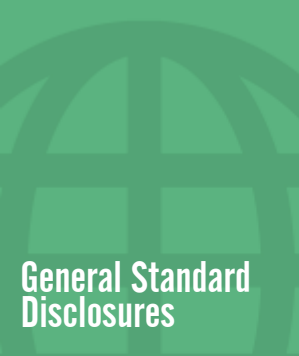


# IPG Global Reporting Initiative Index 2016



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Strategy & Analysis

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Identified Material Aspects & Boundaries



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Labor Practices & Decent Work

Human Rights

Society

[Click here to access information about UN Global Compact Communication on Progress](#)



Interpublic is committed to operating sustainably. To us, this means measuring our carbon footprint and working toward limiting that footprint, respecting and encouraging diversity, and being a good corporate citizen of the communities where our employees live and work.

# General Standard Disclosures: Strategy & Analysis

GRI Indicator

G4-1

Reporting  
Level



Understanding that sustainability is a significant opportunity as well as an important responsibility for our company, we began, a year ago, to report on our sustainability initiatives utilizing the GRI-G4 framework. In this, our second year of reporting, we continue to progress on our sustainability journey, making strides on this key indicator of our success as a company and as a corporate citizen.

This year, we have expanded the measurement of our greenhouse gas emissions to include not only our largest buildings in the United States, but also nearly all of our properties in the UK. Our plan is to continue to expand this boundary to get a fuller picture of our impact as well as to set targets for reduction going forward. We have also continued our support of the UN Global Compact. As a UN Global Compact signatory, we have publically committed to the [10 principles](#) that the compact embraces in the areas of environmental sustainability, fair labor practices, human rights and anti-corruption.

Importantly, this past year, IPG signed onto [Common Ground](#), an initiative that brings together the major marketing and advertising holding companies in support of the [UN Sustainable Development Goals](#). IPG adopted [UN Sustainable Development Goal Number 6](#), ensuring access to water and sanitation for all. Our agencies are engaged in many initiatives that foster the advancement of goal 6. [We've partnered with our clients to creatively raise awareness about saving children's lives by educating moms on hand washing, we are part of a consortium that is bringing freshwater research – and the sport of rowing -- to the Kafue River in Zambia, and we have helped raise money for clean water around the world.](#) IPG has also produced a [video](#) about its involvement with clean water and sanitation.

We have developed a cross-agency, interdisciplinary team devoted to our support of [SDG #6](#). This team is working to maximize the impact of IPG's existing work on water and sanitation, as well as to broaden and deepen our work in this key area during the coming year.

IPG's commitment to our communities continues to include employee volunteerism, broad-based pro bono and client work, as well as traditional cash donations and management commitment to not-for-profit leadership. These initiatives include [teen suicide prevention](#), [tackling the effects of air pollution on children](#) and [encouraging urban sanitation in India](#). IPG's community involvement continues to have a positive impact in the places around the world where we do business, and where our employees and their families live and work.

Sustainability matters to IPG as a citizen of the world and as a company that needs to continue to succeed in the marketplace. Doing what's right for our communities is an

important part of our DNA and of our history. We look forward to continuing to deepen and broaden our commitment to sustainability during the year ahead.

# General Standard Disclosures: Stakeholder Engagement

GRI Indicator

G4-24

Reporting  
Level



## G4-24, 25, 26

G4-24: Provide a list of stakeholder groups engaged by the organization.

G4-25: Report the basis for identification and selection of stakeholders with whom to engage.

G4-26: Report the organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.

Interpublic Group's most important stakeholders are our clients, employees, and investors.

We work with our clients to ensure that the marketing communications programs we design for them are most efficiently and effectively moving their businesses forward. In order to ensure that our clients are successful and that we maintain our competitive positioning in the marketplace, we must always make certain that our business is aligned with clients' changing needs and the ever-changing consumer landscape. Ours is a talent business and, to serve our clients in the best way possible, we must recruit and retain top talent

Finally, as a public company, it's essential that we meet the expectations of our shareholders who make it possible for us to do best-in-class work on behalf of our clients.

Interpublic Group conducted a materiality assessment with the assistance of our sustainability consultant, [Governance & Accountability Institute](#), the exclusive data partner for the Global Reporting Initiative in the United States.

We conducted research on key players from our key constituents – clients, employees and investors. In addition, we had discussions with internal proxies representing these groups to learn more about which areas are critical for us to focus on in our sustainability strategy. We also engage regularly with these key stakeholder groups during our normal business operations. Increasingly we are receiving various questions and surveys from clients asking about particular aspects of our sustainability program which enables us to learn more about their areas of focus as well as their concerns.

In addition to these three key groups, we took into account other stakeholder groups such as NGOs, government, academia, and our industry peers, which all provide important insight into the sustainability issues that are important to IPG, our clients and our industry.

Based on the results of this stakeholder inclusive materiality process, we have chosen the GRI aspects and indicators that we include as part of this report. In addition, we are continuing to improve the way we engage with these important stakeholders on an ongoing basis to further inform our sustainability strategy moving forward.

# General Standard Disclosures: Stakeholder Engagement

GRI Indicator

G4-25

Reporting  
Level



## G4-24, 25, 26

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GRI Indicator

G4-26

Reporting  
Level



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# General Standard Disclosures: Stakeholder Engagement

GRI Indicator

G4-27

Reporting  
Level



Report key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns.

Sustainability is a key priority for IPG as it is for our stakeholders, including employees, clients and shareholders. We regularly engage with each of these groups on these topics, as we do with all matters of mutual importance. IPG and its agencies work with clients on projects that highlight such matters of importance and many of these engagements are featured on our [STRONGER](#) website which is devoted exclusively to the coverage of sustainability.

Recent work in this area has included:

[FCB Hamburg's campaign about Syrian refugees](#)

[McCann Global Health's Work to Eradicate Polio in Pakistan](#) and

[303 MullenLowe's work to prevent accidental drownings](#)

For a more extensive summary of our sustainability programs, please visit [STRONGER](#).



# General Standard Disclosures: Organizational Profile

<b>GRI Indicator</b>	<b>G4-4</b>	<b>Reporting Level</b>	
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Report the primary brands, products, and services

We are one of the world's premier global advertising and marketing services companies. Through our 50,100 employees in all major world markets, our companies specialize in consumer advertising, digital marketing, communications planning and media buying, public relations and specialized communications disciplines. Our agencies create customized marketing programs for clients that range in scale from large global marketers to regional and local clients. Comprehensive global services are critical to effectively serve our multinational and local clients in markets throughout the world as they seek to build brands, increase sales of their products and services, and gain market share.

The work we produce for our clients is specific to their unique needs. Our solutions vary from project-based activity involving one agency to long-term, fully integrated campaigns created by multiple IPG agencies working together. With offices in over 100 countries, we can operate in a single region or deliver global integrated programs.

The role of our holding company is to provide resources and support to ensure that our agencies can best meet clients' needs. Based in New York City, our holding company sets company-wide financial objectives and corporate strategy, establishes financial management and operational controls, guides personnel policy, directs collaborative inter-agency programs, conducts investor relations, manages corporate social responsibility programs, provides enterprise risk management and oversees mergers and acquisitions. In addition, we provide certain centralized functional services that offer our companies operational efficiencies, including accounting and finance, executive compensation management and recruitment assistance, employee benefits, marketing information retrieval and analysis, internal audit, legal services, real estate expertise and travel services.

## Our Brands

Interpublic is home to some of the world's best-known and most innovative communications specialists. We have three global networks: McCann Worldgroup, Foote, Cone & Belding ("FCB") and MullenLowe Group, which provide integrated, large-scale advertising and marketing solutions for clients. Our global media services companies include UM and Initiative, which operate under the IPG Mediabrands umbrella. We also have a range of best-in-class global specialized communications assets as well as premier domestic integrated and digital agencies that are industry leaders.

- McCann Worldgroup is a leading global marketing solutions network comprised of agencies that emphasize creativity, innovation and performance. McCann Erickson is one of the world's largest advertising agency networks; MRM//McCann conducts digital marketing and relationship management; Momentum oversees event marketing and promotion; McCann Health directs professional and consumer healthcare communications; and Craft Worldwide is the network's global adaptation and production arm. UM (media), Weber Shandwick (public relations) and FutureBrand (brand consulting) align with McCann Worldgroup to deliver fully integrated solutions.
- FCB is a global, fully integrated marketing communications company focused on changing consumer behavior for the benefit of their clients, colleagues and communities. With more than 8,000 people from 120 offices in 80 countries, the network brings a strong understanding of local markets and cultures while continuing a heritage of creativity and success dating from 1873. The company has its roots in both creative, brand-building consumer advertising and behavioral, data-driven direct marketing.
- MullenLowe Group is a creatively-driven integrated marketing communications network with

a strong entrepreneurial heritage and challenger mentality. The network comprises a global creative boutique of distinctive diverse agencies, rich in local culture with both intimacy and scale, present in more than 65 markets with over 90 offices. With an integrated, hyperbundled operating model, MullenLowe Group consists of global brands including MullenLowe (full-service), MullenLowe Profero (integrated digital marketing), MullenLowe Mediahub (media and communications planning and buying) and MullenLowe Open (behavior-driven activation, customer relationship management (CRM) and shopper marketing). MullenLowe Group consistently ranks among the most-awarded creative and effective agency networks in the world.

