awareness and money for breast cancer by encouraging people to host/partake in a Pink Breakfast. Last year it raised a record \$1.1m (an increase of 50% on the prior year) through 2,236 breakfasts nationwide, an increase of 18% on the year prior.



**PUBLICIS HEALTHCARE COMMUNICATIONS GROUP**



Life on the street can be harsh. It often means going hungry or eating contaminated food. This campaign imagined by PHCG demonstrates what so many people find overwhelming—the fact that 1.5 million people in New York City face hunger each year. By illustrating chalk-drawn portraits around street puddles, garbage and potholes, it graphically reveals a campaign designed to stop people in their tracks walking on the streets of New York City. And in doing so, it makes a powerful emotional appeal to build awareness of the hungry and homeless.



**ZENITHOPTIMEDIA**

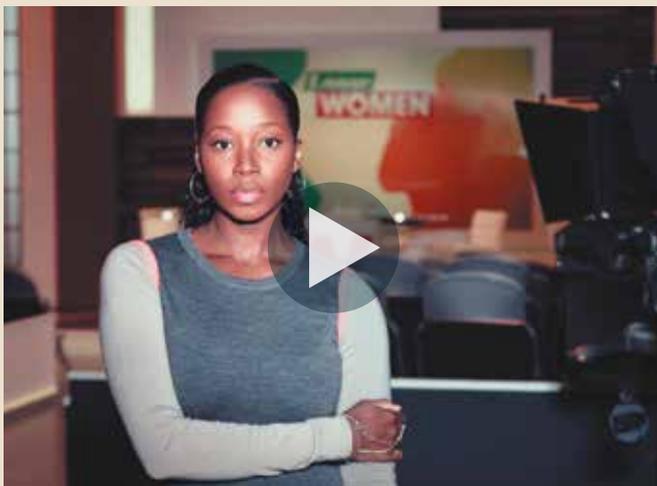
**THE PARENTS CIRCLE “WE DON’T WANT YOU HERE”  
FAMILIES FORUM**

An arresting film designed by Saatchi & Saatchi with an unexpected twist, inspired by bereaved Israeli and Palestinian families, and designed to promote peace throughout the region.

**PUBLICIS**

**"FUCK THE POOR"  
THE PILION TRUST**

In the United Kingdom, donations and government funding are decreasing. The Pilion Trust which helps poor communities wanted to raise awareness about this. Publicis London created an online film which pointed out how people often felt sorry about this situation but didn't do anything about it. First it featured a man holding a sign saying "fuck the poor" and people arguing with him, then the sign read "help the poor" but this time nobody cared. Thanks to this shocking video donation went up by over 1,623%.



**BBH**

**"YOU ARE NOT ALONE"  
REFUGE**

Despite its prevalence in the UK, many victims of domestic abuse feel it's something they can't talk to anyone about, leaving them feeling completely isolated. 1 of the 4 "Loose Women" panelists, Jamelia, experienced this herself. A film was created to highlight her own personal experience of loneliness to get the #youarenotalone message out there. Jamelia introduced a segment on domestic abuse, but as she delivered her heartbreaking tale of loneliness to camera, we revealed that all was not as it seemed on set. There were no loose women alongside her, no camera crew, no audience, she was in fact completely alone in the studio as she delivered her monologue. At the end the #youarenotalone message and the Refuge contact details appeared on screen.

**STARCOM MEDIAVEST**

**VAN WRIGHT FOUNDATION**

In under 12 months Starcom Australia and its partners raised \$650k on behalf of the Van Wright Foundation, 90% of the total funds needed for the next stage of MECP2 duplication syndrome research, a progressive neurological disorder that mainly affects male infants.



**PUBLICIS CONSEIL**

**"ONE NOTE AGAINST CANCER"  
APREC**

To fight cancer, research needs to go on constantly, but in France, donations are becoming scarce. Publicis Conseil helped APREC, a French association of cancer specialists raise funds. Partnering with Kylie Minogue a cancer survivor herself, they decided to sell her next song note by note on eBay. In only 10 days, the notes were sold out and each donator discovered his name credited in the production of the music video.



◀ **PUBLICIS**  
**"SPOT 4 SALE"**  
**DEPAUL**

In the UK thousands of young people live in the street. Ironically some others chose to sleep on the street while waiting for their new iPhone 6. Why not make the most of this desire to buy this phone? That was the idea of Publicis London for homeless charity DePaul. Volunteers from DePaul UK queued in front of Apple's Regent Street shop and held the fifth place that they offered on eBay to bidders, allowing to raise money and yet more awareness.

**LEO BURNETT** ▶

**"UNTHINK MAGRITTE"**  
**ART INSTITUTE CHICAGO (AIC)**

The Agency launched the opening of AIC's exhibit by creating an integrated advertising campaign "Unthink Magritte" celebrating René Magritte's work from 1926-1938. This campaign captured the mystery of his work.

Through his unique view of the world, this campaign wants us to "Unthink" his art and the world we see around us. This campaign created buzz with AIC supporters and guests, as well as envy amongst other Art Museums, and promoted AIC and Leo Burnett's reputation.



◀ **ZENITHOPTIMEDIA**  
**"GORILLA"**  
**FONDATION SCHTIFFI**

ZenithOptimedia Switzerland negotiated free television spots for the "Gorilla" campaign of the Schöffli Foundation, an organization that campaigns for healthy nutrition and fitness among children and teenagers. The spots reached 2.7 million people an average of 5.8 times over three weeks, and increased the uptake of the organization's Android app by approx. 5 times compared to the previous month.



**PUBLICIS HEALTHCARE** ▶  
**COMMUNICATIONS GROUP**

**"GO RED FOR WOMEN"**  
**AMERICAN HEART ASSOCIATION**

If you live in NYC, you know that women battle for success in all aspects of their lives. But even as they work to have it all, there is a silent killer stalking them – heart disease. The "Go Red" campaign designed by PHCG encourages them to arm themselves with disease awareness as they prepare for one of the biggest battles of their lives.



◀ **SAATCHI & SAATCHI**

**"DEAR FUTURE MOM"**  
**COORDOWN**

This film was developed for World Down Syndrome Day and inspired by a pregnant Mother who wrote a heart-rending letter to the charity asking "What kind of life will my child have?". The result is an inspirational film featuring the achievements of people living with Down syndrome.



MSLGROUP

**"THE MIRACLE MACHINE"  
WINE TO WATER**

How does a small charity that funds clean water projects truly engage consumers, fatigued by never-ending donation requests? Globally, 2.5 billion people lack access to clean water. Wine to Water is a small non-profit that raises money through donations and online wine sales. To put its work on the map, MSLGROUP "invented" the "Miracle Machine": 'an elaborate hoax, involving design, branding, a prototype, an app and a microsite that generated a big buzz and boosted the non-profit's visibility.

RAZORFISH

**"5 DAYS OF EQUALITY"  
GLAAD**

December 7, 2013 was the first day in Australian history that same-sex couples could marry. But only five days later the Federal Government overturned the ruling in the High Court - and 31 marriages were made invalid. In order to bring attention to this injustice and fuel the conversation around marriage equality one year later, GLAAD asked people around the world to recognize these couples' marriage in the simplest and most positive way possible - by wishing them a happy anniversary which used the hashtag #5daysofequality (over 35 million views).



PUBLICIS

**"#FREEDOMOFTWEET"  
REPORTERS SANS FRONTIÈRES**

Many countries such as North Korea, Iran or China still deny their citizens the right to speak freely. But in those countries birds are free to tweet what they want. Reporters without Borders and Publicis Belgium developed a software that takes your tweet and crypts it into a bird's song, and then decrypt it to discover what the tweet actually said. This campaign raises awareness about the constant fight for freedom of speech.

LEO BURNETT

**"PAINTBRUSH BALL"  
MARWEN**

Marwen is a free art school for Chicago's underserved students which provides free educational opportunities for visual arts, college planning and career development. The majority of their funding is generated from their annual Paintbrush Ball (PBB). With strategic and creative efforts from Leo Burnett, Marwen was able to engage with their key audience through artfully crafted invitations and event participation.

Through this engagement, Marwen was able to increase attendance and thus increase the amount of giving which keeps this school thriving in our community.





### 3. TAKING PART IN VOLUNTEER INITIATIVES

**The Groupe’s approach is once again decentralized** – Though preference is given to major, high-impact commitments such as *pro bono* campaigns and skills-based sponsorship. A number of agencies believe that donations and volunteer work on the part of employees are also excellent ways of contributing to the local community.

**Volunteer action is becoming increasingly widespread throughout the world** – In concrete terms, this involves giving up some of one’s time and attention. Groups of employees come in to help associations, NGOs, schools and other institutions for a given period of time. The goal is to provide, concrete, operational assistance with specific projects in an area of public interest. This type of assistance may be in addition to a *pro bono* campaign and may include fundraising by employees. Groupe employees took part in over 290 initiatives<sup>1</sup> of this type in 2014. This figure is also evidence of the fact that we have not only improved the accuracy of the traceability of agency involvement in causes of public interest, we have also focused our efforts better than in the past.

**Activities that foster team spirit** – As well as helping the beneficiary organization, these campaigns help develop internal cohesion. They are greatly appreciated by employees who are proud to champion this type of high-visibility project in their entities, and even prouder when their creative work is honored by an award. Since 2009, numerous organizations and associations with whom we have worked on projects have been mentioned in the CSR Reports, on the Groupe’s website and on various agency websites.

**Responsiveness and mutual support are of the essence in the event of a disaster** – Employees and managers are always keen to take action when a disaster occurs in their country (region or city, whether nearby or not). Natural disasters and accidents of whatever magnitude always give rise to spontaneous acts of generosity. However, proximity is always a key factor in decision-making and mobilization, though staff generosity has never been found to be wanting in the event of a major catastrophe.

### 4. COOPERATION WITH PROFESSIONAL ORGANIZATIONS

**There is more and more cooperation between professions** – Our agency managers have traditionally been involved in their national professional organizations. At the crossroads of business lines and sectors of activity, *ad hoc* inter-professional cooperation is playing an increasingly important role. The professionals in the field of commu-

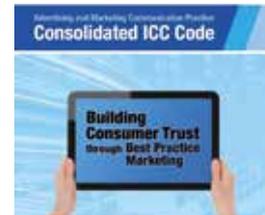
nications industry in close conjunction with other local institutions and organizations as stakeholders on various works and projects.

**The two main challenges with this form of cooperation are a) how to educate young people’s perception of advertising, and b) self-regulation.** In addition to the large number of local initiatives, the Groupe is keen to have continuity in its commitments.

• **Learning to decipher advertising:** the Groupe takes part in MediaSmart, a European program (“PubMalin” in France, [www.pubmalin.fr](http://www.pubmalin.fr)) aimed at school teachers. This program teaches 8-11 year-old children to decipher advertising. It is rolled out alongside a large number of partners representing the media, teachers, consumer associations, and advertising authorities. Publicis Groupe is also involved in MediaSmart Plus, a similar program for teenagers and their teachers.



• **Promoting best practices in advertising:** a lot of agency managers are involved in the work leading up to the ICC’s (International Chamber of Commerce) professional code, as this is the international reference for good practice in advertising and marketing (*Advertising and Marketing Communication Practice – Consolidated ICC Code*). This reference document includes digital communications and mobile applications.



The French Advertisers Union (UDA) has published a white paper entitled “Succeed with a responsible marketing” (*Réussir avec un marketing responsable*).

[www.reussir-avec-un-marketing-responsable.org](http://www.reussir-avec-un-marketing-responsable.org)

• **Data protection:** a number of Groupe experts work on the 4A’s *Privacy Committee and on the Advertising Self Regulatory Council* in the USA, but also on the European Advertising Standards Alliance. In a large number of countries, agency managers participate in working groups bringing together representatives of the ecosystem and the stakeholders to enhance the protection of Personally Identifiable Information (PII).

• **Helping advance ISO26000 and privacy:** the Groupe is still actively involved in this standard which applies to the communications sector, taking part in the work carried out by AFNOR (the national standardization body in France). This social responsibility standard places emphasis on stakeholders.

<sup>1</sup> Figure amended following a consolidation after the publication of the 2014 Registration document.