- IPG Mediabrands makes investment decisions for tens of billions of dollars of client marketing budgets. Its global full-service media agencies, UM and Initiative, deliver business results by advising clients on how to navigate an increasingly complex and digital marketing landscape through integrated, intelligence-driven marketing strategies. Specialist brands within IPG Mediabrands focus on areas such as media innovation, media forecasting, the targeting and aggregation of audiences in the digital space, and a range of other capabilities, including mobile, search, data and analytics, branded content, programmatic, barter and out-of-home media.
- We also have exceptional global marketing specialists across a range of disciplines. Our industry-leading public relations agencies such as Weber Shandwick and Golin have expertise in every significant area of communication management. Jack Morton is a global brand experience agency, and FutureBrand is a leading brand consultancy. Octagon is a global sports, entertainment and lifestyle marketing agency. Our digital specialist agencies, led by R/GA, Huge and MRM//McCann, are among the industry's most award-winning digital agencies. Our premier healthcare communications specialists reside within our global creative networks.
- Our domestic integrated independent agencies include some of advertising's most recognizable and storied agency brands, including Carmichael Lynch, Deutsch, Hill Holliday and The Martin Agency. The marketing programs created by these agencies incorporate all media channels, CRM, public relations and other marketing activities and have helped build some of the most powerful brands in the U.S., across all sectors and industries.
- We list approximately 90 of our companies on our website under the "Our Agencies" section, with descriptions, case studies, social media channels and office locations for each. To learn more about our broad range of capabilities, visit our website at [www.interpublic.com](http://www.interpublic.com). Information on our website is not part of this report.

# General Standard Disclosures: Organizational Profile

<b>GRI Indicator</b>	<b>G4-6</b>	<b>Reporting Level</b>	
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Report the number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report.



- IPG agencies are located in over 100 countries, including every significant world market.
- In recent years, IPG has made significant investments in Brazil and India, further strengthening their leadership position in these high-growth, developing markets.
- IPG also holds a majority stake in the Middle East Communication Networks (“MCN”), MCN is headquartered in Dubai, with 65 offices across 14 countries. In China, IPG continues to invest organically in the talent of our agency brands.
- Interpublic group is headquartered in New York City, with Corporate Offices in the U.S. and Europe.

## Headquarters

New York  
909 Third Avenue  
New York, NY 10022  
United States  
Phone: (212) 704-1200

## Regional office US.

Nebraska  
13801 FNB Parkway  
Omaha, NE 68154  
United States  
Phone: (402) 965-4800

## Regional Office Europe

London  
3 Grosvenor Gardens  
London, SW1W 0BD  
England  
Phone: 44 (0) 20 7082 0120

# General Standard Disclosures: Organizational Profile

GRI Indicator	G4-7	Reporting Level	
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Report the nature of ownership and legal form

IPG is a publicly traded company. Details regarding the nature of ownership of Interpublic Group may be found within the Annual Report and the Annual Form 10K- Item 1 Business

[http://investors.interpublic.com/phoenix.zhtml?c=87867&p=irol-sec&secCat01.3\\_rs=81&secCat01.3\\_rc=10](http://investors.interpublic.com/phoenix.zhtml?c=87867&p=irol-sec&secCat01.3_rs=81&secCat01.3_rc=10)

# General Standard Disclosures: Organizational Profile

GRI Indicator

G4-8

Reporting Level



Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).

We are one of the world’s premier global advertising and marketing services companies. Through our 50,100 employees in all major world markets, our companies specialize in consumer advertising, digital marketing, communications planning and media buying, public relations and specialized communications disciplines. Our agencies create customized marketing programs for clients that range in scale from large global marketers to regional and local clients. Comprehensive global services are critical to effectively serve our multinational and local clients in markets throughout the world as they seek to build brands, increase sales of their products and services, and gain market share.

From Part 1, Item 1, Business Section of 10k

Our agencies are located in over 100 countries, including every significant world market. Our geographic revenue breakdown is listed below.

% of Total Revenue			
	2015	2014	2013
<b>Domestic</b>	58.8%	55.5%	55.8%
<b>United Kingdom</b>	9.0%	9.1%	8.0%
<b>Continental Europe</b>	9.2%	10.7%	11.2%
<b>Asia Pacific</b>	12.0%	12.2%	12.2%
<b>Latin America</b>	5.0%	6.2%	6.5%
<b>Other</b>	6.0%	6.3%	6.3%

# General Standard Disclosures: Organizational Profile

GRI Indicator

G4-9

Reporting  
Level



Our agencies are located in over 100 countries, including every significant world market. Our geographic breakdown is listed below.

% of Total Revenue			
	2015	2014	2013
Domestic	58.8%	55.5%	55.8%
United Kingdom	9.0%	9.1%	8.0%
Continental Europe	9.2%	10.7%	11.2%
Asia Pacific	12.0%	12.2%	12.2%
Latin America	5.0%	6.2%	6.5%
Other	6.0%	6.3%	6.3%

Consolidated Revenues -- Year Ended December 31 (in Millions)

Year Ended December 31 (in millions)	
2015	\$7,613.8
2014	\$7,537.1
2013	\$7,122.3

# General Standard Disclosures: Organizational Profile

GRI Indicator

G4-10

Reporting  
Level



## IPG Employees

*Note this response is cross-referenced for G4-10, G4-LA1, G4-LA2, G4-LA10, and G4-LA11*

Ours is a talent-driven business and our employees are our most important asset. We understand that to be successful in a creative industry, it is key that our employee base reflects the diversity of our clients' consumers, and that we ensure a workplace that encourages and accepts diversity.

IPG began its formal diversity and inclusion (D&I) commitment more than a decade ago and was the first company in our industry to hire a dedicated Director of Diversity and Inclusion. To ensure accountability, our executives' compensation is linked to their agencies' performance on diversity and inclusion and we have instituted a comprehensive company-wide diversity and inclusion program. D&I initiatives include our business resource groups that develop career-building programs, as well as training around topics like unconscious bias. We are also unique in our industry in that we regularly measure the inclusiveness of our culture with a company-wide climate for inclusion survey. IPG has received numerous honors for its diversity and inclusion programs. These include the 2016 Champions of Diversity Exemplary Best Practices Award from the New York Urban League, eight 100 percent scores on the Corporate Equality Index, an annual survey by the Human Rights Campaign (HRC) ranking companies based on their policies and practices relating to gay, lesbian, bisexual and transgender employees and recognition for gender diversity on our board by the Women's Forum of New York.

The information in this section focuses on the composition of our workforce as well as how our employees are trained through our varied and robust development programs.

### G4-10 and G4-LA1

**Report the total number of employees by employment contract and gender, number of permanent employees by employment type and gender, total workforce by employees and supervised workers and by gender, the total workforce by region and gender, report whether a substantial portion of the organizations work is performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors, report any significant variations in employment numbers**

### **Total number and rates of new employee hires and employee turnover by age group, gender and region**

Since we began our formal D&I programs in 2005, IPG's workforce demographics in the U.S. have changed dramatically. Through 2015, there has been an improvement of more than 55% within African American, Hispanic and Asian minority groups in the "Officials and Managers" category.

IPG exceeded the U.S. Ad Industry External Workforce Benchmark in both "Officials and Managers" and "Professionals" categories for women and total minorities in 2015, the most recent annual filing.

Additional results from IPG's 2015 workforce data show that:



- Minorities make up 19% of US "Officials and Managers," an increase of 94% since 2005.
- The "Professional" talent base is 26% minority, an increase of 35% since 2005.
- Women make up 54% of all the company's managers – including executive, senior and first & mid-level management – an increase of 16% since 2005.

#### **G4-LA2**

##### **Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation**

Full-time and part-time employees working 20 hours or more on a regular basis receive a full range of medical benefits.

For the temporary employee population, an employee must work an average of 30 hours per week or more over a 12-month period in order to be eligible for the IPG Medical plan only. They are excluded from all other benefits.

We do not make a distinction by location, if an employee is on the IPG payroll and meets the requirements, they are offered benefits.

#### **G4-LA10**

##### **Programs for Skills Management and Lifelong Learning That Support the Continued Employability of Employees and Assist Them in Managing Career Ending**

Recruiting, retaining and promoting great talent is key to our long-term success. Skills training and executive development are important components of how we work with our people to ensure their success and the continued success of IPG.

##### **Educational Assistance**

IPG encourages and financially supports continuing education and development programs that meet the career goals of our employees which are aligned with the needs of our business. Regular full-time and part-time employees can achieve professional career goals through taking job-related courses at an accredited school, college or university and be reimbursed for up to 75 percent of the tuition expenses. Whether taking a standalone course or making a commitment to a bachelors or masters degree program, attending traditional-style classes or non-traditional (e.g., on-line or accelerated) programs, employees and their managers work together to support development.

##### **Individual Department Training**

It is critical for employees to maintain required credentials, gain skills with new technologies, manage department change, keep up with role-specific information, and onboard to new roles. Whatever the situation, individual departments provide training through a variety of means including staff meetings, global conferences, in-house speakers, periodicals/online services and colleague-to-colleague instruction.

##### **Skills-Building Training**

IPG offers managers and employees skill-building training via live classroom and live and recorded webcasts for employees across the globe to enhance foundational skills including coaching, interviewing, project management, workplace respect, communication, conflict resolution, customer service and performance management. Our training programs aim to educate employees on core competencies and empower participants to bring to life such skills in the workplace.

##### **Global Training**

Operating ethically and with the highest standards of integrity is critical to our continued success. IPG's Code of Conduct forms the basis of how we interact with each other, with our vendors and with our clients. Each year, IPG provides employees with training on the Code of Conduct, and highlights different topics of particular importance to focus on during these trainings.

### **IPG Leadership Lab**

The IPG Leadership Lab is a selective global executive development program for senior-level leaders within IPG agencies. The program draws high potential executives from across IPG and provides an intensive leadership development experience featuring in-market immersion, engagement with IPG executives, cross-agency peer coaching, and personal leadership feedback and planning. Held yearly since 2013, the IPG Leadership Lab has strengthened agency leadership while enhancing collaboration across IPG.

### **Internship Program**

The IPG Internship program offer students meaningful projects that provide an introduction to our industry while also developing a highly-valued future talent pool. Interns are provided with the tools and guidance that allow their roles to be “hands on” educational experiences. Working with knowledgeable mentors, interns gain exposure to a broad range of processes and new technologies as well as substantive knowledge about our industry. Internships are offered during the summer and in a limited number of areas, year round.

### **Transition Assistance**

IPG provides employees with support, as needed, through myriad transitions that take place over the employment life cycle (e.g., transitioning to a new role, transitioning back to work from a leave of absence or transitioning to retirement). This might include retirement and financial planning resources, coaching and career guidance, work-life balance resources and flexible work arrangements.

**IPG Learning & Development Site** - This site provides a wealth of diverse online courses and provides resources at employees' fingertips. There are multiple skill-building courses offered on management and leadership, performance management, writing & communication, diversity & inclusion, customer service, project management and personal development. Also offered are a wide variety of technical courses. Many of these courses are offered in multiple languages to meet the needs of our global population; languages include Mandarin, Japanese, Italian, German, French, Portuguese, and Spanish. The site also hosts numerous thought-provoking resources including articles, videos and free webinars addressing diverse topics.

**Managing Day-to-Day series** - This interactive, scenario-based live webcast series complements our “Managers Quick Reference Guide: Managing Day-to-Day Employment Issues,” a resource for our IPG Corporate managers. The series addresses a multitude of management topics and participating managers are asked what they would do in certain situations. Then our Human Resources and Legal experts offer their perspectives. “Managing Day-to-Day” resources can also be found on our IPG Learning & Development Site.

**MyLead** - MyLead is an IPG enterprise-wide offered program, targeting senior managers for leadership development. It is an interactive leadership immersion experience which includes business simulation and real-time executive coaching. The program is designed to develop areas of responsibility that are most relevant to leadership roles in our industry and include Business Leadership, Client Leadership, and People Leadership.

**The Art and Science of Leadership (TASL)** - Like MyLead, TASL is an IPG enterprise-wide offering. This offering targets newer managers or those who need to further develop their core management skills. TASL participants learn key facets of leadership via an on-line, interactive experience. Participants are also involved in business simulations in which they face realistic skill challenges. An executive coach partners with each participant to discuss

his/her activities, provides the participant with specific behavioral feedback, helps plan for future development, and helps the participant to apply the new skills back at work.

#### **G4-LA11**

#### **Percentage of employees receiving regular performance and career development reviews, by gender and by employee category**

Performance Management - IPG advocates for all employees to actively participate and invest in performance management. Aligning individual goals with organizational objectives not only allows employees to better understand what is expected of them and how important their contributions are to the business, but it also empowers them to champion their own personal development. Our corporate process is guided by a new ePerformance on-line tool. The tool is a catalyst to promote discussion between managers and employees about personal and business goals, development plans and career aspirations. Two thirds of IPG employees actively participate in our on-line performance management process.

# General Standard Disclosures: Organizational Profile

<b>GRI Indicator</b>	<b>G4-11</b>	<b>Reporting Level</b>	
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Report the percentage of total employees covered by collective bargaining agreements

The percentage of IPG employees covered by collective bargaining is zero - 0 percent.

We have not had any labor union organizing activity at our offices in the United States, nor do we have any employees in the US who are covered by collective bargaining agreements. Many of our offices in Europe do have Works Councils - and IPG management teams at these offices work collaboratively and cooperatively with the Works Councils as applicable.

# General Standard Disclosures: Organizational Profile

GRI Indicator

G4-12

Reporting  
Level



Each year, IPG spends over \$2 billion on products and services from more than 75,000 suppliers around the world.

The Global Sourcing & Procurement (GS&P) function at IPG leverages the collective buying power of all of our agencies across the world and applies a disciplined approach to sourcing and procurement in the categories where we have significant spend, including pass thru spend.

GS&P follows a standard strategic sourcing process. Included in the process is a due diligence phase during which we assess a number of key criteria, including the financial strength, capabilities, capacity, quality of products and services, commitment to diversity and sustainability, and the total cost of ownership associated with suppliers we do business with. Read more about this in our Supplier Code of Conduct which can be accessed at the following link:

<http://www.interpublic.com/about/corporate-governance><http://www.interpublic.com/about/corporate-governance>.

Supplier diversity and sustainability are a key component of our strategic sourcing process and our current and potential clients are highly interested in our approach. We are firmly committed to providing an inclusive environment for minority- and women-owned businesses.

On an ongoing basis, we conduct business review meetings with our key suppliers during which we discuss the feedback we have received from our business units regarding the supplier's performance. In conjunction with supplier reviews, we continually assess the competitive landscape within each of our key supplier verticals. Based upon the feedback received from the business units and the competitive landscape, RFP timelines are established to ensure IPG agencies and clients are receiving best-in-class service and pricing.

IPG understands that suppliers are independent entities, but the business practices and actions of a supplier may significantly impact and/or reflect upon us, our reputation and our brands, which are among most important assets. Because of this, and because we are committed to operating sustainably, IPG expects all suppliers and their employees, agents and subcontractors (their representatives) to adhere to the IPG Code of Conduct <http://www.interpublic.com/about/corporate-governance> while they are conducting business with and/or on behalf of IPG.

# General Standard Disclosures: Organizational Profile

GRI Indicator

G4-13

Reporting  
Level



Interpublic Group of Companies is a New York Stock Exchange-listed company whose shares are owned by millions of individual and institutional investors. There has been no significant change in the stock ownership of IPG in recent years.

There have been no significant changes in the structure of the IPG supply chain or relationships with suppliers. IPG's relationships with suppliers are governed by our [Supplier Code of Conduct](#) which asks that IPG suppliers follow the IPG Code of Conduct. In addition, and as indicated in the Supplier Code, IPG expects that its suppliers share the same social responsibility as IPG with regards to sustainability, diversity, human rights and equal opportunity in the workplace.

During 2015, we completed five acquisitions, four of which were included in the Integrated Agency Networks ("IAN") operating segment and one of which was included in the Constituency Management Group ("CMG") operating segment. All acquired agencies have been integrated into one of our global networks or existing agencies. The most significant acquisitions include a full-service digital agency in the U.K., a group of creative marketing agencies based in Russia, and a media planning and buying agency with significant digital capabilities in Canada. During 2015, we recorded approximately \$61.0 of goodwill and intangible assets related to our acquisitions.

During 2014, we completed eight acquisitions, six of which were included in the IAN operating segment and two of which were included in the CMG operating segment. All acquired agencies have been integrated into one of our global networks or existing agencies. The most significant acquisitions included a global full-service digital agency, a digital agency in the United States and a search marketing agency in the Netherlands. During 2014, we recorded approximately \$185.0 of goodwill and intangible assets related to these acquisitions.

During 2013, we completed eleven acquisitions, nine of which were included in the IAN operating segment and two of which were included in the CMG operating segment. All acquired agencies have been integrated into one of our global networks or existing agencies. The most significant acquisitions included a full-service digital agency in India, a full-service agency in the U.K. and a public relations consultancy in India. During 2013, we recorded approximately \$97.0 of goodwill and intangible assets related to these acquisitions.

## Acquisition Strategy

A disciplined acquisition strategy, focused on high-growth capabilities and regions of the world, is one component of growing our services in today's rapidly-changing marketing services and media landscape. When an outstanding resource or a strong tactical fit becomes available, we have been opportunistic in making tuck-in, niche acquisitions that enhance our service offerings. We will continue to focus on digital and marketing services agencies throughout the world and on key international growth markets.

In recent years, IPG has acquired agencies across the marketing spectrum, including firms specializing in digital, mobile marketing, social media, healthcare communications and public relations, as well as agencies with full-service capabilities. These acquired agencies have been integrated into one of our global networks or specialist agencies. In 2015, IPG's acquisitions included a full-service digital agency in the U.K., the Russian creative agencies previously owned by ADV and a media and planning buying agency with significant digital capabilities in Canada.

Source: 2015 Annual Report 10K

# General Standard Disclosures: Organizational Profile

GRI Indicator

G4-15

Reporting  
Level



List externally developed economic, environmental and social charters, principles or other initiatives to which the organization subscribes or which it endorses

IPG takes its role as a corporate citizen seriously. We are a signatory of the United Nations Global Compact, an initiative that encourages companies to align strategies and operations with universal principles on human rights, labor, environment and anti-corruption, and to report on the actions the company takes to advance these societal goals. Additionally, we are founding members of Collectively.org, an online platform dedicated to encouraging young people to take action against climate change.

We also aim to strengthen our communities through the work we are doing that helps to protect the long-term health of the environment, as well through the work our agencies are doing in the areas of sustainability, community impact and diversity. Every day, around the world, teams from our agencies are working in their local markets on projects that include [showcasing simple and effective ways to save energy](#), [raising awareness about domestic violence](#) and [working to eradicate polio around the world](#)

Each year IPG contributes financially as well as through in-kind donations to many organizations focused on economic justice, environmental, health and social impact, that have a positive impact on the communities where our employees live and work. Below is a list of some of the organizations to which IPG has contributed during the past year.

Advertising Educational Foundation  
Advertising Women of New York  
American Advertising Federation  
American Jewish Committee  
Baruch College Fund  
Catalyst  
Central Park Conservancy  
Coalition for the Homeless  
Committee Encouraging Corporate Philanthropy  
Committee to Protect Journalists  
Epilepsy Foundation of Metropolitan New York  
Hoboken Family Alliance  
Holy Apostles Soup Kitchen  
James Lenox House Association  
Lincoln Center Corporate Fund  
Michael J. Fox Foundation  
Naomi Berrie Diabetes Center  
National Academy Foundation  
National Center on Addiction and Substance Abuse  
New York City Center  
New York City Outward Bound Center  
New York Presbyterian Hospital  
New York Women in Communications  
Partnership for New York City Foundation  
Partnership with Children, Inc.  
Pratt Institute  
Ron Brown Scholar Fund  
Ronald McDonald House Charities, Inc. (Chicago)  
Ronald McDonald House of New York



STRIVE

Syracuse University

T. Howard Foundation

The Advertising Council, Inc.

The American Hospital of Paris Foundation

The Barbara Bush Foundation for Family Literacy, Inc.

The Fund for Public Schools

The Lustgarten Foundation

The New York Pops

The One Club for Art & Copy

The Paley Center for Media

Whitney Museum of American Art

World Meeting of Families

Year Up, Inc.

# General Standard Disclosures: Organizational Profile

GRI Indicator

G4-16

Reporting Level



IPG and its agencies support numerous national and international advocacy organizations that are strategic to our business. A representative list is below.