## 5. SHARING OUR KNOW-HOW WITH UNIVERSITIES AND SCHOOLS

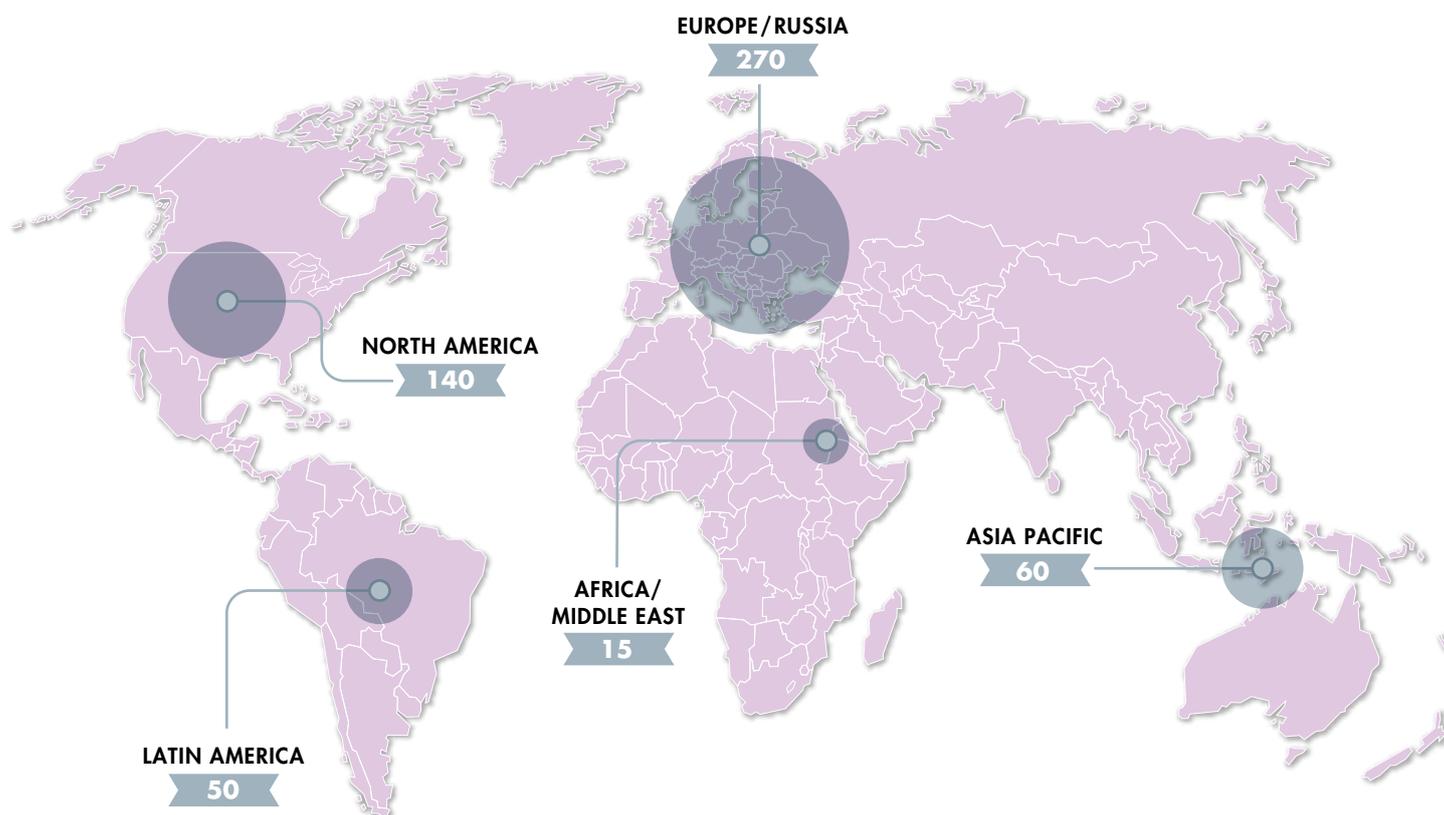
**A form of cooperation that has been ongoing for years** – Publicis Groupe has had long-standing relations with the academic bodies that teach in our business areas. Irrespective of what form they take, these exchanges are all opportunities to give students an insight into how we work while revealing the diversity of our activities to future citizens, consumers, intermediaries, employees or even clients. All our agencies have close ties with the schools and universities in the towns and regions in which they operate.

**We organize regular events that fall into four categories** –

- **Job fairs** are special occasions for recruitment. Several agencies sometimes take part together at major events in order to meet potential future employees.
- **“Open Days”** when the agencies in certain countries open their doors to let students call in to discover what we do. Some of these events are organized as part of local inter-professional events.

- **Teaching** is a mission we have assigned ourselves: quite a number of our managers teach educational courses, whether on a regular or occasional basis. These classes are an opportunity to meet a variety of profiles, but also to share our know-how in new technological specialties.
- **Internships** are an integral part of academic training (some internships are a compulsory part of certain courses, others take the form of a gap year or crown the end of a curriculum). The vast majority of the Groupe’s agencies accept interns who take part in our day-to-day operations for a period of several months. Since our businesses are more and more complex and the technological side has become increasingly important, these internships give young graduates a better understanding of the reality of our activity before deciding on a given career path. The educational profiles and skills the agencies need are constantly evolving and new activities are often several steps ahead of training programs. A lot of interns join our staff upon completion of their qualifications.

### — Main partnerships with universities and schools —



“DIGITAL COMMUNICATIONS  
AND BIG DATA ARE NOW CENTRAL  
TO THE COMMUNICATIONS BUSINESS.  
WHAT ARE THE CHALLENGES?  
TO OPERATE THESE NEW GROWTH  
TOOLS IN A RESPONSIBLE MANNER,  
RECONCILE ETHICS AND ECONOMIC  
PROFITABILITY, AND ENCOURAGE  
BEST PRACTICES.”

# GOVERNANCE AND ETHICS



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## 54. GOVERNANCE

54. ENHANCING STAFF'S AWARENESS OF ETHICAL STANDARDS

55. ENSURING DATA PROTECTION

56. ANCHORING THE LOYALTY OF OUR CLIENTS

56. WORKING BETTER WITH OUR SUPPLIERS

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61. INVOLVEMENT IN THE ECOSYSTEM ALONGSIDE OUR PARTNERS

61. POOLING RESOURCES AND HARMONIZING PROCEDURES

62. SHAREHOLDER AND INVESTOR RELATIONS

62. OUR RELATIONS WITH THE MEDIA

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## 63. BEARINGS

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## 1. GOVERNANCE

Publicis Groupe is a company with a Supervisory Board and a Management Board. The Supervisory Board is chaired by Élisabeth Badinter, daughter of Groupe founder Marcel Bleustein Blanchet, and is comprised of eleven members including six women. The Management Board is chaired by Maurice Lévy, and is comprised of four members including one woman. Publicis Groupe has been listed on the Paris stock exchange since 1970. Detailed information can be found in the 2014 Registration Document (chapter 2.1).

## 2. ENHANCING STAFF'S AWARENESS OF ETHICAL STANDARDS

**The Groupe's ethics constitute the foundation on which its corporate culture is built** – Janus, our internal code of ethics and conduct, defines key principles and business behaviors that apply to all members of staff. These include respect for individuals, the confidentiality of information, preventing conflicts of interest, refusal to take part in partisan campaigns. This last point really sets us apart in the communications industry.

**The founding documents are publically available on our website** – The Groupe's key values were determined quite a number of years ago and are explained in detail in Janus. Janus includes our code of conduct and the set of rules on how we conduct our business, rules that apply to everyone in the Groupe. Certain more technical chapters are intended more specifically for managers. The earlier pages set forth the rules governing staff behavior and the basic rules in force. This synoptic reference document can be accessed by one and all at [www.publicisgroupe.com](http://www.publicisgroupe.com).

**The agencies continue to improve their internal programs to raise awareness and circulate information about Janus** – In particular, dedicated sessions are organized for newcomers, regardless of their position. Some agencies have new recruits sign a commitment to ensure they are fully aware of the contents. For all our managers, functional teams, staff at head office and in Re:Sources, Janus is the working document that serves as ethical framework for all operational matters. Concerning operational staff in the agencies, particular attention has been paid in recent years to IT-related issues and confidentiality to ensure data protection and privacy.



## PREVENTING THE RISK OF CORRUPTION

### **Dedicated awareness raising sessions seek to make anticorruption policy and procedures very concrete**

– Publicis Groupe enforces extremely demanding standards and procedures in the field of ethics. The Code of conduct also contains several articles on the question of gifts, and relations deemed inappropriate or unethical with suppliers and clients. Placed under the responsibility of local HR Managers and Chief Financial Officers, training programs based on Janus are often the occasion of very fertile exchanges that make the implementation of these principles more concrete. Furthermore, a large number of entities have included in their Guidebook for new recruits either excerpts from Janus or the code of conduct in its entirety, thus signaling that ethics are just as important as the agencies' internal culture or working methods.

### **Our legal staff keeps abreast of regulatory developments throughout the world**

– The legal teams also play a leading role in staff awareness and the application of rules and regulations governing the fight against corruption. Our legal people are based in the Shared Services Centers (Re:Sources), while reporting functionally to the Groupe Legal Affairs Division, and it is they who draft compliance procedures adapted to local markets and who raise awareness as to the what is at stake. In 2012, they drew up a new chapter entitled “Anti-corruption – Anti-bribery” which was initially launched in the United Kingdom and is now being rolled out throughout the Groupe.

### **Internal Audit: the internal control team is involved in all agencies**

– The audit standards imposed by the Groupe are consistent with regulations in force. In addition to training programs, the control system is still being implemented to ensure compliance on the part of all employees. In the course of their regular control missions, the Internal Auditors check that these rules and regulations are efficient in practice. Discussions with local managers can prove useful in ensuring awareness and compliance with Groupe rules on ethical business conduct.

An anti-fraud alert system, “Whistleblowing”, has been in existence in the Groupe for a number of years. All alerts received (by correspondence, e-mails or otherwise) are centralized by the Groupe General Secretary and, when necessary, investigations are conducted by the Internal Audit Department using all appropriate means while preserving confidentiality. The Head of Internal Audit then reports the findings of the investigation to the CEO's office and the Audit Committee is informed at each of its meetings.



### 3. ENSURING DATA PROTECTION

**The Groupe participates actively within bodies seeking to improve the transparency of new communication methods** – Publicis Groupe’s activities are B2B (business to business) and the direct challenges arising from its communications are also closely linked to the nature of its clients’ businesses (brand, products, services, etc.). One of the challenges facing digital communications is that of personal data protection, especially with the growth of mobile communications. Groupe experts take part in a number of multi stakeholders working groups at national and international level, notably in the USA and in Europe. These working groups share views on best practices for data privacy, issues relating to standards and regulatory reform in an environment that moving every fast. The common objective of these groups is greater transparency in these new ways of communicating and interacting with end-users. The Groupe sets great store by the concepts of free will and freedom of choice for citizens/consumers, and closely monitors changes made in the regulatory framework, whether by the FTC (Federal Trade Commission) in the USA or by the European Commission. Groupe representatives also take part in various business bodies alongside the trade regulatory or self-regulation authorities.

**We have developed proprietary dedicated solutions to enable our clients to work in complete confidence** – Some of the processes implemented have been described in previous CSR Report. For instance, the Groupe’s agencies have adopted the “Seven Self-regulatory Principles for Online Behavioral Advertising” drawn up by the advertising section in the USA, as well as the European equivalent “Best Practice Recommendations for Online Behavioural Advertising”. Elsewhere, the processes set up by VivaKi for OBA (Online Behavioral Advertising) and AOD (Audience On Demand) are being completed by similar efforts elsewhere and by rules agreed locally or with the regulatory authorities or self-regulation bodies.

VivaKi works with the vast majority of Internet players and boasts high tech tools that perform monitoring, detection of problems, traceability and oversight to ensure that the practices of the many partners involved are compliant and their systems secure. Lastly, our aim is to enable our clients to work confidently with a large number of providers, secure in the knowledge that their own data and those of their online end-customers are well protected.

**It is essential to share experience to improve prevention and protection together** – This is not just a matter for the Groupe and its activities, this is a very topical challenge worldwide and has given rise to intensive discussions between stakeholders, particularly as the situation is constantly changing due to the pace of technology releases. In this world of Big Data, one of the main concerns for all those involved in digital is the risk of fraud – at any level. Fraud can be extremely damaging for many sectors, including communications, in terms of both actual damage done and harm to the credibility of online advertising. The measures needed to anticipate and prevent fraud are inevitably complex and sophisticated, whence the need to act together at industry level. VivaKi places special emphasis on education and training for clients, partners and provider staff, to raise their awareness of the various types of potential fraud, and of how to detect and prevent them.

The 2013 CSR Report presented VivaKi’s “SkySkrap-er” platform. Renowned since the VivaKi Data Services Platform, this reference is still the world’s biggest smart library for the storage of data and studies in the public domain. This platform is a tool for smart targeting of prospects, and saves considerable time (and money) in helping the Groupe’s clients devise suitable advertising communications on all digital media (social networks, screens, mobile devices). It does not gather any personally identified information (PII) and access to the databases is controlled by a highly secure process using monitored infrastructures (AWS, ISO27001 certified).

## The “Quality Index”

by VivaKi

In 2014, VivaKi continued to develop its “Quality Index”, a proprietary tool scheduled to become operational in early 2015. The purpose of this tool is to help marketing professionals gauge the performance of websites on which they intend to work (e.g. traffic, visitor profiles and real interaction, efficiency of campaigns, conversion rates) to optimize their media plan. This tool has become necessary with the build-up of programmatic buying (automated space buying platforms) and Real Time Bidding (RTB) in order to objectively measure the real effectiveness of websites. VivaKi is the only entity to possess a tool of this type, but puts it at the disposal of the Groupe’s clients. The “Quality Index” is currently operational for American websites, but is intended for international use. The “Quality Index” provides standard measurement indicators that enable clients to identify their target media before launching a campaign, and then to measure their return on investment.

[www.vivaki.com/brandsafety](http://www.vivaki.com/brandsafety)



#### 4. ANCHORING THE LOYALTY OF OUR CLIENTS

**Our Top 10 clients have been loyal to us for over 45 years on average** – The Groupe attaches great importance to its relationships with its clients new and old. This is a key factor of any successful working relationship and a springboard to a long-lasting relationship, and the Groupe boasts a high percentage of loyal, long-term relationships. Further information can be found in Chapter 1.4.5 of the 2014 Registration Document.

**Corporate Social Responsibility lends itself to new types of cooperation** – Eco-design is gaining ground, and also creating opportunities to work differently with certain clients. In the case of responsible communications, most of the work is done upstream, in choosing the messages and representations, though a lot more is done when actually producing the campaign (e.g. materials and media used). For certain types of partnerships, the supply-side is an area of increased focus. For instance, in the USA, major clients are now more and more specific about their expectations in terms of Supplier Diversity (see point 5).