## INTERPUBLIC GROUP MEMBERSHIPS OF ASSOCIATIONS AND ORGANIZATIONS

Organization	Agency	Position
30 Club	MullenLowe London	Board Member
AA Council	MullenLowe London	Board Member
ActionAid	Weber Shandwick	Trustee
Adcraft Club of Detroit	Campbell Ewald	Board Member
AdFed	Carmichael Lynch	Board Member
Ad Ops	MAGNA	Advisory Council
Advertising Club of New York	Initiative	Board Member
Advertising Council	Campbell Ewald, FCB, Initiative, McCann, MullenLowe US, R/GA, Weber Shandwick	Board Member, Contributor, Council Member
Advertising Educational Foundation	Deutsch, IW Group, McCann, R/GA, Weber Shandwick	Board Member
American Association of Advertising Agencies (4As)	Campbell Ewald, Carmichael Lynch, Deutsch, FCB, Golin, Identity, Initiative, IPG Mediabrands, Magna, MullenLowe London, MullenLowe US, The Martin Agency, Rapport, R/GA, Society, Tierney, UM, Weber Shandwick	Board Member, Committee Member, Member
American Library Association	Huge	Committee Member
American Marketing Association	Carmichael Lynch	Member
Annual Advertising Hall of Fame	FCB	Committee Member
Arthur W. Page Society	Golin, IW Group, Weber Shandwick	Member
Asian & Pacific Islander American Chamber of Commerce & Entrepreneurship	IPG, IW Group	Board Member, National Chairman
Asian & Pacific Islander American Scholarship Fund	IW Group	Advisory Council
Asian American Advertising Federation	IW Group	Board Member
Asian Americans Advancing Justice	IW Group	Board Member
Asian Real Estate Association of America	IW Group	Advisory Council
Asociación Ecuatoriana de Agencias de Publicidad (AEAP)	MullenLowe Delta Ecuador	Member
Association of the British Pharmaceutical Industry (ABPI)	Virgo Health	Member
BalletX	Tierney	Board Member

## INTERPUBLIC GROUP MEMBERSHIPS OF ASSOCIATIONS AND ORGANIZATIONS

Organization	Agency	Position
BAM	R/GA	Board Member
Berlin School	R/GA	Board Member
BIMA, A MITX Organization	MullenLowe Profero, MullenLowe US	Committee Member
Brand Activation Association	FCB/RED, FCB X	Board Member
Cabiney Office	MullenLowe London	Council Member
California Asian Pacific American Chamber of Commerce	IW Group	Board Member
Canadian Foundation for Pharmacy	McCann Health	Executive Committee
CARITAS Metro Richmond	The Martin Agency	Board Member
Center for Asian American Media	IW Group	Board Member
Center for Asian Pacifics United for Self-Empowerment	IW Group	Board Member
Center for Plain Language	McCann	Board Member
Cerebral Palsy Alliance Research Foundation	IPG Mediabrands	Board Member
Chicago Association of Direct Marketing	FCB Chicago	Board Member
Chicago Foundation for Women	FCB / RED	Board Member
Chicago Ideas Week	FCB	Board Member
Chicago Public Library Foundation	FCB Chicago	Board Member
Circulo Uruguayo de Publicidad	MullenLowe SSP3	Board Member, Member
Circumnavigators Foundation	Weber Shandwick	Trustee
City and County of San Francisco – Mayor’s Small Business Advisory Council	IW Group	Member
City Center	McCann	Board Member
Civil Institute of Advertising Auto-regulation (ICAP)	FCB	Board Member
Clinton Global Initiative Disability Working Group	Weber Shandwick	Member
Coalition for Asian Pacifics in Entertainment	IW Group	Board Member
College for Creative Studies	Campbell Ewald	Board Member
ColorComm	Weber Shandwick	Board Member
Committee of Advertising Practice (CAP)	MullenLowe London	Advisory Board
Conservation Lands Foundation	Cassidy & Associates	Board Member
Council on Foreign Relations	Weber Shandwick	Member
Creative Alliance	Huge	Committee Member
DePaul University	Golin	Board Member
Digital Media Group	MullenLowe Profero	Advisory Board
DMA	FCB Chicago	Board Member
D-Show	McCann	Chairman
Duke Global Health Institute	Weber Shandwick	Board Member
Earth University	The Martin Agency	Board Member
East-West Players	IW Group	Board Member
Economic Club	FCB Chicago	Member
Epilepsy Foundation of America	Carmichael Lynch	Board Member
European Sponsorship Association	Octagon	Committee Member
Executives Club	FCB Chicago	Member
Experian Client Advisory Board	FCB Chicago	Member
Facebook Creative Council	R/GA	Board Member
Financial Executives International	Golin	Board Member

## INTERPUBLIC GROUP MEMBERSHIPS OF ASSOCIATIONS AND ORGANIZATIONS

Organization	Agency	Position
Forbes Agency Council	Carmichael Lynch	Member
Fred's Footsteps	Tierney	Board Member
Fort Hays State University Entrepreneurship Advisory Council	IW Group	Member
Futures & Options	IPG Mediabrands	Board Member
GAIN/USAID	McCann Health	Consulting Advisor
Girl Scouts of Eastern PA	Tierney	Board Member
Good Care Group	MullenLowe London	Advisory Board
Goodman Theatre	Golin	Board Member
Greater West Point YMCA	The Martin Agency	Board Member
Guldägen Award	Weber Shandwick	Jury Member
Hugo Group	FCB	Member
IAC Video Excellence Council	Initiative	Board Member
IAB	Ansible, Deutsch, FCB, UM	Board Member, Committee Member
IAB Uruguay	MullenLowe SSP3	Member
I-COM Chief Data Officer Council	Huge	Member
Institute for Public Relations (IPR)	Golin	Board Member
Institute of Advertising Singapore	McCann	Committee Member
Institute of Communications and Advertising (ICA), Canada	Weber Shandwick	Board Member
Institute of Directors	FCB	Member
Institute of Practitioners in Advertising (IPA)	FCB, Initiative, Mediabrands Insights, MullenLowe London, Rapport	Member, President
International Advertising Association	McCann	Committee Member
International Pharmaceutical Federation (FIP)	McCann Health	Board Member
International Society for Medical Publication Professionals (ISMPP)	Virgo Health, McCann Health	Board Member
Internet and Mobile Marketing Association of the Philippines	McCann	Committee Member
IPG Media Futures Group	Initiative, UM	Committee Member
Japan Advertising Agency Association	McCann	Committee Member
Japanese American Citizens League	IW Group	Board Member, Officer
Japanese American Cultural & Community Center	IW Group	Board Member
Japan Magazine Advertising Association	McCann	Committee Member
JNBA	Carmichael Lynch Relate	Advisory Board
Kingston University Marketing Experts Committee	MullenLowe London	Committee Member
Korean Youth and Community Center	IW Group	Board Member
LAGRANT Foundation	IW Group, Weber Shandwick	Board Member
Main Line Health	Tierney	Board member
Make-A-Wish Foundation of Japan	McCann	Committee Member
Marcus Graham Project	FCB	Board Member
Marketing Society	MullenLowe Profero	Board Member
Marwen	FCB	Board Member
MassART	MullenLowe US	Advisory Board
Meet Minneapolis, Convention and Visitors Association	Carmichael Lynch Relate	Board Member

## INTERPUBLIC GROUP MEMBERSHIPS OF ASSOCIATIONS AND ORGANIZATIONS

Organization	Agency	Position
Miami Ad School	R/GA	Board Member
Minneapolis Community Alliance	Carmichael Lynch Relate	Member
Minneapolis Downtwon Council	Carmichael Lynch Relate	Committee Member
Mpls. MadWomen	Carmichael Lynch	Member
Museum of Food and Drink	IW Group	Board member
NABS	Dailey	Board Member
National 4-H Council	Dailey	Board Member
National Association of Asian American Professionals	IW Group	Board Member
National Kidney Foundation	Initiative, McCann	Board Member
NationSwell	FCB	Council Member
Netbase Customer Advisory Board	Carmichael Lynch Relate	Advisory Board
New York Women in Communications (NYWICI)	Weber Shandwick	Board Member
NYU Tisch School of Fine Arts	R//GA	Board Member
OCA National	IW Group	Advisory Council
Off the Street Club	FCB / RED	Board Member
One Club	Deutsch, FCB, The Martin Agency, R/GA	Board Member, Member
One Million Degrees	FCB	Board Member
Paley Center for Media	McCann	Member
Parsons new School of Design	R/GA	Board Member
Pathology Quality and Clinical Governance Committ	Viergo Health	Committee Member
PBS	IW Group	Board Member
Philadelphia Ad Club	Tierney	Member
Philadelphia Ad Council	Tierney	Member
Philadelphia Art Museum	Tierney	Corporate Sponsor
Pilobolus Dance Theater	R/GA	Board Member
PMI	McCann	Board Member
Portuguese Association of Advertising, Communication and Marketing Agencies (APAP)	FCB	Board Member
PR Council	Current, Golin	Board Member
PRSA Foundation	Carmichael Lynch Relate, Weber Shandwick	Board Member
PRSA Los Angeles	Golin, IW Group	Board Member, Member
RADA	MullenLowe London	Board Member
Ron Brown Scholar Program	Weber Schandwick	Advisory Board, Chairman
Ronald MacDonald House of New York	McCann	Board Member
Roosevelt University	Golin	Board Member
Route - The audience Research Body for Outdoor Advertising	Rapport	Board Member, Committee Member
Save the Children	FCB	Board Member
Spanbild Holdings Ltd	FCB	Board Member
Sports Backers	The Martin Agency	Board Member
Stanford School of Earth, Energy & Environmental Sciences	Cassidy & Associates	Board Member

## INTERPUBLIC GROUP MEMBERSHIPS OF ASSOCIATIONS AND ORGANIZATIONS

Organization	Agency	Position
Super Bowl 52	Carmichael Lynch Relate	Committee Member
Swedish Association of Communications Agencies Diversity Initiatives	Weber Shandwick	Lead
Sydney Marketing Society	Reprise	Member
Techfront Australia Pty Ltd.	FCB	Board Member, Chairman
The Advertising Club	Deutsch, MullenLowe US	Trustee Member
The BrandLab	Carmichael Lynch	Board Member
The Christie NHS Trust	McCann Health	Board Member
The College of New Jersey Foundation	Weber Shandwick	Board Member
The Foundation for Excellence in Women's Health Care	FCB	Board Member
The Greater Philadelphia Chamber of Commerce	Tierney	Board Member
The Greater Richmond Chamber	The Martin Agency	Board Member
The IAB	R/GA	Board Member
The International Radio & TV Society Foundation	IPG Mediabrands	Board Member
The National Institute for Health and Care Excellence (NICE)	Virgo Health	Board Member
The Path to Purchase Institute	FCB/RED	Member
The Performance Theatre's Inspired Leadership Award	Weber Shandwick	Committee Member
The Seminar	IW Group, Weber Shandwick	Member
The United Way of Southeastern PA and Southern New Jersey	Tierney	Board Member, Committee Member
Tokyo Advertising Health Insurance Association	McCann	Committee Member
UN Commission on Lifesaving Commodities for Women and Children	McCann Health	Member
UN Every Woman Every Child Initiative	McCann Health	Supporting Member
UN Foundations Communications Corps Advisory Panel	McCann Health	Advisory Panel
UN Private Sector Constituency of the Partnership for Maternal, Newborn and Child Health	McCann Health	Member
UN Program for Private Sector Partnerships	McCann Health	Supporting Member
UNC School of Media and Journalism	FCB	Board Member
Unión Colombiana de Empresas Publicitarias – Colombian Association of Advertising Agencies (UCEP)	MullenLowe SSP3)	Board Member
Union of French Media Agencies (UDECAM)	IPG Mediabrands	Member
University of Florida Public Relations Advisory Council	IW Group	Member
University of Minnesota Journalism School	Carmichael Lynch Relate	Member
University of Southern California PR Advisory Council	Golin, IW Group	Member
University of Wisconsin	Golin	Board Member
U.S. African Development Foundation	Weber Shandwick	Chairman of Advisory Board
USAID Advisory Committee on Voluntary Foreign Aid	Weber Shandwick	Chairman of Advisory Committee
VCU Brandcenter	FCB	Board Member
VCU Roberson School of Media & Culture	The Martin Agency	Advisory Board

## INTERPUBLIC GROUP MEMBERSHIPS OF ASSOCIATIONS AND ORGANIZATIONS

Organization	Agency	Position
Venture Richmond	The Martin Agency	Board Member
Virginia Commonwealth University	R/GA	Board Member
Virginia Film Festival	The Martin Agency	Board Member
Virginia Tech Department of Communication	The Martin Agency	Board Member
Virginia Tech Pamplin College of Business	FCB	Board Member
WACL	MullenLowe London	Committee Member
Warehouse Project & Gallery	FCB Chicago	Board Member
Western Connecticut State University Marketing Advisory Council	IW Group	Member
Winston Fletcher	MullenLowe London	Board Member
YMCA Arts and Letters Foundation	Initiative	Board Member
Young Presidents Organization	The Martin Agency	Member
YPO Washington DC	HUGE	Committee Member
Zero Touch Digital	The Martin Agency	Advisory Board

# General Standard Disclosures: Governance

GRI Indicator	G4-34	Reporting Level	
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Report the governance structure of the organization, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts

Information on the governance structure of IPG including the committees of the highest governance body which are responsible for decision-making on economic, environmental and social impacts can be found in the "Corporate Governance" section starting on page 9 of our 2016 Proxy Statement here:

<http://investors.interpublic.com/phoenix.zhtml?c=87867&p=irol-sec>

Detailed charters for several important IPG board committees can be found on the IPG website in the [Corporate Governance Section](#):

Audit Committee Charter

Corporate Governance Committee Charter

Compensation Committee Charter



# General Standard Disclosures: Ethics & Integrity

GRI Indicator

G4-56

Reporting  
Level



Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics

Interpublic's [Code of Conduct](#) forms the foundation of how we interact with one another, with our vendors and with our clients. It helps ensure that we operate ethically and transparently as we perform our jobs. Each year, employees are required to take a course that reviews the code and focuses on particularly relevant topics in the code. We have had great success with employee participation in these courses. Participation rates for the past two years follow:

For 2014 Code of Conduct:

98%, 40,433 out of 41,459

For 2015 Code of Conduct:

98%, 42,209 out of 43,249

# General Standard Disclosures: Identified Material Aspects & Boundaries

GRI Indicator	G4-17	Reporting Level	
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Please see Part I - Item 1, Business, page 2 of IPG 10K which can be accessed at the following link:

[http://investors.interpublic.com/phoenix.zhtml?c=87867&p=irol-sec&secCat01.3\\_rs=71&secCat01.3\\_rc=10&control\\_selectgroup=0](http://investors.interpublic.com/phoenix.zhtml?c=87867&p=irol-sec&secCat01.3_rs=71&secCat01.3_rc=10&control_selectgroup=0)

# General Standard Disclosures: Identified Material Aspects & Boundaries

<b>GRI Indicator</b>	<b>G4-18</b>	<b>Reporting Level</b>	
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- a. Explain the process for defining the report content and the Aspect Boundaries.
- b. Explain how the organization has implemented the Reporting Principles for Defining Report Content.

Interpublic completed a comprehensive materiality process with the assistance of The Governance & Accountability Institute, an independent third-party. IPG examined the importance of each GRI indicator and various sustainability issues to key important stakeholder groups including our peers, largest customers, employees and investors.

We then reviewed the results with an internal team of senior management to make the final decisions on what is considered to be material to Interpublic and its stakeholders.

Based on this process we selected our material aspects, indicators and report content.

We are continuing as an organization to engage with our stakeholders, and further examining what additional sustainability aspects are important to them and to our business.

In the future we will update the report content to include the results of these engagements and considerations as we continue to develop our sustainability program.

# General Standard Disclosures: Identified Material Aspects & Boundaries

<b>GRI Indicator</b>	<b>G4-19</b>	<b>Reporting Level</b>	
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<b>GRI Category</b>	<b>GRI Aspect</b>
<b>Economic</b>	Economic Performance Indirect Economic Impacts
<b>Environmental</b>	Energy Emissions Products & Services Transport Supplier Environmental Assessment
<b>Social / Labor Practices and Decent Work</b>	Employment Training & Education Diversity and Equal Opportunity Supplier Assessment for Labor Practices Labor Practices Grievance Mechanisms
<b>Social / Human Rights</b>	Investment Supplier Human Rights Assessment
<b>Social / Local Communities</b>	Anti-Corruption Public Policy Supplier Assessment for Impacts on Society

# Specific Standard Disclosures: Economic

GRI Indicator

G4-EC1

Reporting  
Level



## Direct economic value generated and distributed

Component	Guidelines	2015 <i>(in millions)</i>	2014 <i>(in millions)</i>	2013 <i>(in millions)</i>	2012 <i>(in millions)</i>	2011 <i>(in millions)</i>	Note
<b>Direct Economic Value Generated</b>							
a) Revenues	Net sales plus revenues from financial investments and sales of assets	\$ 7,613.8	\$ 7,537.1	\$ 7,122.3	\$ 6,956.2	\$ 7,014.6	Gross Revenue from 10-K
<b>Economic Value Distributed</b>							
b) Operating costs	Payments to suppliers, non-strategic investments, royalties, and facilitation payments	\$ 1,885.0	\$ 1,928.1	\$ 1,917.9	\$ 1,887.2	\$ 1,924.3	Office and general expenses from 10-K
c) Employee wages and benefits	Total monetary outflows for employees (current payments, not future commitments)	\$ 4,857.7	\$ 4,820.4	\$ 4,545.5	\$ 4,391.9	\$ 4,402.1	Salaries and related expenses from 10-K
d) Payments to providers of capital	All financial payments made to the providers of the organization's capital.	\$ 281.3	\$ 243.9	\$ 257.7	\$ 248.9	\$ 260.1	Interest expense and dividends from 10-K
e) Payments to government <sup>1</sup>	Gross taxes	\$ 231.9	\$ 103.9	\$ 111.8	\$ 95.7	\$ 102.0	Cash taxes from 10-K
f) Community Investments	Voluntary contributions and investment of funds in the broader community (includes donations)	n/a	n/a	n/a	n/a	n/a	Do not have this level of granularity
<b>Economic Value Retained</b>	Calculated as Economic value generated less Economic value distributed	\$ 357.9	\$ 440.8	\$ 289.4	\$ 332.5	\$ 326.1	Calculation

<sup>1</sup> The guidelines request cash taxes which is provided above

# Specific Standard Disclosures: Economic

GRI Indicator

G4-EC3

Reporting  
Level



## Coverage of the organization's defined benefit plan obligations

a. Where the plan's liabilities are met by the organization's general resources, report the estimated value of those liabilities.

b. Where a separate fund exists to pay the plan's pension liabilities, report:

- The extent to which the scheme's liabilities are estimated to be covered by the assets that have been set aside to meet them
- The basis on which that estimate has been arrived at
- When that estimate was made

c. Where a fund set up to pay the plan's pension liabilities is not fully covered, explain the strategy, if any, adopted by the employer to work towards full coverage, and the timescale, if any, by which the employer hopes to achieve full coverage.

d. Report the percentage of salary contributed by employee or employer.

e. Report the level of participation in retirement plans (such as participation in mandatory or voluntary schemes, regional or country-based schemes, or those with financial impact).

a. Where the plan's liabilities are met by the organization's general resources, report the estimated value of those liabilities.

- Please see form 10 K, "a" on page 68. 2015 10 K can be accessed at the following link: <http://investors.interpublic.com/phoenix.zhtml?c=87867&p=irol-sec>

b. Where a separate fund exists to pay the plan's pension liabilities, report:

- The extent to which the scheme's liabilities are estimated to be covered by the assets that have been set aside to meet them
  - Please see form 10 K, "b" on page 68. 2015 10 K can be accessed at the following link: <http://investors.interpublic.com/phoenix.zhtml?c=87867&p=irol-reportsannual>
- The basis on which that estimate has been arrived at
  - Please See (b.) on page 33 of 10K. 2015 10 K can be accessed at the following link: <http://investors.interpublic.com/phoenix.zhtml?c=87867&p=irol-reportsannual>
- When that estimate was made - All estimates are as of 12/31/15

c. Where a fund set up to pay the plan's pension liabilities is not fully covered, explain the strategy, if any, adopted by the employer to work toward full coverage, and the timescale, if any, by which the employer hopes to achieve full coverage.