**In 2014, the agencies carried out over 8,100 client surveys (vs. 7,000 in 2013)** – These surveys were either in the form of a questionnaire sent out by the agencies, or in the form of annual assessments or performance reviews. However, these 8,100 surveys only give us a partial view of customer satisfaction. This is because a number of large international accounts carry out their own customer satisfaction surveys by their own means. As a result, it is difficult for the agencies to obtain reliable feedback on either operating methods or the number of people consulted. The agencies usually only receive a summary report.

**In 2014, we continued with our customer satisfaction survey**, based on the following seven main criteria:

- The human qualities of staff
- The professionalism
- Staff knowledge and skills
- Creativity and ability for innovation
- Overall quality of achievements
- New opportunities for working together
- Ability to meet expectations in new technologies and new services

#### 5. WORKING BETTER WITH OUR SUPPLIERS

**The CSR Procurement Charter is now deployed internationally** – This document is the basis on which we integrate CSR criteria in all our calls for tenders, and all large suppliers must complete the CSR Procurement Questionnaire. The Groupe's Procurement Department tracks several indicators such as the systematic inclusion of the CSR Questionnaire in all RFIs and RFPs (requests for information, requests for proposals), and the replies are rated and factored into the overall score of each tender. Another indicator monitors acceptance by suppliers of our internal clauses on major issues that notably include human rights, labor law, and the impact on the environment.

### Supplier Assessment

With EcoVadis assessment system we will better enhance the monitoring of our suppliers. In 2014, the Procurement and the CSR Department launched a pilot test for CSR assessment of our suppliers (using the EcoVadis platform). 34 suppliers of various sizes were selected (multinationals and SMEs), in very different fields (production or services), and based in the USA, France, the UK and Germany. Suppliers have participated well and their ratings are interesting. One of the challenges is with very small businesses who find it structurally more difficult to meet expectations. The Groupe's Procurement Department is working on a gradual roll-out of this program, in conjunction with country procurement managers and agency staff.

**Groupe Procurement can become directly involved at the request of certain clients** – This is notably the case when clients want the communications agency to commit on very specific points regarding its suppliers. Generally, the challenges in supplier relations consist in reinforcing dialogue between clients' Procurement Department and the Groupe's Procurement Department.



**We encourage a diversification of supplier profiles –**

The agencies frequently call on experts, freelancers or small entities that are highly specialized in their field of expertise. This outsourcing is often carried out under very demanding conditions imposed by our clients. With these providers and suppliers, the Groupe sees to ensure that project deadlines are not unduly reduced and that payment is made on time.

**The challenges of diversity (and of social policy) will be discussed under “Supplier Diversity” –**

These issues are monitored internally either by dedicated teams working directly with clients (e.g. several big agencies in the USA such as Leo Burnett – see below), or with the help of independent experts working in Groupe agencies (e.g. at Saatchi & Saatchi or PHCG). The challenge is to foster and monitor diversity among the companies with whom the Groupe’s agencies work, in terms of size (especially with SMEs and very small businesses), the profile of entrepreneurs, and particularities that are exemplary. To put this rationale into practice, the agencies take part in various professional events where they have the opportunity to meet new service providers but also to become actively involved in influential national organizations such as the National Minority Supplier Development Council and the Women’s Business Enterprise National Council. The diversity criteria used in Supplier Diversity Programs are naturally more numerous, just as diversity is very far-reaching and multi-faceted in reality (e.g. companies owned by or employing ethnic minorities, women, veterans, disabled persons, etc.).

## Supplier Diversity and Small Business Practice: an area of expertise

—  
**for Leo Burnett**

For over 15 years now, Leo Burnett has been using a highly structured system for its procurement. This system, which has ISO9001 certification, has a twofold objective:

- to provide the agency with a dedicated organization capable of working regularly with suppliers of a particular profile (in terms of diversity, very small companies, etc.);
- to satisfy clients whose contractual expectations include e.g. that 5% or even 15% of the purchasing for their campaign be made with this type of supplier.

2014 was the second year Leo Burnett organized Medley, an in-house day of action when some twenty suppliers are invited to talk about their activity (e.g. printing, video or digital production, photography, documentalists, document repositories...). 350 Leo Burnett employees, including a lot of creative people, came to meet the speakers.

# RESPONSIBLE COMMUNICATIONS IN ACTION



In the introductory part of this report, Publicis Groupe asked a number of qualified international personalities what recommendations they would make in the field of responsible communications and marketing. Among the key words used, we find transparency, truth, trust between consumer and client. In our work alongside our clients, we have been fortunate to work on campaigns that are exemplary in terms of responsible communications (not including *pro bono* campaigns), a clear illustration of the fact that this new dimension is already a strategic asset for our clients.



## MSLGROUP - LEO BURNETT



Always was an old-fashioned brand, at risk of losing a generation of girls. We learned that girls experience their biggest drop in confidence during puberty. Always could stand for confidence at this critical stage. So we created an integrated campaign to empower these young women by turning a common insult – “like a girl” – into a powerful and inspiring rallying cry. Our online video #LikeAGirl was viewed 70 million times. Even better, it got girls everywhere to participate – creating their own videos showing themselves doing remarkable things “like a girl.”

## Raising awareness on the scarcity of water for Giorgio Armani

### with SALTERBAXTER

Armani Fragrances asked us to help them reinvigorate their long-running Aqua For Life campaign, by redefining their ambition, goals, and visual identity, as well as helping them generate a significant buzz online.

Our first task was to generate deep insight from NGOs, consumers and other external stakeholders to inform how we eventually shaped the stories and creative outputs that would provide the desired outcome. Once the insights were gathered and analysed we worked closely with the client to create an idea that merged business strategy, sustainability and creative communications at the core of the campaign.

As a fragrance business, water is a material issue: so at the heart of the campaign is the transformational impact on lives brought about by having safe and clean access to water. We needed to inform consumers about the challenge of water scarcity, as well as the impact Armani Fragrances’ work with Green Cross and UNICEF is having across the globe.

We learned from Green Cross that in water-scarce regions, just 10 litres of water per day is considered a luxury. Compare that to us in water-rich areas, who use on average over 100 litres a day.

Giorgio Armani partners with Green Cross International and UNICEF to donate water to those regions most in need. The Armani role is to fund the project and then use the campaign to raise awareness around the scarcity of water.

We invited influential bloggers in 10 active regions across the globe to take the #1dayon10litres challenge. Their eye-opening experiences led to a proliferation of great visual content across social media, raising awareness of the issue and driving traffic to our campaign site and assets.

The remaining campaign materials centred on the human impact of the work, inviting consumers to donate to a future project in an area in need of that most important element of life – water.

The Giorgio Armani project is a great example of when SALTERBAXTER MSLGROUP is truly at its best. We work where business strategy, sustainability and creative communications meet, creating strategies, stories and campaigns that resonate with all stakeholders. On every project our goal is to help our clients perform better, act first, then communicate better and deliver better long-term outcomes – we call this “Ideas for Better Business”.



LEO BURNETT

"ReEMPLOYMENT"  
FIFTH THIRD BANK

Fifth Third faced a reality all banks face: when people can't pay their mortgage, banks are forced to foreclose on their home. Since foreclosures are often preceded by job loss, Fifth Third – the Curious Bank always seeking better ways – set out to help its customers find jobs and keep their homes. The "ReEmployment Campaign" dedicated Fifth Third's advertising budget and social media channels to help people get back to work. The campaign used out-of-home signage to help job seekers in their hometowns – and it brought customers' resumes to life in film, radio, print and online. And every time someone's "ReEmployment" resume was retweeted at least 53 times, Fifth Third funded one-on-one job coaching for an additional job-seeker – whether they were a Fifth Third customer or not.



MSLGROUP

"24 HOURS OF NATURE"  
DUTCH GOVERNMENT

How do you get the public excited about yet another new government policy, let alone encourage them to enthusiastically contribute to its creation? The Netherlands needed a new Natural Environment Policy: the existing one was 20 years old and did not reflect developments in climate, water safety, health and the environment, from loss of biodiversity to the growing part played by corporate responsibility. The Dutch Ministry of Economic Affairs set us the stiff challenge of engaging the Dutch public in the dull topic of drawing up a new policy, and making it relevant to people of all ages. And the citizens joined in.



STARCOM MEDIAVEST

"THE FIRST AIDS-FREE  
GENERATION"  
BANK OF AMERICA

We are on the verge of ending mother-to-child HIV transmission and Bank of America committed a minimum \$1,000,000 donation to Bono's AIDS-fighting non-profit (RED). To show people that even one simple action could drive meaningful change, we teased a U2's new song "Invisible" during the Super Bowl, where Bank of America pledged to donate \$1 to RED for each download. We raised over 7.8 million days of life-saving AIDS medication for pregnant mothers.



STARCOM MEDIAVEST

"PLANETA DE IDEAS"  
CIEL

To have a lasting and truly transformative impact on the planet, Ciel knew that it had to inspire and enable others. The brand designed a kickstarter platform around the idea of "Transformadora Ciel," encouraging people to submit ideas on how to help the environment. The best ideas received financial support and were featured in a Discovery Channel co-production of five TV episodes, which introduced millions of everyday people to inspiring dreamers.



### ZENITHOPTIMEDIA

#### "WATCH YOUR GL(ASS)" TIME OUT

ZO Israel created a campaign to raise awareness of date rape drugs for Time Out Tel-Aviv. It replaced regular drinks glasses in the leading bars in Tel-Aviv with special glasses with a cone-shaped base, which could not be left unattended, accompanied with the provocative slogan "Watch Your gl(ASS)". It generated 55% awareness among the young target audience, more than twice the goal, created much discussion in the media, and led the Ministry of Health to develop a special support program.

### PUBLICIS HEALTHCARE

#### ALLERGAN MAILER

Allergan needed to promote to its customers the latest environmentally conscious innovations that were made to its Juvéderm product packaging. The use of recycled/recyclable paper was an initiative that Allergan had already embraced for some time, and now they had invested in reducing the amount of plastic used. We were tasked with creating an engaging mailer that could communicate this news in a memorable way to healthcare professionals.



### PUBLICIS

#### "JOG FOR 2 LIVES" NESTLÉ

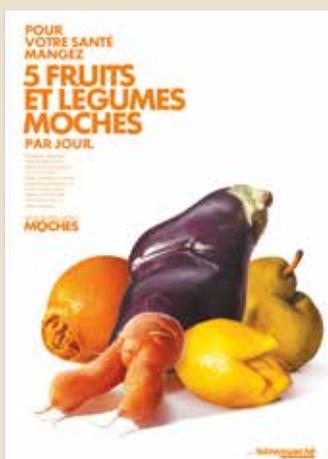
Hundred of thousands of disabled people live in Shanghai struggling with simple daily tasks. At the same time joggers are everywhere in the city. Nestlé and Publicis Shanghai decided to make the joggers "jog for 2 lives": thanks to a QR code found on Nestlé Water bottles, joggers could see help signals on their phone and make small deliveries to people in need, making their jogging more meaningful. More than 5,000 people participated and the sales increased by 12%.



### LEO BURNETT

#### "HEARING HANDS" SAMSUNG

Leo Burnett Istanbul last ad for promoting Samsung's call center for the hearing impaired entitled "Hearing Hands" wins the hearts and minds endlessly, racking up over views on YouTube. They orchestrated a stunt to give a hearing-impaired man named Muharrem "one day, with no barriers." Neighbours have been trained in sign language and as Muharrem goes about his day he is surprised to find everyone conversing with him.



### MARCEL

#### "THE INGLORIOUS FRUITS AND VEGETABLES" INTERMARCHÉ

To fight against food waste, Intermarché the 3<sup>rd</sup> largest supermarket chain in France, decided to sell cheaper the imperfect fruits and vegetables: "The Inglorious fruits and vegetables". Marcel launched a massive global campaign to rehabilitate and glorify them. For people to realize that they were just as good as the others, inglorious vegetable soups and inglorious fruit juices were distributed. It worked, this campaign was an immediate success with a 24% overall store traffic increase.



## 6. INVOLVEMENT IN THE ECOSYSTEM ALONGSIDE OUR PARTNERS

The digital world is alive with expectation given the countless development possibilities. People with ideas need to be encouraged and supported, but we must also be capable of identifying projects that have a real future. Publicis Groupe has decided to contribute actively to this entrepreneurial drive via the Iris Capital fund.

### Activities of the Iris Capital fund

In 2012, Publicis Groupe joined forces with telecommunications operator Orange to form a strategic partnership in the form of Iris Capital, an investment fund specialized in the digital economy, particularly in new digital and social media, new-generation internet and mobile services, cloud computing, and new network and software technologies, etc. The partners' motivation was to provide financial support to innovators by setting up one of Europe's major players in venture capital dedicated to the digital economy. Since it was established in 1986, Iris Capital has invested in over 230 companies and start-ups.

Over the last two years, the operational expertise of both Publicis Groupe and Orange has been called upon for the due diligence reviews that Iris Capital conducts prior to any investment decision. For instance, in the case of Publicis Groupe, our media experts identified the strategic importance of the activities carried out by Flite (multichannel advertising distribution platform: [www.flite.com](http://www.flite.com)) and helped with the promising early stages of Adomik (helping publishers put programmatic buying to better advantage by substantially optimizing their data analysis: [www.adomik.com](http://www.adomik.com)). The goal is to play an active part in the digital business ecosystem while adding value to the projects identified by Iris Capital upstream of investment decisions and/or at a later stage in the form of commercial partnerships with companies in the investment portfolio when relevant.

[www.iriscapital.com](http://www.iriscapital.com)

**Working with our partners** – In recent years, Publicis Groupe has entered into numerous partnerships with large digital platforms and a large number of technology companies. This intensive cooperation is necessary to ensure we are offering our clients the best possible solutions. Further details can be found in chapter 1.4.3 of the 2014 Registration Document.

## 7. POOLING RESOURCES AND HARMONIZING PROCEDURES

**The Re:Sources shared services centers operate from a single platform that is available in all the Groupe's main markets** – The services provided cover the vast majority of support functions required by Groupe agencies: accounting, cash management, taxation, legal affairs, real estate, procurement, payroll and benefits, insurance, IT... They help improve processes but also contribute their know-how on local regulations and the Groupe's internal rules. These centers go a step beyond professional standards and the internal control procedures applied in our frequent external and client audits. They also guarantee strict compliance with measurable productivity standards.

**We continue to optimize our IT systems with a view to greater agility and enhanced security** – We continue to deploy the Groupe's collaborative tools (portal, e-mail, instant messaging system, telepresence, VoIP). With the development of private clouds, we now have the responsiveness we need in our businesses to address the issues of proprietary security and data protection. Since the creation of Re:Sources, our teams have proved the ruggedness of our infrastructures and their unrelenting commitment to serve the Groupe's agencies and their clients.

**The migration to Altaïr is under way and the Groupe's shared resource planning platform is being deployed worldwide** – Preparations for the migration to this global ERP package continued throughout 2014. The goal is to harmonize the processes governing customer service and administration functions in all the countries where we operate. This system will also avoid the duplication of hardware and software, while eliminating unnecessary interfacing at international level. This roll-out will complete the migration of our key processes to our regional centers of excellence, particularly in Europe and Asia. For a smoother transition, several change management and other training programs were developed. The migration of the various legacy systems to the future ERP package is being managed by teams combining staff from the agencies and from Re:Sources.



## 8. SHAREHOLDER AND INVESTOR RELATIONS

**The Investor Relations Department remains constantly involved** – Numerous meetings are held with investors and shareholders in different countries. The Investor Relations Department and the CSR Department work closely together on Environment, Social, Governance (ESG) issues. The press releases and presentations made during the year are all available on the Groupe's website at [www.publicisgroupe.com](http://www.publicisgroupe.com) (see also chapter 6.4.2 of the 2014 Registration Document).

## 9. OUR RELATIONS WITH THE MEDIA

The Communications Department has a work schedule that revolves around the Groupe's official announcements and comments and speeches by its Chairman and senior management. A considerable share of this work is carried out in close conjunction with the Investor Relations Department. The agencies' communications are increasingly carried out in conjunction with their clients. The agencies use their websites to communicate about their achievements, latest campaigns and awards.

Over and beyond providing assistance and advisory services to the Groupe's top managers and agencies throughout the world, the Communications Department manages and coordinates a whole network of Communications Managers. It uses the usual international means of communications (media, website, social networks) to provide information to staff, shareholders, the public at large and institution players alike. It also works closely with the Groupe's corporate support functions (finance, investor relations, human resources, audit, legal affairs, mergers and acquisitions, and CSR).

## 10. COMPLIANCE IN 2014

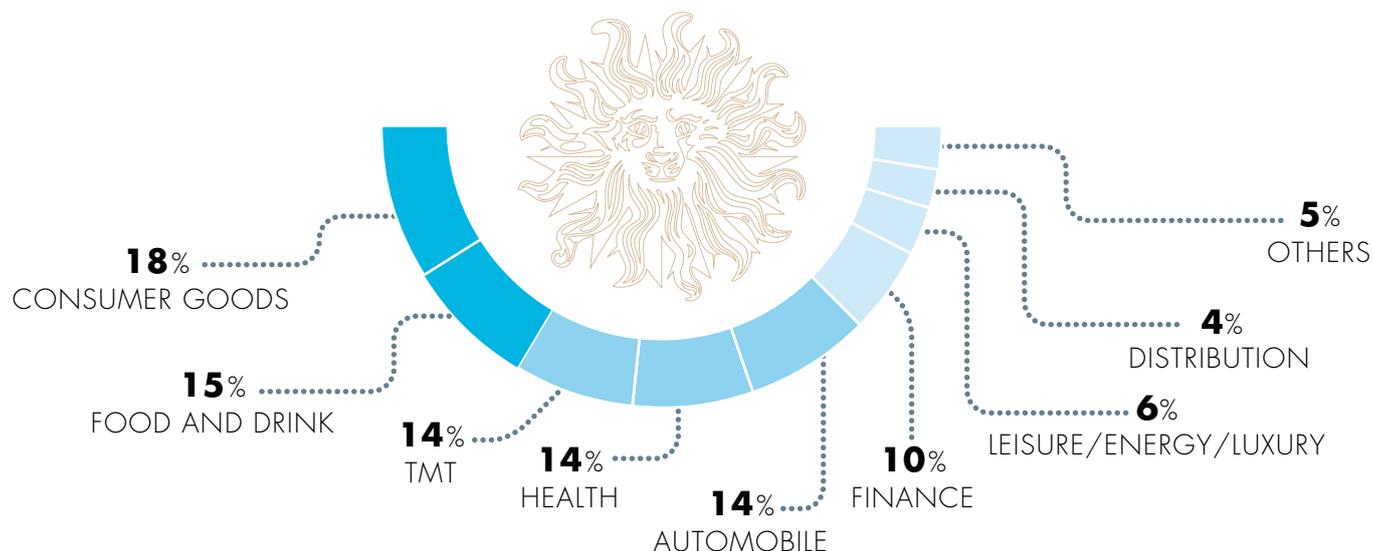
- Publicis Groupe, whose activities consist essentially of providing intellectual services, recorded no incidents involving child labor or forced or compulsory labor, or any breach of the rights of indigenous people, and no grievance about human rights.
- Pending litigation: the legal proceedings involving a former employee of MSLGROUP in the USA, which has previously been mentioned in the 2010, 2011, 2012 and 2013 CSR Reports, are still pending. In March 2014, the United States Court ruled that the case did not qualify for class action status, which the Groupe considers to be a positive development. The individual lawsuit is still pending. The Groupe continues to maintain that the claim is unfounded and remains determined to defend its case in the courts.
- Publicis Groupe recorded no incidence of non-compliance with:
  - regulations and voluntary codes concerning consumer health and safety;
  - regulations and voluntary codes concerning information on its products and services;
  - regulations and voluntary codes concerning the provision and use of its services;
- Publicis Groupe was not involved in any claim for breach of privacy or loss of client data.
- In 2014, a very small number of agencies (fewer than 10) failed to comply with regulations and voluntary codes relating to communications, usually giving rise to notices or notifications from the regulator or self-regulation body, immediately leading to corrective measures in each instance.
- No legal action was brought against Publicis Groupe for breach of antitrust laws, unfair competition or monopolistic practices.

## BEARINGS



### REVENUE DISTRIBUTION BY CLIENTS BUSINESS SECTORS<sup>1</sup>

In 2014, % of Groupe revenue



### THE 10 LARGEST COUNTRIES IN THE GLOBAL ADVERTISING MARKET<sup>2</sup>

In 2014, compared with the top 10 global advertising markets, the top 10 markets of Publicis Groupe were as follows:

#### 2014 Top 10 global advertising markets

1	<b>United States</b>
2	China
3	Japan
4	Germany
5	United Kingdom
6	Brazil
7	France
8	Australia
9	South Korea
10	Canada

#### 2014 Publicis Groupe ranking

1	<b>United States</b>
2	France
3	United Kingdom
4	China
5	Germany
6	Brazil
7	Canada
8	Australia
9	Italia
10	United Arab Emirates

Source: ZenithOptimedia Publicis Groupe.

<sup>1</sup> See 2014 Registration document chap.1.4.5.

<sup>2</sup> See 2014 Registration document chap.1.4.6.

“OUR POLICY CONTINUES  
TO BE CONSUME LESS,  
CONSUME BETTER.  
THE CHALLENGES?  
TO CONTINUALLY IMPROVE  
THE ACCURACY WITH WHICH  
WE MEASURE OUR PROGRESS,  
TO REPORT ON THESE  
MEASURES AND ACCELERATE  
CHANGES IN BEHAVIOR.”

# ENVIRONMENT



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**66. FOCUS:** CREATE & IMPACT 2014

**68.** DRIVING CONTINUOUS IMPROVEMENT

**70.** REDUCING OUR CONSUMPTION AND EMISSIONS

## KEY INDICATORS

**74.** FIGURES AT DECEMBER 31, 2014

**75.** VARIATIONS OVER THREE YEARS

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# CREATE & IMPACT 2014



**Create & Impact is celebrating its 4<sup>th</sup> anniversary** – 2014 is the fourth consecutive year we have worked on this collaborative initiative launched by the Groupe’s CSR management. The goal is to raise awareness about CSR issues and organize an exchange of best practices amongst the agencies and networks, not just locally but at Groupe level too. The watchword is **pull together for greater positive impact**. In 2014, volunteers from over 120 agencies in 20 countries took part in this team effort. And with great success! Nearly 30% of the initiatives involved agencies from different networks, working on a whole series of cooperative projects, for the benefit of employees, communities, in favor of the environment or to improve well-being in the workplace.

**Local action continues to be the rule** – The approach is the same as elsewhere in the Groupe, i.e. to encourage and bring together well-intended people to work on CSR issues, while leaving the agencies considerable leeway to set their own local priorities. In addition to their own employees, certain agencies took clients, suppliers and partners on board their initiatives.



- 1** - Digitas, USA (Chicago), volleyball.
- 2** - Leo Burnett, USA (Chicago), Bike to work week.
- 3** - Digitas, USA (Boston), collecting clothes and school supplies for children.
- 4** - Digitas, USA (New York), bringing children to work.
- 5** - Re:Sources, France, collecting clothes and household goods.
- 6** - Prodiguos, Costa Rica, tree planting.
- 7** - Starcom, Netherlands, Green day.
- 8** - MSLGROUP, India, football tournament.





- 9** - Performics, USA (Los Angeles), beach cleaning in Santa Monica.
- 10** - Performics, United Arab Emirates, distribution of meals.
- 11** - Saatchi & Saatchi, USA (Los Angeles), beach cleaning on Earth Day.
- 12** - ZenithOptimedia, USA, corporate challenge.
- 13** - BBH, USA, painting school walls in the local community.
- 14** - VivaKi, Moscow, volleyball tournament.
- 15** - VivaKi, UK, race against cancer.
- 16** - Digitas, USA, (Boston), learning gardening techniques.
- 17** - Digitas, USA, (Boston), learning gardening techniques.



## 1. DRIVING CONTINUOUS IMPROVEMENT

**Publicis Groupe gives pride of place to a global cooperative approach and to local synergies** – Back in 2007, the Groupe joined the battle against climate change by signing up to the UN’s Caring for Climate forum. In 2009, it then volunteered for the Carbon Disclosure Project (CDP), thus reasserting its eagerness to measure its environmental footprint more accurately and its commitment to reducing its impact. The CDP initiative, led by large institutional investors, aims to assess the carbon footprint of the world’s biggest listed companies every year. The goal is to transform the way the world does business in the light of these issues and to protect our natural resources.

**Publicis Groupe’s CDP score has improved remarkably over the years, in both disclosure and performance** – This net improvement is ample recognition of the CSR department’s commitment and the Groupe’s strategy, even though there is a long way to go!

CDP SCORE	2012	2013	2014
Disclosure	41	52	71
Performance	N/A	E	C

### THE 4 STRANDS OF THE ENVIRONMENTAL POLICY



Reduce business travel and its impact



Limit energy consumption and increase the share of renewable energy



Reduce consumption of raw materials (mainly paper and water)



Implement recycling and waste management solutions

**Our strategy also consists in encouraging synergy between local projects** – Notably managed by our CSR Teams (Green Teams, Blue Champions...) comprised of volunteers from the agencies, and the more global initiatives launched by the CSR department, Purchasing department, or receiving support from the Shared Services Centers (Re:Sources). Given the Groupe’s highly decentralized structure and very large number of agencies, we decided against a central EMS (Environmental Management System) spanning the entire Groupe. However, a number of very large agencies have deployed their own EMS at local level, notably Leo Burnett, Arc, Saatchi & Saatchi, Zenith-Optimedia and Starcom Mediavest in London, as well as Saatchi & Saatchi Brussels (EMAS-EASY), all of whom are ISO14001 certified.

## Portrait d'une "CSR Agent"

**ALICIA C.**

*Agency Experience Manager chez PHCG*

### What is your exact role within the agency?

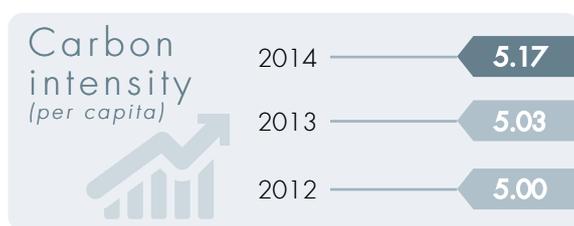
I am the Agency Experience Manager – a role that I actually created myself. I am responsible for developing, implementing, and maintaining a consistent brand experience within the agency (internal) and on behalf of the agency (external). The goal is to create a cohesive, professional, and respectful agency brand experience. As someone in this role I have been able to really lead all sorts of events. From the fun social, employee camaraderie enhancing events to building lasting philanthropic and charitable initiatives it is really rewarding to touch people and engage them in so many ways. I plan everything from volunteer opportunities, to fitness activities, and wine tastings, to even large fundraising programs. One program that exemplifies my mission was the thanksGIVING360 for which we set up volunteer opportunities allowing nearly 75 people to donate their time equaling over 300 volunteer hours and we donated over \$21,000. A source of pride for everyone!