- [See \(c.\) on page 71 of Form 10K.](#)

d. Report the percentage of salary contributed by employee or employer.

- We do not disclose this information
  - e. Report the level of participation in retirement plans (such as participation in mandatory or voluntary schemes, regional or country-based schemes, or those with financial impact).
- We do not disclose this information

# Specific Standard Disclosures: Economic

GRI Indicator

G4-EC8

Reporting  
Level



## Significant indirect economic impacts, including the extent of impacts

1. Report examples of the significant identified positive and negative indirect economic impacts the organization has. These may include:

- Changing the productivity of organizations, sectors, or the whole economy
- Economic development in areas of high poverty
- Economic impact of improving or deteriorating social or environmental conditions
- Availability of products and services for those on low incomes
- Enhancing skills and knowledge amongst a professional community or in a geographical region
- Jobs supported in the supply chain or distribution chain
- Stimulating, enabling, or limiting foreign direct investment
- Economic impact of change in location of operations or activities
- Economic impact of the use of products and services

Report the significance of the impacts in the context of external benchmarks and stakeholder priorities, such as national and international standards, protocols, and policy agendas.

Sustainability in all its forms – environmental responsibility, good corporate citizenship, ensuring socially-responsible business practices – is important and integral to the way we do business around the world.

In terms of suppliers, IPG IT actively assesses the credentials and qualifications of our partners and encourages them to adopt environmentally friendly policies. At IPG, we source from a wide base of suppliers to ensure economic advantage for our clients.

Each year, around the world, IPG agencies work to make a difference in the communities where our agencies operate. These projects can be seen on the [STRONGER](#) section of our website and include partnering with the [United Nations on furthering Sustainable Development Goal #6](#), access to clean water and sanitation, [working to eradicate polio in Pakistan](#) and [bringing awareness to domestic violence in Vienna](#).

In developing nations where IPG operates, IPG agencies, by the nature of their business, help local businesses to be more productive in terms of their marketing and promotional activities. IPG agencies in local markets around the world purchase goods and services from local businesses and entrepreneurs and, of course, employ individuals from local communities. All of these activities benefit the local economies where IPG agencies operate.



# Specific Standard Disclosures: Environment

<b>GRI Indicator</b>	<b>G4-EN3</b>	<b>Reporting Level</b>	
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G4-EN3 - Energy consumption within the organization

G4-EN6 - Reduction of energy consumption

G4-EN15 - Direct greenhouse gas (GHG) emissions (Scope 1)

G4-EN16 - Energy indirect greenhouse gas (GHG) emissions (Scope 2)

G4-EN19 - Reduction of greenhouse gas (GHG) emissions

G4-EN5 - Energy intensity

G4-EN18 - Greenhouse gas (GHG) emissions intensity

This year Interpublic has continued our journey of calculating GHG emissions by expanding our initial boundary to include offices in the United Kingdom. This is in addition to our original boundary which included our largest offices in North America. In North America we included all offices which are over 100,000 square feet and in the UK we included 90% of our leased facilities and 100% of our owned facilities. Our Scope 1 and Scope 2 calculations in North America were completed using Measurabl, the online sustainability data software, which aligns its carbon accounting algorithms to the WRI/WBCSD's [GHG Protocol, Revised Edition](#) methodologies. To calculate carbon emissions, we use US EPA e-Grid emissions factors for buildings within the United States and national-level emissions factors for buildings outside the United States.

To calculate our UK emissions we were supplied with an annual emissions report by Green Element. The calculations completed by Green Element are in accordance with the GHG Protocol using 2014 conversions factors for purchased electricity and gas. Where up to 3 months' worth of data was not available or accurate, the missing data was estimated using a monthly average for that supply.

The expanded boundary as of the end of 2015 included 29% of our worldwide headcount, and 27% of our worldwide square footage.

Below are the combined calculated Scope 1 and 2 emissions come solely from electricity usage and heating fuel:

## Scope 1:

- 2014: 1,059.8 MTCO<sub>2</sub>e
- 2015: 1,301.3 MTCO<sub>2</sub>e

## Scope 2:

- 2014: 13,025.2 MTCO<sub>2</sub>e
- 2015: 14,101.0 MTCO<sub>2</sub>e

The 2014 and 2015 uncertainty number for Scope 1 is ~3% and the uncertainty for Scope 2 is ~12%.

## Below is our Electricity and Fuel (Natural Gas) usage

### Electricity

- 2014: 34,179 MWh
- 2015: 36,763 MWh

**Fuel (Natural Gas):**

- 2014: 5,784 MWh
- 2015: 7,106 MWh

**Energy Intensity**

These numbers include electricity, and fuel (natural gas) as detailed above in our energy calculations, and use the number of full time employees as an intensity denominator.

- Energy Per Employee 2014: 2.90 MWh per Employee 2015: 3.12 MWh per Employee
- Energy Per Square Footage 2014: .014 MWh per Sq Ft 2015: .014 MWh per Sq Ft

**GHG Emissions Intensity**

These numbers include Scope 1 and Scope 2 emissions as detailed above in GHG Emissions numbers and use the number of full time employees as an intensity denominator.

**GHG Emissions Per Employee 2014:**

1.02 MTCO<sub>2</sub>e per Employee 2015: 1.10 MTCO<sub>2</sub>e per Employee

**GHG Emissions Per Square Footage 2015:**

.005 MTCO<sub>2</sub>e per Sq Ft 2015: .005 MTCO<sub>2</sub>e per Sq Ft

# Specific Standard Disclosures: Environment

<b>GRI Indicator</b>	<b>G4-EN5</b>	<b>Reporting Level</b>	
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G4-EN3 - Energy consumption within the organization

G4-EN6 - Reduction of energy consumption

G4-EN15 - Direct greenhouse gas (GHG) emissions (Scope 1)

G4-EN16 - Energy indirect greenhouse gas (GHG) emissions (Scope 2)

G4-EN19 - Reduction of greenhouse gas (GHG) emissions

G4-EN5 - Energy intensity

G4-EN18 - Greenhouse gas (GHG) emissions intensity

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Below are the combined calculated Scope 1 and 2 emissions come solely from electricity usage and heating fuel:

## Scope 1:

- 2014: 1,059.8 MTCO<sub>2</sub>e
- 2015: 1,301.3 MTCO<sub>2</sub>e

## Scope 2:

- 2014: 13,025.2 MTCO<sub>2</sub>e
- 2015: 14,101.0 MTCO<sub>2</sub>e

The 2014, and 2015 uncertainty numbers for Scope 1 is ~3% and the uncertainty for Scope 2 is ~12%.

## Below is our Electricity and Fuel (Natural Gas) usage

### Electricity

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**Fuel (Natural Gas):**

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# Specific Standard Disclosures: Environment

<b>GRI Indicator</b>	<b>G4-EN6</b>	<b>Reporting Level</b>	
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G4-EN3 - Energy consumption within the organization

G4-EN6 - Reduction of energy consumption

G4-EN15 - Direct greenhouse gas (GHG) emissions (Scope 1)

G4-EN16 - Energy indirect greenhouse gas (GHG) emissions (Scope 2)

G4-EN19 - Reduction of greenhouse gas (GHG) emissions

G4-EN5 - Energy intensity

G4-EN18 - Greenhouse gas (GHG) emissions intensity

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# Specific Standard Disclosures: Environment

GRI Indicator

G4-EN7

Reporting  
Level



Reductions in energy requirements of products and services

1. Report the reductions in the energy requirements of sold products and services achieved during the reporting period, in joules or multiples.
2. Report the basis for calculating reductions in energy consumption such as base year or baseline, and the rationale for choosing it.
3. Report standards, methodologies, and assumptions used.

To streamline our operations and reduce unnecessary usage of energy, water, and natural resources, IPG focuses on our people. Specifically, we are focused on increasing the efficiency of key employee processes: building operations (real estate occupied), travel and transportation, technology use, and supplier/vendor purchasing (sourcing).

Our Corporate Sustainability Policy was launched in 2010, and encourages employees to reduce impacts through four key behaviors:

- Using energy more efficiently.
- Instituting recycling programs where available.
- Managing travel more efficiently.
- Employing "green building practices" in IPG real estate holdings.

Over the years, IPG has achieved measurable results in our sustainability initiatives that include:

- 35% Reduction in Rentable Square Foot per Employee from 2004 to 2016
- 14 IPG offices are Leed certified
- All new tenant build outs conform to Leed-certified or better
- USD 5.5 Million in savings due to furniture recycling from 2007 to present

By re-utilizing furniture within the portfolio, IPG avoids purchasing new materials, while reducing landfill waste. As reported by the US Environmental Protection Agency (EPA) discarded furniture represented over 4% of U.S. landfill by weight in 2010, at over 10 million tons discarded per year.

Information Technology – to improve IT operational efficiencies and reduce energy consumption, IPG has migrated its IT infrastructure and applications operations to the state-of-the-art Scott Technology Center facilities located on the campus of the University of Nebraska at Omaha (State of Nebraska).

IPG consolidated its four Global IT Data Centers to this new facility, which utilizes energy-efficient technology and virtualization. As a result, since 2008, IPG IT has decreased the number of physical servers in our production and disaster recovery facilities by 30% while increasing its hosting services; more than doubling the amount of storage. IPG also achieved a 66% reduction in IT power consumption and reduced the Central IT data center square footage by half when we centralized our data centers (starting in 2008).

IPG IT continues to adopt new energy efficient technology as older servers and storage age out and need replacement, and over the years, we have been able to continue to reduce the number of server racks and power required to run IPG's enterprise infrastructure and applications while continually adding new feature functionality. Additionally, Central IT will be moving to Jersey City, NJ, and we are working toward LEED certification in our new building there.