### What led you to this position?

Initially, back in 2013 I started my internal events group, the Culture Club. I really wanted to be at the forefront of shaping our agency's culture because I know how important it is that if people are happy where they work every day, their output will be greater, and in the end the whole agency does better and our clients are even more satisfied.

### What were the biggest challenges and the greatest pride?

Luckily, I have support from the Senior Leadership and I think that is the first hurdle. Client work always comes first, so sometimes it is hard to get people to work on internal things. But the results make me proud, in a recent survey 77% said the agency culture is better than their last workplace, 89% said it is "unique"... We must continue!



**To reach these goals and reduce our carbon footprint, we are striving to change the mindset** – Our main commitments consist in:

- restricting business travel by multiplying remote working solutions and arrangements, collaborative tools and the accelerating the on-going deployment of video conferencing facilities;
- reducing our power consumption by gradually upgrading our electrically powered equipment (to limit the impact of electricity, heating and air-conditioning), whilst advocating best practices and eco-gestures;
- improving the energy efficiency of our buildings and IT equipment by preferring lower energy consuming devices when reinvesting;
- using renewable energy whenever possible;
- reducing our consumption of raw materials (paper and water);
- selectively sorting day-to-day waste and implementing dedicated recycling circuits for waste electrical and electronic equipment (WEEE waste stream in Europe).

**Important remark on the 2014 Report** – Though this year’s reporting scope is 98% of the Groupe, certain environmental indicators may be based on a narrower scope. This makes comparison with 2013 inapplicable. This computation of the scope (coverage rate) is evidence of greater discipline in data consolidation and checking (see the section entitled Methodological Framework).

**We have pursued our certification policy while adapting to local contexts** – Close to 30 agencies have received environmental certification. The vast majority have been certified for compliance with ISO14001 (and/or ISO9001), mainly in the USA, the United Kingdom and France, whilst the others have been granted LEED (Leadership in Energy and Environmental Design) or Energy Star certification. Implementing an environmental certification policy can sometimes also be for the purposes of compliance with local regulations. For some agencies, it may also be undertaken to satisfy client expectations. A lot of agencies voluntarily seek local certification in order to set standards and follow best practices in the advertising and communications industry, or even to obtain more technical certification alongside technology partners.

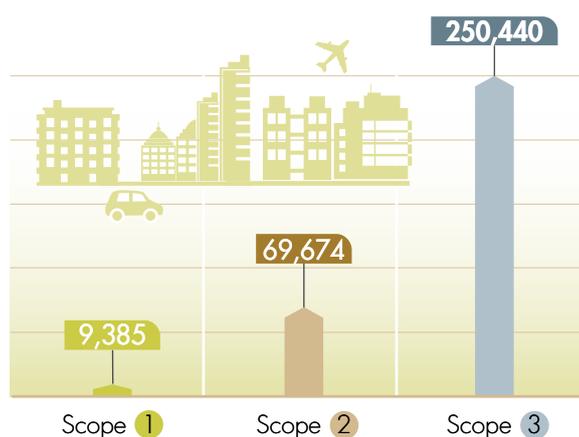
**The Groupe’s GHG emissions are calculated every year to measure progress and to adjust initiatives** –

This gives us a snapshot of the environmental footprint of our activities, and a more detailed view for each country and each agency. It is therefore an extremely valuable tool for the measurement of our GHG (greenhouse gas) emissions path which has remained stable up to now. The relative weighting of scopes 1, 2 and 3 is consistent year-on-year.

The Groupe’s external growth in certain emerging markets, where CO<sup>2</sup> emissions are sometimes high, hides gains achieved in the fields of energy efficiency and certain forms of transport, for instance. To date, Publicis Groupe has not offset its GHG emissions, considering that existing arrangements do not entirely satisfy its disclosure and performance criteria, and has therefore not resorted to purchasing carbon credits. This is a matter that is currently under consideration.

## GHG emissions in 2014

GHG Protocol (tCO<sup>2</sup>eq)



- 1 Energy sources: gas, fuel and other fluids + business travels (auto)
- 2 Energy purchased electricity
- 3 Other business travel and commuting (incl. air, rail, etc.) + fixed assets + consumables + waste

All GHG data are expressed in metric tons of CO<sup>2</sup> equivalent (tCO<sup>2</sup>eq). These include three gases covered by the Kyoto Protocol: carbon dioxide (CO<sup>2</sup>), methane (CH<sub>4</sub>) and nitrous oxide (N<sub>2</sub>O). Given Publicis Groupe’s activities, sulfur hexafluoride (SF<sub>6</sub>), hydrofluorocarbons (HFCs) and perfluorocarbons (PFCs) are not deemed relevant GHG sources.



**6<sup>th</sup> edition of our GHG emissions report** – Calculated with the help of Bureau Veritas using the GHG protocol, this report covers 98% of the Groupe’s entities. The aggregate of scopes 1+2+3 has been measured at 329,499 tCO<sub>2</sub>eq (after 318,164 tCO<sub>2</sub>eq in 2013). This 3% increase was due to the expansion of the Groupe’s business activities and improved data traceability, particularly in the case of transport. This works out at *per capita* emissions of 5.17 tCO<sub>2</sub>eq which positions us in the lower end of the range for services in general (where averages range from 5.3 to 8.8 tCO<sub>2</sub>eq, according to Bureau Veritas).

N.B. As the GHG Protocol calculation method is based on average emission factors, which include a certain degree of inherent uncertainty, this method provides an estimated order of magnitude used to take steps to reduce greenhouse gas (GHG) emissions and to measure progress achieved. The degree of uncertainty in the Groupe’s 2014 GHG report is estimated at 20%.

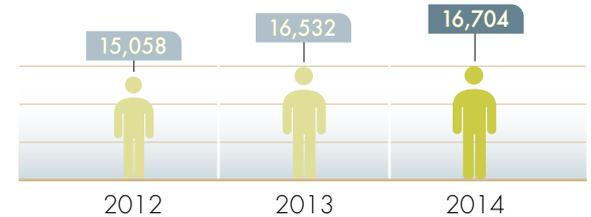


## 2. REDUCING OUR CONSUMPTION AND EMISSIONS

Publicis Groupe’s environmental policy has been aligned since 2008 on Europe’s 20-20-20 strategy, i.e. to have reduced GHG emissions by at least 20% compared with 1990, to increase the proportion of renewable energies to 20% of end consumption, and to improve energy efficiency by 20%, all by 2020. These targets are complex and difficult to reach in the services sector, especially when we occupy leased property in buildings that are often quite vast.

In recent years, the proportion of renewable energy used has been above 25%, GHG emissions are stabilizing (as it has taken several years to ensure the reliability of the data collected) at around 5 tCO<sub>2</sub>eq *per capita*, and, finally, our energy efficiency has been significantly improved in various agencies, with *per capita* energy intensity having been reduced by 16% over the last three years.

### Distance traveled per employee In km



### Travel remains the main source of emissions –

This is borne out by scope 3 of the GHG emissions report, whether for business or personal reasons, travel is indeed the main source of our emissions. Travel has been estimated at 1,062,713,000 km (*vs.* 1,034,110,000 km in 2013), a figure that not only includes business travel – which has risen due to the expansion of the Groupe’s activities – it also comprises employees’ commute to and from work, which is also up on the previous year though this time due to better traceability in our reporting.

### Travel in the Groupe In millions of km



### We have continued to roll out the Here & There program –

50 telepresence (video conferencing) rooms are now in operation in our agencies throughout the world (up from 30 in 2011). Since 2009 Publicis Groupe has invested 6 million euros in this program. These “Here & There” facilities are used more and more frequently by our own people and by our clients, thus significantly reducing travel. The digital era has seen an upswing in remote working, which also contributes to this reduction, and all our teams use instant video messaging online.





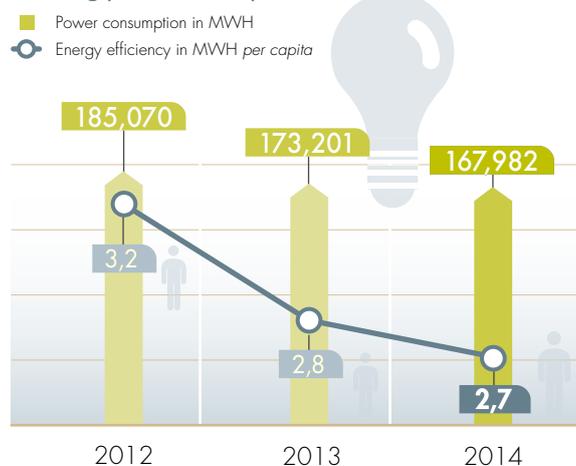
The best practices, which are encouraged by a number of agencies and by the Groupe's Purchasing department, are worth mentioning:

- preferring trains over flights for trips of less than three hours (when infrastructure permits);
- having a fleet of company vehicles with emissions below the legal minimum (e.g. not exceeding 130 g CO<sup>2</sup>/km in Europe);
- encouraging employees to use public transport (especially in urban areas), practice carpooling and use bicycles (providing special-purpose parking facilities for bicycles).

**Our efforts to improve energy efficiency are paying off and our power consumption is on a downward trend**

– At an estimated 167,982,000 kWh in 2014, our power consumption was down from 173,201,270 kWh in 2013, and nearly 26% of that power was generated by renewable sources (according to the electricity suppliers). These outcomes are a more accurate gauge of our efforts in terms of energy efficiency and best practices such as switching off computers, printers and lights at night and during weekends. Moreover, regulatory developments in a number of countries and cities also drive us on. The Groupe's involvement in these matters is not new, as the agencies are encouraged to not only discuss energy efficiency with property managers but to work on concrete solutions with them, including on equipment such as heating or air conditioning. Experience shows that every time an agency invested to improve its energy system, savings were usually made as of the first year. Overall, reducing power consumption can save between 15% and 30%, even though this can prove difficult to quantify in buildings where we are not sole tenants. The "step-by-step" policy works very well!

## Energy consumption



**The Real Estate Department is consolidating the way it addresses climate change issues**

– In keeping with Groupe commitments, this department takes great care to ensure these issues are taken into account when refurbishing agencies and when sourcing new premises. It is distinctly inclined to prefer premises that meet energy efficiency and environmental criteria.

**Headcount is on the rise, but so are our fixed assets**

– Fixed assets (such as buildings, office equipment including IT hardware, servers etc.) are appraised mainly in terms of our consumption of IT equipment. Most of our agencies lease the premises they occupy. In 2014, our fixed assets (desktop and laptop computers, tablets, photocopiers) totaled 81,035 machines (down from 86,816 in 2013). This decrease was made possible by the optimization carried out by the Re:Sources teams, particularly when renewing computer equipment. The life cycle of IT equipment is managed either directly upstream in the form of contracts with manufacturers or downstream by organizations or associations specialized in reutilization. In France, for instance, most of our old IT equipment is collected and processed by the WEEE (Waste Electrical and Electronic Equipment) sector.

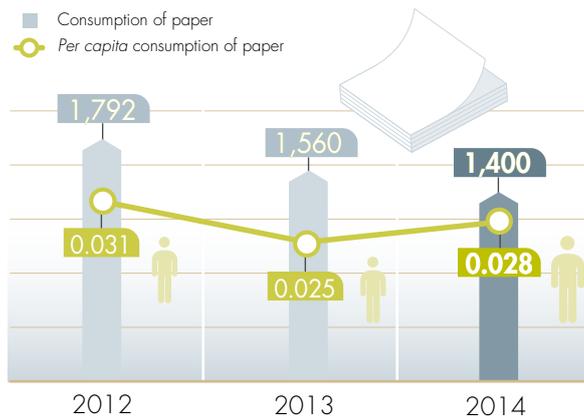
**The Groupe's agencies have reduced the amount of paper they consume and take quality and sourcing very seriously**

– 1,400 metric tons of paper were consumed in 2014 (down from 1,560 metric tons in 2013), i.e. a 10% decrease in overall consumption. *Per capita* consumption of paper was 0.028 metric ton in 2014, for a coverage rate of 80% of headcount. Consumables (toner cartridges and other supplies) were also down nearly 5%. When their business activities permit, some agencies have become almost 100% digital (i.e. paperless). In recent years, the number of printers in the large agencies has been reduced by 20%, giving way to MFPs (Multi-Function Printers). Documents are preferably printed in black and white, on both sides of the page (except in the case of color graphics printers). Almost 70% of the paper used in the agencies is certified or environment-friendly, the only exception being special graphics paper which is used less and less as our activities become increasingly digital. Since the media agencies receive large quantities of newspapers and magazines, some have joined forces with specialized organizations that re-use them or channel them through dedicated recycling systems.



Act to preserve biodiversity is not easy given our service providing activities. But, to be attentive to our raw material consumption, manage our waste is fundamental in our day-to-day activities. Our agencies in Costa Rica are engaged in local biodiversity preservation.