# Specific Standard Disclosures: Environment

<b>GRI Indicator</b>	<b>G4-EN15</b>	<b>Reporting Level</b>	
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G4-EN3 - Energy consumption within the organization

G4-EN6 - Reduction of energy consumption

G4-EN15 - Direct greenhouse gas (GHG) emissions (Scope 1)

G4-EN16 - Energy indirect greenhouse gas (GHG) emissions (Scope 2)

G4-EN19 - Reduction of greenhouse gas (GHG) emissions

G4-EN5 - Energy intensity

G4-EN18 - Greenhouse gas (GHG) emissions intensity

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## Scope 2:

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### Electricity

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# Specific Standard Disclosures: Environment

<b>GRI Indicator</b>	<b>G4-EN16</b>	<b>Reporting Level</b>	
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G4-EN3 - Energy consumption within the organization

G4-EN6 - Reduction of energy consumption

G4-EN15 - Direct greenhouse gas (GHG) emissions (Scope 1)

G4-EN16 - Energy indirect greenhouse gas (GHG) emissions (Scope 2)

G4-EN19 - Reduction of greenhouse gas (GHG) emissions

G4-EN5 - Energy intensity

G4-EN18 - Greenhouse gas (GHG) emissions intensity

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# Specific Standard Disclosures: Environment

GRI Indicator

G4-EN17

Reporting Level



IPG's nearly 50,000 employees around the world travel more than **290 million** miles each year on airplanes. In 2014, the IPG travel department developed a new way to track carbon emissions related to that travel and a way for our business travelers to play a role in reducing those emissions.

While we work to limit our travel where possible, in a client services business, some of our travel is absolutely essential. Smart travel policies – traveling less where possible, traveling lighter and traveling smarter – is a shared goal that we have committed to. To help ensure that travel across our organization is as sustainable as possible, we have enhanced our online booking tool to allow business travelers to sort air travel by carbon dioxide (CO<sub>2</sub>) emissions as well as by time and cost. We have tracked the annual CO<sub>2</sub> emissions of IPG business travel in the past. And this new system – for the first time – gives us a viable, strong lever to effect change. This new tracking system has been turned on in nearly all countries where online booking is available.

CO<sub>2</sub> emissions are one of the main contributors to global warming, with aviation and work-related travel being a significant carbon emitter. With this new enhancement to our online travel booking tool, our business travelers can now assess comparative CO<sub>2</sub> emissions between IPG preferred carriers, allowing us to make smarter travel choices that are also less damaging to the environment.

By understanding the impact each of us can have upon the economic, environmental, and social sustainability of our communities, our employees can contribute in small ways to the ongoing health of our communities. Our travel program that takes carbon emissions into consideration was one of the first of its kind to be instituted at a Fortune 500 company, helping make IPG a leader for our industry in this important area of sustainability.

In 2015, IPG employees around the world traveled a total of 296,957,350 miles, with total emissions of 60,899 tCO<sub>2</sub>e (metric tons of carbon dioxide equivalent).

# Specific Standard Disclosures: Environment

<b>GRI Indicator</b>	<b>G4-EN18</b>	<b>Reporting Level</b>	
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G4-EN3 - Energy consumption within the organization

G4-EN6 - Reduction of energy consumption

G4-EN15 - Direct greenhouse gas (GHG) emissions (Scope 1)

G4-EN16 - Energy indirect greenhouse gas (GHG) emissions (Scope 2)

G4-EN19 - Reduction of greenhouse gas (GHG) emissions

G4-EN5 - Energy intensity

G4-EN18 - Greenhouse gas (GHG) emissions intensity

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# Specific Standard Disclosures: Environment

<b>GRI Indicator</b>	<b>G4-EN19</b>	<b>Reporting Level</b>	
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G4-EN3 - Energy consumption within the organization

G4-EN6 - Reduction of energy consumption

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# Specific Standard Disclosures: Environment

<b>GRI Indicator</b>	<b>G4-EN30</b>	<b>Reporting Level</b>	
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Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce.

As a client services business, IPG does not transport appreciable amounts of material, nor does IPG manufacture or ship manufactured goods. Our primary asset is our people. And, as a company with clients and offices located all over the world, our employees do travel frequently for business. We are working to mitigate the impact of this travel in several ways.

First, IPG encourages its employees to utilize alternate meeting tools when available and when practical. Multiple file sharing systems are in place and are regularly utilized, as are video conferencing resources. In our new corporate space in New York City, several of our conference rooms are lync-enabled, which has expanded our functionality from laptops and desktops (voice, video and screen share) to the conference room audio system and LCD monitors. So employees are now able to see video stream from those speaking on one LCD monitor next to a monitor showing the presentation materials. Remote users are able to see speakers and participants in the conference room alongside presentation materials being shared from a laptop.

While while some business travel is of course absolutely essential, we are among the first Fortune 500 companies to implement a tool that allows our business travelers to take carbon emissions into consideration when booking their travel - for more information and detail on this initiative, please see our response to G4EN-17.

# Specific Standard Disclosures: Environment

GRI Indicator

G4-EN32

Reporting  
Level



*Please note this response is cross-referenced for G4-EN32, G4-LA12, G4-SO9 and G4-HR10*

## G4-EN32

Percentage of new suppliers that were screened using environmental criteria

- Report the percentage of new suppliers that were screened using environmental criteria.

## G4-LA14

Percentage of new suppliers that were screened using labor practices criteria Report the percentage of new suppliers that were screened using labor practices criteria.

## G4-SO9

- Percentage of new suppliers that were screened using criteria for impacts on society

## G4-HR10

- Percentage of new suppliers that were screened using criteria for impacts on society

Interpublic is committed to operating as sustainably as possible. And we expect the same from our suppliers. To ensure that this is the case, we have adopted a Supplier Code of Conduct. The Code is summarized below and can be viewed in its entirety at the following link:

<http://www.interpublic.com/about/corporate-governance>

The Supplier Code of Conduct is part of our corporate standard policies and procedures and focuses on the following areas:

Legal and Regulatory Compliance Practices including:

- Compliance with anti-corruption laws, anti-trust and fair competition laws
- Adherence to environmental laws and regulations

**Business Practices** including:

The expectation that our suppliers and their representatives should conduct their business interactions with integrity and in accordance with their obligations to IPG including:

- Honestly and accurately reporting all business information
- Creating, retaining and disposing of business records in compliance with all legal and regulatory requirements
- Protecting and responsibly using the physical and intellectual assets of IPG
- Using discretion when offering gifts or entertainment to IPG employees
- Avoiding the appearance of or actual improprieties or conflicts of interest
- Avoiding insider trading by buying or selling IPG stock when in possession of information about IPG that is not available to the investing public.

**Employment Practices**

IPG expects its suppliers to share its commitment to human rights and equal opportunity in the workplace. This includes:

- Cooperating with IPG's commitment to a workforce free of harassment and unlawful discrimination
- Providing a safe and healthy work environment
- Using only voluntary labor
- Complying with local minimum working and laws and requirements and not utilizing child labor

### **Sustainability**

IPG expects its suppliers to share its commitment to operating in sync with the long-term health of the environment.

### **Diversity**

IPG is committed to being among the most diverse companies in the world and we expect a commitment to diversity from our suppliers.

We also expect that our suppliers comply with our Code of Conduct.

# Specific Standard Disclosures: Labor Practices & Decent Work

GRI Indicator

G4-LA1

Reporting Level



## IPG Employees

*Note this response is cross-referenced for G4-10, G4-LA1, G4-LA2, G4-LA10, and G4-LA11*

Ours is a talent-driven business and our employees are our most important asset. We understand that to be successful in a creative industry, it is key that our employee base reflects the diversity of our clients' consumers, and that we ensure a workplace that encourages and accepts diversity.

IPG began its formal diversity and inclusion (D&I) commitment more than a decade ago and was the first company in our industry to hire a dedicated Director of Diversity and Inclusion. To ensure accountability, our executives' compensation is linked to their agencies' performance on diversity and inclusion and we have instituted a comprehensive company-wide diversity and inclusion program. D&I initiatives include our business resource groups that develop career-building programs, as well as training around topics like unconscious bias. We are also unique in our industry in that we regularly measure the inclusiveness of our culture with a company-wide climate for inclusion survey. IPG has received numerous honors for its diversity and inclusion programs. These include the 2016 Champions of Diversity Exemplary Best Practices Award from the New York Urban League, eight 100 percent scores on the Corporate Equality Index, an annual survey by the Human Rights Campaign (HRC) ranking companies based on their policies and practices relating to gay, lesbian, bisexual and transgender employees and recognition for gender diversity on our board by the Women's Forum of New York.

The information in this section focuses on the composition of our workforce as well as how our employees are trained through our varied and robust development programs.

### G4-10 and G4-LA1

**Report the total number of employees by employment contract and gender, number of permanent employees by employment type and gender, total workforce by employees and supervised workers and by gender, the total workforce by region and gender, report whether a substantial portion of the organizations work is performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors, report any significant variations in employment numbers**

### **Total number and rates of new employee hires and employee turnover by age group, gender and region**

Since we began our formal D&I programs in 2005, IPG's workforce demographics in the U.S. have changed dramatically. Through 2015, there has been an improvement of more than 55% within African American, Hispanic and Asian minority groups in the "Officials and Managers" category.

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#### **G4-LA2**

##### **Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation**

Full-time and part-time employees working 20 hours or more on a regular basis receive a full range of medical benefits.

For the temporary employee population, an employee must work an average of 30 hours per week or more over a 12-month period in order to be eligible for the IPG Medical plan only. They are excluded from all other benefits.

We do not make a distinction by location, if an employee is on the IPG payroll and meets the requirements, they are offered benefits.

#### **G4-LA10**

##### **Programs for Skills Management and Lifelong Learning That Support the Continued Employability of Employees and Assist Them in Managing Career Ending**

Recruiting, retaining and promoting great talent is key to our long-term success. Skills training and executive development are important components of how we work with our people to ensure their success and the continued success of IPG.