## Consumption of paper in metric tons



## MetLife in New York

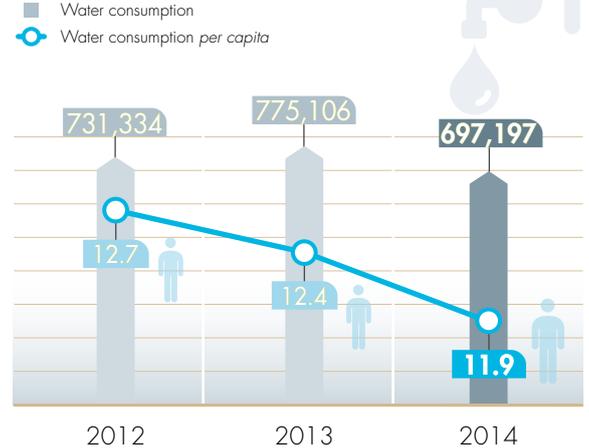
### Re:Sources has opted for environmental efficiency on Long Island

In 2014, Re:Sources played its part too, and led by example in opting to move its offices to a LEED-certified (Leadership in Energy and Environmental Design) building in Long Island City. LEED certification applies to new and renovated buildings, and guarantees rational and efficient use of power, materials and water. In practice, these certified buildings hunt down waste through tools and innovations: water-saving toilets and faucets, waste treatment entailing over 65% recycling, and the building is powered by renewable energies. Even the cleaning products used are certified environmentfriendly. It would appear that the building's occupants have taken to alternative modes of transport, as evidenced by the very impressive bicycle garage!

Choosing LEED-certified premises is one way for Re:Sources to help reduce the Groupe's carbon footprint, and this is also a commitment over time (N.B. LEED certification is reassessed by the relevant authorities every five years).

**Water consumption continues to shrink** – Our water consumption in 2014, estimated at 697,197 m<sup>3</sup> (i.e. 11,9 m<sup>3</sup> *per capita*) is decreasing compared with 2013. The traceability of these data is somewhat complex as the agencies are dependent on information from property owners. Moreover, in view of the fact that the Groupe is a service provider, it is often difficult to obtain information from water suppliers. It should, however, be mentioned that water carboys and filtration systems are now widely used, thus reducing the consumption of bottled water (now reserved for meetings and visitors). As for water used for sanitary purposes, the agencies have continued to reduce consumption by installing sensor-type and water-saving devices.

## Water consumption in m<sup>3</sup>



### Selective sorting of waste has become the norm and recycling has increased

Over and beyond paper and cardboard, the agencies have signed up to *ad hoc* partnerships to optimize management of various other types of waste (e.g. toner cartridges, cans, bottles, electronic waste). In certain agencies, the volume of waste has been divided by two! The toner recovery system (return an empty toner for a full one) is proving a successful recycling solution, regardless of who the partner is. Similarly, the collection of used batteries and power cells is expanding. As for computers and other devices (including telephones, smartphones and tablets), automatic recovery arrangements are in place when equipment is renewed, thus ensuring they have a "second life" or are recycled or traceably destroyed.



**Enhanced traceability has increased the volume of waste** – Waste was estimated at 6,060 metric tons in 2014 (up from 5,750 metric tons in 2013). The bulk of this volume is comprised of paper and cardboard which are traceably recycled (some agencies have traceability systems for 100% of these volumes, depending on local arrangements and the choice of provider).



The large agencies in the USA and Europe  
**RECYCLE 100%**  
of the consumed paper,  
including the newspapers  
and magazines they receive.

### Waste in metric tons



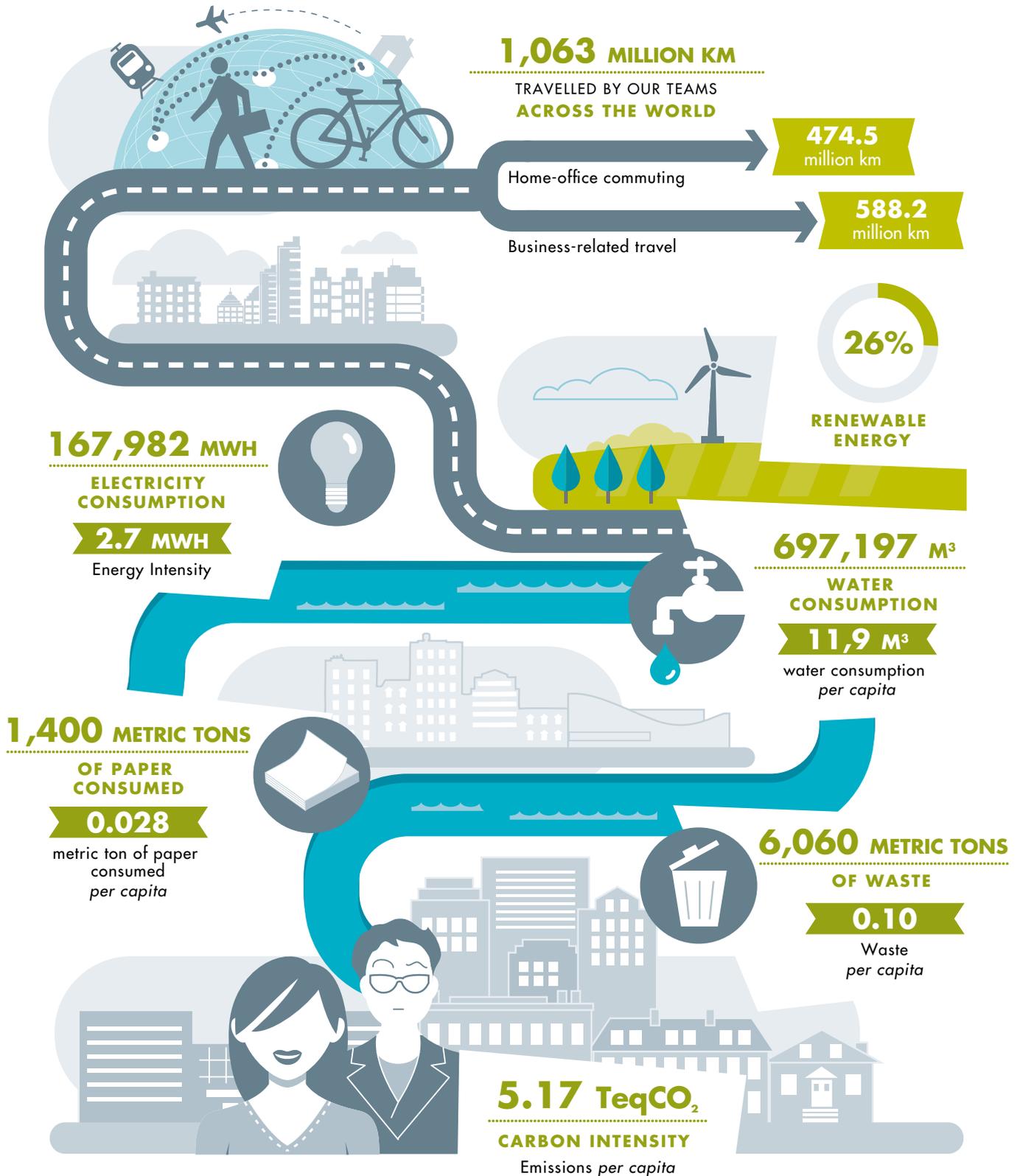
#### Remarks:

Given the Groupe's activities as a provider of intellectual services, certain data required under article 225 of France's Grenelle II law are not very relevant, such as:

- means devoted to the prevention of environmental risks and pollution;
- means of preventing, reducing and remedying emissions or substances rejected into the air, water or soil and having a serious impact on the environment;
- inclusion of noise pollution or any other form of pollution specific to a given activity;
- utilization of the soil;
- protection of biodiversity;
- provisions and guarantees for environment-related risks.



## KEY INDICATORS – FIGURES AT DECEMBER 31, 2014





## KEY INDICATORS – VARIATIONS OVER THREE YEARS

### TRAVEL

In km	2012	2013	2014
Commuting between home and work	329,408	443,957	474,517
Business trips	536,448	590,153	588,196
<b>TOTAL</b>	<b>865,856</b>	<b>1,034,110</b>	<b>1,062,713</b>

### CONSUMPTION OF RAW MATERIALS

In metric tons	2012	2013	2014
Paper consumption	1,792	1,560	1,400
Paper consumption per employee	0.031	0.025	0.028
Variation over previous year per employee	<b>-11%</b>	<b>-19%</b>	<b>10%</b>

### POWER CONSUMPTION

In MWH	2012	2013	2014
Power consumption	185,070	173,201	167,982
Energy intensity per employee	3.2	2.8	2.7
Variation over previous year	0%	-13%	-4%
Proportion of renewable energy in total consumption	<b>23%</b>	<b>26%</b>	<b>26%</b>

### WATER CONSUMPTION

In m <sup>3</sup>	2012	2013	2014
Water consumption	731,334	775,106	697,197
Water consumption per employee	12.7	12.4	11.9
Variation over previous year per employee	<b>4%</b>	<b>4%</b>	<b>-4%</b>

### WASTE MANAGED

In metric tons	2012	2013	2014
Total volume of waste	4,577	5,750	6,060
Volume of waste per employee	0.08	0.09	0.10
Variation over previous year per employee	<b>-19%</b>	<b>13%</b>	<b>8%</b>

### GHG EMISSIONS IN METRIC TON OF CO<sub>2</sub> EQUIVALENT (\*)

	2012	2013	2014	
Scope 1 ●	Energy (direct emissions + fluids)	6,332	6,389	6,365
	Transport (direct emissions from owned vehicles)	2,190	2,751	3,021
	<b>TOTAL SCOPE 1</b>	<b>8,522</b>	<b>9,140</b>	<b>9,386</b>
Scope 2 ●	Energy (indirect emissions)	70,672	68,576	69,674
	<b>TOTAL SCOPE 2</b>	<b>70,672</b>	<b>68,576</b>	<b>69,674</b>
Scope 3 ●	Energy	6,173	5,870	5,946
	Consumption	32,212	32,030	31,970
	Freight	296	282	315
	Transport (commuting/emissions from non-owned vehicles)	37,457	46,051	54,036
	Transport (business travel/ emissions from non-owned vehicles)	72,644	91,551	91,424
	Waste	543	689	873
	Fixed assets	58,768	63,973	65,877
	<b>TOTAL SCOPE 3</b>	<b>208,093</b>	<b>240,446</b>	<b>250,440</b>
<b>TOTAL SCOPE</b> ① ② ③	<b>287,287</b>	<b>318,162</b>	<b>329,500</b>	

(\*) The GHG Protocol Corporate Standard covers the accounting and reporting of the six greenhouse gases covered by the Kyoto Protocol – carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), nitrous oxide (N<sub>2</sub>O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), and sulphur hexafluoride (SF<sub>6</sub>). The GHG Protocol Corporate Standard was amended in May 2013 to include a seventh greenhouse gas: nitrogen trifluoride (NF<sub>3</sub>).



# APPENDIX



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**78.** INDEPENDENT VERIFICATION STATEMENT

**80.** CONCORDANCE TABLE

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# INDEPENDENT VERIFICATION STATEMENT

## FAIRNESS OPINION - AUDIT REPORT



At the request of Publicis Groupe, SGS ICS carried out an audit of the information included in the Corporate Social Responsibility (CSR) Report drawn up for the year ended December 31, 2014 in accordance with Decree no. 2012-557 dated April 24, 2012 relative to companies' social and environmental transparency obligations, with regard to the application of article 225 of law no. 2010-788 dated July 12th, 2010 and article 12 of law no. 2012-387 dated March 22nd, 2012, which amended article L. 225-102-1 of the French Commercial Code, and the order of May 13, 2013 determining the procedure to be used by the independent third-party organization when conducting its mission. The responsibility of SGS ICS, as an independent body, is to attest to the presence in the CSR Report of all information provided for in Article R. 225-105-1, express a reasoned opinion on, firstly, the sincerity of information, and, secondly, the explanations given by the company on the absence of certain information, and indicate the procedures implemented to accomplish our audit.

### NATURE AND SCOPE OF THE AUDIT

SGS ICS' audit consists of:

- reviewing the statement on sustainable development policies, in relation to sustainable development as well as the social and environmental impacts of the Company's business activities, its cultural commitments and the actions that stem from these policies and commitments;
- comparing the list of information mentioned in Publicis Groupe's 2014 management report against the list set forth under article R. 225-105-1 and noting, where applicable, any missing information not accompanied by explanations as mentioned under the third paragraph of article R. 225-105;
- verifying that the Company has a data collection process in place to ensure that the information mentioned in the management report is complete and consistent, and identifying any irregularities;
- expressing, at the request of Publicis Groupe, a conclusion of reasonable assurance with regard to whether the CSR information is presented truthfully.

### TESTS

SGS ICS conducted its audit of Publicis Groupe on an international scale including its subsidiaries and controlled companies, which are included in the consolidated financial statements. SGS ICS conducted its audit from December 17, 2014 to March 6, 2015 (63 days), by carrying out interviews with key individuals involved in the collection, validation and publication of quantitative and qualitative data from the Holding Company and several of its subsidiaries amounting to 54 agencies in Brazil, China, France, Germany, the United Kingdom and the United States representing over 32% of the total headcount\*.

- SGS ICS reviewed the reliability of the internal CSR Reporting Guidelines, the internal control procedures and the data and information aggregation systems at each of the sites.
- With regard to quantitative data, we audited each site by using surveys, verifying the calculation formulas and comparing data with supporting documents for 22 indicators selected according to their degree of relevance (legal compliance and taking into consideration the business sector/industry), as well as their reliability, neutrality and comprehensive nature:
  - social indicators (87% to 98% of total headcount): training hours, number of employees trained, training fees, turnover rates, annual assessment interviews, employee wellbeing, frequency and severity of accidents at work, diversity;
  - environmental indicators (80% to 98% of total headcount): environmental prevention, recycling and waste disposal measures, energy efficiency and use of renewable energy, energy consumption / fuel - electricity - heating - cooling, use of videoconferencing, paper consumption;
  - cultural indicators (82% to 98% of total headcount): *pro bono* campaigns, employee volunteering, donations and charities, responsible procurement, actions taken to prevent corruption, stakeholder involvement, and socially responsible communication campaigns.
- Random checks were performed on quantitative and qualitative data during the final phase of consolidation of the 22 indicators, as well as on other required information.



- Ten auditors were assigned to this audit including a lead auditor.
- Seven interviews were conducted at the Groupe level with the Financial Department, the Human Resources Department, Purchasing Department, the Communications Department, the Internal Audit Department and the CSR Department.

We believe that the chosen sampling method and sample sizes for the audit allow us to formulate a conclusion of reasonable assurance.

#### STATEMENT OF INDEPENDENCE AND COMPETENCE

SGS is the world leader in inspections, audits, assessments and certifications. Recognized as the global benchmark for quality and integrity, SGS employs more than 80,000 people and operates a network of more than 1,500 offices and laboratories around the world. SGS ICS is a wholly-owned French subsidiary of the SGS Group. SGS ICS declares that its audit and findings were prepared in complete independence and impartiality with regard to Publicis Groupe and that the tasks performed were completed in line with the SGS Group's code of ethics and in accordance with the professional best practices of an independent third party. Auditors are authorized and appointed to each audit assignment based on their knowledge, experience and qualifications.

#### STATEMENT AND REASONED OPINION

Based on Publicis Groupe's presentation regarding sustainable development policies, the social and environmental impacts of the Company's business activities, its social commitments and the diligence implemented, we declare that we found no significant irregularity that would call into question the fair presentation of the information included in the 2014 CSR Report.

#### OBSERVATIONS

Our observations are identical to those drawn up for the management report and included in Publicis Groupe's 2014 Registration Document, though the CSR Report to which this audit refers includes additional information, notably due to the voluntary adhesion to ISO26000 and GRI G4.

- The data collection procedure regarding certain social indicators (annual assessment interviews, training hours, climate surveys) as well as certain environmental indicators (waste and paper) must be reviewed in order to improve their traceability and in order to refine their granularity and scope.
- The quality and the reliability of the quantitative and qualitative data, with a boundary that encompasses over 750 sites are in constant progress. We can also note a better use of the information systems specific to CSR reporting.

Signed in Arcueil France, May 12, 2015.

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Stéphane LANGLOIS

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\*Audited sites: Arc USA – Bartle Bogle Hegarty UK – BBH Partners UK – Digitas Boston – Digitas Netalk China – DigitasLbi UK – Leo Burnett London – Leo Burnett Sao Paulo – Leo Burnett USA – Leo Burnett Beijing – Leo Burnett Shanghai – MSL France – MSL Consumer Paris – MSL Corporate Paris – MSL Influence Paris – Publicis Consultants Paris – MSL PR. Consultancy Beijing – MSL Genedigi – MSL New York – MSL North America – Publicis New York – Publicis Blue Print – Publicis Brazil – Publicis Conseil – Publicis Dialog – Marcel Paris – Publicis UK – Digitas Health Philadelphia – Publicis Touchpoint Solutions – Razorfish USA – Rosetta USA – Rosetta New York – Re:Sources France – Re:Sources Germany – Re:Sources USA – Saatchi & Saatchi Nazca Brazil – Saatchi & Saatchi China Great Wall – Saatchi & Saatchi Germany – Saatchi & Saatchi Los Angeles – Saatchi & Saatchi New York – Saatchi & Saatchi North America – Saatchi & Saatchi Team One – Saatchi & Saatchi UK – Starcom USA – MediaVest USA – Starcom MediaVest China – Starcom UK – Zenith USA – Zenithmedia Dusseldorf – ZenithOptimedia France – ZenithOptimedia International UK – ZenithOptimedia UK – ZenithOptimedia Americas – VivaKi USA



# CONCORDANCE TABLE



G4 INDICATORS	DESCRIPTION	REFERENCES AND REASON FOR OMISSION	EXTERNAL ASSURANCE	GLOBAL COMPACT	ISO 26000	ART. 225 GRENELLE 2 LAW	
<b>STRATEGY AND ANALYSIS</b>							
G4-1	Statement from most senior decision maker	<b>Chapter Groupe</b> Discussion with Maurice Lévy	p.4	p.78	4.7 6.2 7.4.2	II.a)1.1	
G4-2	Description of key impacts, risks, and opportunities	<b>Registration Document</b> - 1.8. Risk Factor <b>Chapter Groupe</b> Impact of our activities	p.29 p.10	p.78		II.a)1.1	
<b>ORGANIZATIONAL PROFILE</b>							
G4-3	Name of the organization	Publicis Groupe SA	p.1	p.78			
G4-4	Primary brands, products and services	<b>Chapter Groupe</b> Profile of the Groupe	p.6	p.78			
G4-5	Location of the organization's headquarters	<b>Registration Document</b> Chapter 6.1. Information about the Company	p.222	p.78			
G4-6	Number of countries where the organization operates	<b>Chapter Groupe</b> Profile of the Groupe	p.6	p.78	6.3.10 6.4.1- 6.4.5 6.8.5 7.8		
G4-7	Nature of ownership and legal form	<b>Registration Document</b> Chapter 6.1. Information about the Company	P.222	p.78			
G4-8	Markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries)	<b>Chapter Groupe</b> Impact of our activities	p.10	p.78	6.3.10 6.4.1- 6.4.5 6.8.5 7.8		
G4-9	The scale of the organization, including: <ul style="list-style-type: none"> <li>Total number of employees</li> <li>Total number of operations</li> <li>Net revenues</li> <li>Total capitalization broken down in terms of debt and equity</li> <li>Quantity of products or services provided</li> </ul>	<b>Chapter Groupe</b> Impact of our activities <b>Registration Document</b> Chapter 5 Given Publicis Groupe activities, the volume of services provided cannot be estimated	p.10	p.78	6.3.10 6.4.1- 6.4.5 6.8.5 7.8	II.a)1.1 II.a)1.4	
G4-10	<ul style="list-style-type: none"> <li>Total number of permanent employees by employment type and gender</li> <li>Total workforce by region and gender</li> <li>Work performed by workers who are legally recognized as self-employed</li> <li>Significant variations in employment numbers</li> </ul>	<b>Chapter Groupe</b> Impact of our activities <b>Chapter Social</b> Attracting and retaining new talent	p.10 p.23	p.78	 Principe 6	6.3.10 6.4.1 6.4.5 6.8.5 7.8 II.a)1.1 I.a)1.2 I.a)1.4 III.c)2	
G4-11	Percentage of total employees covered by collective bargaining agreements	N/A Given that the reporting scope is international	/	p.78	 Principe 3	6.3.10 6.4.1- 6.4.5 6.8.5 7.8	
G4-12	Description of the organization's supply chain	<b>Chapter Governance and Ethics</b> Working better with our suppliers	p.58	p.78	6.3.10 6.4.1 6.4.5 6.8.5 7.8	III.c)	

N/A: Non Applicable GP: General Principles (art. 225)



G4 INDICATORS	DESCRIPTION	REFERENCES AND REASON FOR OMISSION	EXTERNAL ASSURANCE	GLOBAL COMPACT	ISO 26000	ART. 225 GRENELLE 2 LAW
G4-13	Significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain	<b>Chapter Groupe</b> Discussion with Maurice Lévy <b>Chapter Social</b> Attracting and retaining new talent	p.4 p.23	p.78	6.3.10 6.4.1- 6.4.5 6.8.5 7.8	
G4-14	Whether and how the precautionary approach or principle is addressed by the organization	N/A Given Publicis Groupe activities which consist mainly in providing intellectual services	/	p.78	6.3.10 6.4.1- 6.4.5 6.8.5 7.8	
G4-15	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses	<b>Chapter Groupe</b> Methodological framework <b>Chapter Society and community</b> Cooperation with professional organizations	p.12 p.51	p.78	6.3.10 6.4.1- 6.4.5 6.8.5 7.8	
G4-16	Memberships in associations and/or national/international advocacy organizations in which the organization: • has positions in governance bodies • participates in projects or committees • provides substantive funding beyond routine membership dues • views membership as strategic	<b>Chapitre Society and community</b> Cooperation with professional organizations	p.51	p.78	6.3.10 6.4.1- 6.4.5 6.8.5 7.8	II.a)1.1 I.a)1.2 I.a)1.4 III.c)2
<b>IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES</b>						
G4-17	<ul style="list-style-type: none"> <li>Entities included in the organization's consolidated financial statements or equivalent documents</li> <li>Entity included in the organization's consolidated financial statements or equivalent documents not covered by the report</li> </ul>	<b>Chapter Groupe</b> Methodological framework	p.12	p.78		PG2 PG4
G4-18	<ul style="list-style-type: none"> <li>Process for defining the report content and the aspect boundaries</li> <li>How the organization has implemented the Reporting Principles for Defining Report Content</li> </ul>	<b>Chapter Groupe</b> Methodological framework	p.12	p.78	5.2 7.3.2- 7.3.4	PG4
G4-19	Material aspects identified in the process for defining report content	<b>Chapter Groupe</b> Methodological framework	p.12	p.78	5.2 7.3.2- 7.3.4	PG2
G4-20	The aspect boundary within the organization for each material aspect	<b>Chapter Groupe</b> Methodological framework	p.12	p.78	5.2 7.3.2- 7.3.4	PG2
G4-21	The aspect boundary outside the organization for each material aspect	<b>Chapter Groupe</b> Methodological framework	p.12	p.78	5.2 7.3.2- 7.3.4	
G4-22	The effect of any restatements of information provided in previous reports, and the reasons for such restatements	As training practices develop, this year the Groupe has decided to harmonize the units in which it counts time spent on face-to-face learning and e-learning that are now both collected in hours.	p.26	p.78	5.2 7.3.2- 7.3.4	
G4-23	Significant changes from previous reporting periods in the scope and aspect boundaries	<b>Chapter Groupe</b> Methodological framework	p.12	p.78	5.2 7.3.2- 7.3.4	PG2

N/A: Non Applicable GP: General Principles (art. 225)



G4 INDICATORS	DESCRIPTION	REFERENCES AND REASON FOR OMISSION	EXTERNAL ASSURANCE	GLOBAL COMPACT	ISO26000	ART. 225 GRENELLE 2 LAW
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STAKEHOLDER ENGAGEMENT							
G4-24	Stakeholder groups engaged by the organization	<b>Chapter Groupe</b> Our stakeholders	p.14	p.78		5.3	III.b) 1
G4-25	The basis for identification and selection of stakeholders with whom to engage	<b>Chapter Groupe</b> Our stakeholders	p.14	p.78		5.3	
G4-26	The organization's approach to stakeholder engagement	<b>Chapter Groupe</b> Our stakeholders	p.14	p.78		5.3	III.b) 1
G4-27	Key topics and concerns that have been raised through stakeholder engagement	<b>Chapter Groupe</b> Our stakeholders	p.14	p.78		5.3	III.b) 1
REPORT PROFILE							
G4-28	Reporting period for information provided	<b>Chapter Groupe</b> Methodological framework	p.12	p.78		7.5.3 7.6.2	
G4-29	Date of most recent previous report (if any)	May 2014		p.78		7.5.3 7.6.2	
G4-30	Reporting cycle	Yearly		p.78		7.5.3 7.6.2	
G4-31	The contact point for questions regarding the report or its contents	csr@publicisgroupe.com		p.78		7.5.3 7.6.2	
G4-32	GRI content for "in accordance"	Core		p.78		7.5.3 7.6.2	
G4-33	The organization's policy and current practice with regard to seeking external assurance for the report	<b>Chapter Groupe</b> Methodological framework	p.12	p.78		7.6.2	
GOVERNANCE							
G4-34	<ul style="list-style-type: none"> <li>The governance structure of the organization, including committees of the highest governance body</li> <li>Identification of any committees responsible for decision-making on economic, environmental and social impacts</li> </ul>	<b>Registration Document - 2.1. Governance</b> of Publicis Groupe <b>Chapter Groupe</b> CSR and the major challenges	p.36 p.11	p.78		6.2 7.4.3 7.7.5	
ETHICS AND INTEGRITY							
G4-36	The organization's values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics	<b>Chapter Governance and Ethics</b>	p.53	p.78		4.4 6.6.3	III.d) 1

## ECONOMY

ECONOMIC PERFORMANCE							
EC1	The direct economic value generated and distributed	<b>Chapter Groupe</b> Impact of our activities <b>Registration Document -3. Commentary</b> on fiscal year	p.10 p.103	p.78		6.8.1-3 6.8.7 6.8.9	I.a)3.1
EC3	Coverage of the organization's defined benefit plan obligations	<b>Chapter Social</b> Attracting and retaining new talent <b>Registration Document</b> Chapter 4.6 notes 20 & 21	p.23	p.78			I.a)2.1 III.a)
MARKET PRESENCE							
EC5	Ratio of standard entry level wage by gender compared to local minimum wage at significant location of operation	<b>Chapter Social</b> Facilitating social dialogue	p.35	p.78		6.3.7 6.3.10 6.4.3 6.4.4 6.8.1- 6.8.2	I.a) 3.1

N/A: Non Applicable GP: General Principles (art. 225)



G4 INDICATORS	DESCRIPTION	REFERENCES AND REASON FOR OMISSION	EXTERNAL ASSURANCE	GLOBAL COMPACT	ISO26000	ART. 225 GRENELLE 2 LAW	
EC6	Proportion of senior management hired from local community at significant locations of operation	<b>Chapter Social</b> Attracting and retaining new talent	p.23	p.78		6.4.3 6.8.1- 6.8.2 6.8.5 6.8.7	I.a) 2.1 III.a)
<b>INDIRECT ECONOMIC IMPACTS</b>							
EC7	Development and impact of infrastructure investments and services supported	<b>Chapter Society and community</b> Reconciling generosity and professionalism <b>Chapter Society and community</b> Sharing our know-how with schools and universities	p.42 p.51	p.78		6.3.9 6.8.1- 6.8.2 6.8.7 6.8.9	III.a) III.b) 2
EC8	Significant indirect economic impacts, including the extent of impacts	<b>Chapter Society and community</b> Sharing our know-how with schools and universities	p.51	p.78		6.3.9 6.6.6- 6.6.8 6.8.1- 6.8.2 6.8.7 6.8.9	III.a)

## ENVIRONMENTAL

<b>MATERIALS</b>						
EN1	Materials used by weight or volume	<b>Chapter Environment</b> Reducing our consumption and emissions	p.70	p.78	 Principe 7, 8	6.5.4 II.c)2.1
EN2	Percentage of materials used that are recycled input materials	<b>Chapter Environment</b> Reducing our consumption and emissions	p.70	p.78		6.5.4 II.c)2.1
<b>ENERGY</b>						
EN3	Energy consumption within the organization	<b>Chapter Environment</b> Reducing our consumption and emissions	p.70	p.78	 Principe 7, 8	6.5.4 II.c)3.1
EN4	Energy consumption outside of the organization	<b>Chapter Environment</b> Reducing our consumption and emissions	p.70 p.72	p.78		6.5.4 II.c)3.1
EN5	Energy Intensity	<b>Chapter Environment</b> Key indicators	p.74	p.78		6.5.4
EN6	Reduction of energy consumption	<b>Chapter Environment</b> Reducing our consumption and emissions	p.68 p.72	p.78	 Principe 7, 8	6.5.4 II.c)3.1
EN7	Reduction in energy requirements of products and services	<b>Chapter Environment</b> Reducing our consumption and emissions	p.68 p.72	p.78	 Principe 7, 8	6.5.4 II.c)3.1
<b>WATER</b>						
EN8	Total water withdrawal by source	<b>Chapter Environment</b> Reducing our consumption and emissions Key indicators	p.70 p.74	p.78	 Principe 7, 8	6.5.4 II.c)1.1

N/A: Non Applicable    GP: General Principles (art. 225)



G4 INDICATORS	DESCRIPTION	REFERENCES AND REASON FOR OMISSION	EXTERNAL ASSURANCE	GLOBAL COMPACT	ISO26000	ART. 225 GRENELLE 2 LAW
<b>EMISSIONS</b>						
EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	<b>Chapter Environment</b> Reducing our consumption and emissions Key indicators	p.70 p.74	p.78	 Principe 7, 8	6.5.5 II.d) 1
EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	<b>Chapter Environment</b> Reducing our consumption and emissions Key indicators	p.70 p.74	p.78	 Principe 7, 8	6.5.5 II.d) 1
EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3)	<b>Chapter Environment</b> Reducing our consumption and emissions Key indicators	p.70 p.74	p.78	 Principe 7,8	6.5.5 II.d) 1
EN18	Greenhouse gas (GHG) emissions intensity	<b>Chapter Environment,</b> Reducing our consumption and emissions Key indicators	p.70 p.74	p.78	 Principe 7,8	6.5.5 II.d) 1
EN19	Reduction of greenhouse gas (GHG) emissions	<b>Chapter Environment,</b> Reducing our consumption and emissions Key indicators	p.70 p.74	p.78	 Principe 8, 9	6.5.5 II.d) 1
<b>EFFLUENTS AND WASTE</b>						
EN23	Total weight of waste by type and disposal method	<b>Chapter Environment,</b> Reducing our consumption and emissions Key indicators	p.70 p.74	p.78	 Principe 8	6.5.3 II.b) 2
<b>PRODUCT AND SERVICES</b>						
EN27	Extent of impact mitigation of environmental impacts of products and services	<b>Chapter Environment,</b> Reducing our consumption and emissions Key indicators	p.70 p.74	p.78	 Principe 7, 8, 9	6.5.3- 6.5.5 6.7.5 III.d) 2
<b>COMPLIANCE</b>						
EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	<b>Chapter Governance and Ethics,</b> Compliance	p.62	p.78	 Principe 8	4.6
<b>TRANSPORT</b>						
EN30	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce	<b>Chapter Environment,</b> Reducing our consumption and emissions Key indicators	p.70 p.74	p.78	 Principe 8	6.5.4 6.6.6 II.a) 3
<b>OVERALL</b>						
EN31	Total environmental protection expenditures and investments by type	<b>Chapter Environment,</b> Reducing our consumption and emissions Key indicators	p.70 p.74	p.78	 Principe 7, 8, 9	6.5.1- 6.5.2 II.a) 3
<b>SUPPLIER ENVIRONMENTAL ASSESSMENT</b>						
EN32	Percentage of new suppliers that were screened using environmental criteria	<b>Chapter Governance and Ethics,</b> Working better with our suppliers	p.56	p.78		6.3.5 - 6.6.6 7.3.1

N/A: Non Applicable GP: General Principles (art. 225)



G4 INDICATORS	DESCRIPTION	REFERENCES AND REASON FOR OMISSION	EXTERNAL ASSURANCE	GLOBAL COMPACT	ISO26000	ART. 225 GRENELLE 2 LAW
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## SOCIAL

LABOR PRACTICES AND DECENT WORK						
EMPLOYMENT						
LA1	Total number and rates of new employee hires and employee turnover	<b>Chapter Social</b> , Attracting and retaining new talent Key indicators The age, gender and regional split is not available.	p.23 p.38	p.78	 Principe 6	6.4.3  l.a) 1.2 l.a) 1.3 l.a) 1.4 l.a) 2.1
LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operations	N/A Given Publicis Groupe decentralization and variety of regulatory frameworks	/	p.78		6.4.4 6.8.7
LA3	Return to work and retention rates after parental leave, by gender	<b>Chapitre 1</b> The worklife balance	p.35	p.78	 Principe 6	6.4.4  l.f) 1
LABOR/MANAGEMENT RELATIONS						
LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements	N/A Given Publicis Groupe decentralization and variety of regulatory frameworks	/	p.78	 Principe 3	6.4.3 6.4.5  l.c) 1
OCCUPATIONAL HEALTH AND SAFETY						
LA5	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	N/A Given Publicis Groupe decentralization and variety of regulatory frameworks	/	p.78		6.4.6  l.d) 1
LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	<b>Chapter Social</b> Key indicators	p.38	p.78		6.4.6 6.8.8  l.d) 3 l.d) 4
LA7	Workers with high incidence or high risk of diseases related to their occupation	<b>Chapter Social</b> Rolling out a policy of well-being, health and safety	p.34	p.78		6.4.6 6.8.8  l.d) 3
LA8	Health and safety topics covered in formal agreements with trade unions	<b>Chapter Social</b> , Rolling out a policy of well-being, health and safety	p.34	p.78		6.4.6  l.d) 2
TRAINING AND EDUCATION						
LA9	Average hours of training per year per employee by gender, and by employee category	<b>Chapter Social</b> Key indicators	p.38	p.78	 Principe 6	6.4.7  l.e) 2
LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	<b>Chapter Social</b> Develop professional skills	p.26	p.78		6.8.5  l.e) 1
LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employment category	<b>Chapter Social</b> Key indicators	p.38	p.78	 Principe 6	6.4.7  l.e) 1
DIVERSITY AND EQUAL OPPORTUNITY						
LA12	Composition of governance bodies and breakdown of employees per employee category	<b>Registration Document - 2. Governance and compensation</b> <b>Chapter Social</b> Facilitating social dialogue	p.35 p.35	p.78	 Principe 6	6.2.3 6.3.7 6.3.10 6.4.3  l.a) 1.2 l.a) 1.3 l.a) 1.4 l.f) 1. l.f) 2.2 l.f) 3

N/A: Non Applicable GP: General Principles (art. 225)



G4 INDICATORS	DESCRIPTION	REFERENCES AND REASON FOR OMISSION	EXTERNAL ASSURANCE	GLOBAL COMPACT	ISO26000	ART. 225 GRENELLE 2 LAW
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EQUAL REMUNERATION FOR WOMEN AND MEN							
LA13	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	<b>Chapter Social</b> Facilitating social dialogue	p.35	p.78	 Principe 6	6.3.7 6.3.10 6.4.3 6.4.4	I.f) 1
SUPPLIER ASSESSMENT FOR LABOR PRACTICES							
LA14	Percentage of new suppliers that were screened using labor practices criteria	<b>Chapter Governance and Ethics</b> Working better with our suppliers	p.59	p.78		6.3.5 6.4.3 6.6.6 7.3.1	III.c) 1 III.c) 2
LABOR PRACTICES GRIEVANCE MECHANISMS							
LA16	Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms	<b>Chapter Governance and Ethics</b> Compliance/No grief	p.62	p.78		6.3.6	

HUMAN RIGHTS							
INVESTMENT							
HR2	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations	<b>Chapter Social</b> Fighting for human rights Focus: Our talent at the service of human rights	p.36	p.78	 Principe 1, 2, 4, 6	6.3.5	I.e) 2 III.e)
NON-DISCRIMINATION							
HR3	Total number of incidents of discrimination and corrective actions taken	<b>Chapter Governance and Ethics</b> Compliance	p.62	p.78	 Principe 6	6.3.6 6.3.7 6.3.10 6.4.3	I.f) 3 I.g) 2
SUPPLIER HUMAN RIGHTS ASSESSMENT							
HR10	Percentage of new suppliers that were screened using human rights criteria	<b>Chapter Governance and Ethics</b> Working better with our suppliers	p.59	p.78	 Principe 2	6.3.3- 6.3.6	III.c) 2
HR12	Communication and training on anti-corruption policies and procedures	<b>Chapter Governance and Ethics</b> Compliance/No grief	p.61	p.78		6.3.6	III.e)

SOCIETY							
LOCAL COMMUNITIES							
SO1	Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms	<b>Chapter Society and community</b> Reconciling generosity and professionalism	p.42	p.78	 Principe 1	6.3.9 6.5.1- 6.5.3 6.8	III.a) 1 III.a) 2
ANTI-CORRUPTION							
SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	<b>Chapter Governance and Ethics</b> Staff's awareness of ethical standards	p.54	p.78	 Principe 10	6.6.1- 6.6.3	III.d) 1
SO4	Communication and training on anti-corruption policies and procedures	<b>Chapter Governance and Ethics</b> Staff's awareness of ethical standards	p.54	p.78	 Principe 10	6.6.1- 6.6.3 6.6.6	III.d) 1
SO5	Confirmed incidents of corruption and actions taken	<b>Chapter Governance and Ethics</b> Compliance/No case	p.62	p.78	 Principe 10	6.6.1- 6.6.3	III.d) 1

N/A: Non Applicable GP: General Principles (art. 225)



G4 INDICATORS	DESCRIPTION	REFERENCES AND REASON FOR OMISSION	EXTERNAL ASSURANCE	GLOBAL COMPACT	ISO26000	ART. 225 GRENELLE 2 LAW
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ANTI-COMPETITIVE BEHAVIOR						
SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	Chapter Governance and Ethics Compliance/No case	p.62	p.78		6.6.1- 6.6.2 6.6.5 6.6.7
COMPLIANCE						
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	Chapter Governance and Ethics Compliance/No case	p.62	p.78		4.6
SO9	Percentage of new suppliers that were screened using criteria for impacts on society	Chapter Governance and Ethics Supplier assessment	p.56	p.74		6.6.6 6.6.1- 6.6.2 6.6.6 6.8.1- 6.8.2 7.3.1

PRODUCT RESPONSIBILITY						
CUSTOMER HEALTH AND SAFETY						
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes	Chapter Governance and Ethics Compliance/No incident	p.62	p.78		4.6, 6.7.1- 6.7.2 6.7.4 6.7.5 6.8.8
MARKETING COMMUNICATIONS						
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by types of outcomes	Chapter Governance and Ethics Compliance/No incident	p.62	p.78		4.6 6.7.1- 6.7.2 6.7.3 6.7.4 6.7.5 6.7.9
PR5	Results of surveys measuring customer satisfaction	Chapter Governance and Ethics Anchoring the loyalty of our clients	p.56	p.78		6.7.1- 6.7.2 6.7.5
MARKETING COMMUNICATIONS						
PR7	Incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes	Chapter Governance and Ethics Compliance/No incident	p.62	p.78		4.6, 6.7.1- 6.7.3
CUSTOMER PRIVACY						
PR8	Substantiated complaints regarding breaches of customer privacy and losses of customer data	Chapter Governance and Ethics Compliance/No complaint	p.62	p.78		6.7.1- 6.7.2
COMPLIANCE						
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	Chapter Governance and Ethics Compliance/No penalty	p.62	p.78		4.6, 6.7.1- 6.7.2 6.7.6

N/A: Non Applicable GP: General Principles (art. 225)

**Remark:** Given the Groupe's service-based industry and intellectual operations, certain information required for the implementation decree for Article 225 of the Grenelle II Act, is irrelevant, namely: resources dedicated to preventing environmental risks and pollution; prevention, reduction or reparation measures concerning air, water and soil pollution seriously affecting the environment; taking into consideration noise and all other forms of pollution relating to a specific business; land use; protection of biodiversity; provisions and guarantees pertaining to environmental risks.





May 2015-V2

Credits

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Make-up: Farida Thiré

Equipment: Lumière RVZ

Infographics: Art Presse

Design and production



The digital version of this document is conform to Web content accessibility standards, WCAG 2.0, and is certified ISO14289-1.

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