##### **Educational Assistance**

IPG encourages and financially supports continuing education and development programs that meet the career goals of our employees which are aligned with the needs of our business. Regular full-time and part-time employees can achieve professional career goals through taking job-related courses at an accredited school, college or university and be reimbursed for up to 75 percent of the tuition expenses. Whether taking a standalone course or making a commitment to a bachelors or masters degree program, attending traditional-style classes or non-traditional (e.g., on-line or accelerated) programs, employees and their managers work together to support development.

##### **Individual Department Training**

It is critical for employees to maintain required credentials, gain skills with new technologies, manage department change, keep up with role-specific information, and onboard to new roles. Whatever the situation, individual departments provide training through a variety of means including staff meetings, global conferences, in-house speakers, periodicals/online services and colleague-to-colleague instruction.

##### **Skills-Building Training**

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##### **Global Training**

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### **Transition Assistance**

IPG provides employees with support, as needed, through myriad transitions that take place over the employment life cycle (e.g., transitioning to a new role, transitioning back to work from a leave of absence or transitioning to retirement). This might include retirement and financial planning resources, coaching and career guidance, work-life balance resources and flexible work arrangements.

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his/her activities, provides the participant with specific behavioral feedback, helps plan for future development, and helps the participant to apply the new skills back at work.

#### **G4-LA11**

#### **Percentage of employees receiving regular performance and career development reviews, by gender and by employee category**

Performance Management - IPG advocates for all employees to actively participate and invest in performance management. Aligning individual goals with organizational objectives not only allows employees to better understand what is expected of them and how important their contributions are to the business, but it also empowers them to champion their own personal development. Our corporate process is guided by a new ePerformance on-line tool. The tool is a catalyst to promote discussion between managers and employees about personal and business goals, development plans and career aspirations. Two thirds of IPG employees actively participate in our on-line performance management process.

# Specific Standard Disclosures: Labor Practices & Decent Work

GRI Indicator

G4-LA2

Reporting  
Level



## IPG Employees

*Note this response is cross-referenced for G4-10, G4-LA1, G4-LA2, G4-LA10, and G4-LA11*

Ours is a talent-driven business and our employees are our most important asset. We understand that to be successful in a creative industry, it is key that our employee base reflects the diversity of our clients' consumers, and that we ensure a workplace that encourages and accepts diversity.

IPG began its formal diversity and inclusion (D&I) commitment more than a decade ago and was the first company in our industry to hire a dedicated Director of Diversity and Inclusion. To ensure accountability, our executives' compensation is linked to their agencies' performance on diversity and inclusion and we have instituted a comprehensive company-wide diversity and inclusion program. D&I initiatives include our business resource groups that develop career-building programs, as well as training around topics like unconscious bias. We are also unique in our industry in that we regularly measure the inclusiveness of our culture with a company-wide climate for inclusion survey. IPG has received numerous honors for its diversity and inclusion programs. These include the 2016 Champions of Diversity Exemplary Best Practices Award from the New York Urban League, eight 100 percent scores on the Corporate Equality Index, an annual survey by the Human Rights Campaign (HRC) ranking companies based on their policies and practices relating to gay, lesbian, bisexual and transgender employees and recognition for gender diversity on our board by the Women's Forum of New York.

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### G4-10 and G4-LA1

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##### **Educational Assistance**

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his/her activities, provides the participant with specific behavioral feedback, helps plan for future development, and helps the participant to apply the new skills back at work.

#### **G4-LA11**

#### **Percentage of employees receiving regular performance and career development reviews, by gender and by employee category**

Performance Management - IPG advocates for all employees to actively participate and invest in performance management. Aligning individual goals with organizational objectives not only allows employees to better understand what is expected of them and how important their contributions are to the business, but it also empowers them to champion their own personal development. Our corporate process is guided by a new ePerformance on-line tool. The tool is a catalyst to promote discussion between managers and employees about personal and business goals, development plans and career aspirations. Two thirds of IPG employees actively participate in our on-line performance management process.

# Specific Standard Disclosures: Labor Practices & Decent Work

GRI Indicator

G4-LA10

Reporting Level



## IPG Employees

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Ours is a talent-driven business and our employees are our most important asset. We understand that to be successful in a creative industry, it is key that our employee base reflects the diversity of our clients' consumers, and that we ensure a workplace that encourages and accepts diversity.

IPG began its formal diversity and inclusion (D&I) commitment more than a decade ago and was the first company in our industry to hire a dedicated Director of Diversity and Inclusion. To ensure accountability, our executives' compensation is linked to their agencies' performance on diversity and inclusion and we have instituted a comprehensive company-wide diversity and inclusion program. D&I initiatives include our business resource groups that develop career-building programs, as well as training around topics like unconscious bias. We are also unique in our industry in that we regularly measure the inclusiveness of our culture with a company-wide climate for inclusion survey. IPG has received numerous honors for its diversity and inclusion programs. These include the 2016 Champions of Diversity Exemplary Best Practices Award from the New York Urban League, eight 100 percent scores on the Corporate Equality Index, an annual survey by the Human Rights Campaign (HRC) ranking companies based on their policies and practices relating to gay, lesbian, bisexual and transgender employees and recognition for gender diversity on our board by the Women's Forum of New York.

The information in this section focuses on the composition of our workforce as well as how our employees are trained through our varied and robust development programs.

### G4-10 and G4-LA1

**Report the total number of employees by employment contract and gender, number of permanent employees by employment type and gender, total workforce by employees and supervised workers and by gender, the total workforce by region and gender, report whether a substantial portion of the organizations work is performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors, report any significant variations in employment numbers**

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#### **G4-LA2**

##### **Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation**

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#### **G4-LA10**

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##### **Educational Assistance**

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##### **Individual Department Training**

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# Specific Standard Disclosures: Labor Practices & Decent Work

GRI Indicator

G4-LA11

Reporting  
Level



## IPG Employees

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### G4-10 and G4-LA1

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#### **G4-LA2**

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**IPG Learning & Development Site** – This site provides a wealth of diverse online courses and provides resources at employees’ fingertips. There are multiple skill-building courses offered on management and leadership, performance management, writing & communication, diversity & inclusion, customer service, project management and personal development. Also offered are a wide variety of technical courses. Many of these courses are offered in multiple languages to meet the needs of our global population; languages include Mandarin, Japanese, Italian, German, French, Portuguese, and Spanish. The site also hosts numerous thought-provoking resources including articles, videos and free webinars addressing diverse topics.

**Managing Day-to-Day series** – This interactive, scenario-based live webcast series complements our “Managers Quick Reference Guide: Managing Day-to-Day Employment Issues,” a resource for our IPG Corporate managers. The series addresses a multitude of management topics and participating managers are asked what they would do in certain situations. Then our Human Resources and Legal experts offer their perspectives. “Managing Day-to-Day” resources can also be found on our IPG Learning & Development Site.

**MyLead** – MyLead is an IPG enterprise-wide offered program, targeting senior managers for leadership development. It is an interactive leadership immersion experience which includes business simulation and real-time executive coaching. The program is designed to develop areas of responsibility that are most relevant to leadership roles in our industry and include Business Leadership, Client Leadership, and People Leadership.

**The Art and Science of Leadership (TASL)** – Like MyLead, TASL is an IPG enterprise-wide offering. This offering targets newer managers or those who need to further develop their core management skills. TASL participants learn key facets of leadership via an on-line, interactive experience. Participants are also involved in business simulations in which they face realistic skill challenges. An executive coach partners with each participant to discuss his/her activities, provides the participant with specific behavioral feedback, helps plan for

future development, and helps the participant to apply the new skills back at work.

#### **G4-LA11**

##### **Percentage of employees receiving regular performance and career development reviews, by gender and by employee category**

Performance Management – IPG advocates for all employees to actively participate and invest in performance management. Aligning individual goals with organizational objectives not only allows employees to better understand what is expected of them and how important their contributions are to the business, but it also empowers them to champion their own personal development. Our corporate process is guided by a new ePerformance on-line tool. The tool is a catalyst to promote discussion between managers and employees about personal and business goals, development plans and career aspirations. Two thirds of IPG employees actively participate in our on-line performance management process.

# Specific Standard Disclosures: Labor Practices & Decent Work

GRI Indicator

G4-LA12

Reporting  
Level



## Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity

Our corporate board of directors is made up of 40% percent women, making IPG one of only 12 S&P 500 Companies with 40% or higher representation of women on its board. Since we began our formal D&I programs in 2005, IPG's workforce demographics in the U.S. have changed dramatically. Through 2015, there has been an improvement of more than 55% within African American, Hispanic and Asian minority groups in the "Officials and Managers" category.

IPG exceeded the U.S. Ad Industry External Workforce Benchmark in both "Officials and Managers" and "Professionals" categories for women and total minorities in 2015.

Additional results from IPG's 2015 workforce data show that:

- Minorities make up 19% of US "Officials and Managers," an increase of 94% since 2005.
- The "Professional" talent base is 26% minority, an increase of 35% since 2005.
- Women make up 54% of all the company's managers - including executive, senior and first & mid-level management - an increase of 16% since 2005.

# Specific Standard Disclosures: Labor Practices & Decent Work

GRI Indicator

G4-LA14

Reporting  
Level



*Please note this response is cross-referenced for G4-EN32, G4-LA14, G4-SO9 and G4-HR10*

## G4-EN32

Percentage of new suppliers that were screened using environmental criteria

- Report the percentage of new suppliers that were screened using environmental criteria.

## G4-LA14

Percentage of new suppliers that were screened using labor practices criteria Report the percentage of new suppliers that were screened using labor practices criteria.

## G4-SO9

- Percentage of new suppliers that were screened using criteria for impacts on society

## G4-HR10

- Percentage of new suppliers that were screened using criteria for impacts on society

Interpublic is committed to operating as sustainably as possible. And we expect the same from our suppliers. To ensure that this is the case, we have adopted a Supplier Code of Conduct. The Code is summarized below and can be viewed in its entirety at the following link:

<http://www.interpublic.com/about/corporate-governance>

The Supplier Code of Conduct is part of our corporate standard policies and procedures and focuses on the following areas:

### **Legal and Regulatory Compliance Practices** including:

- Compliance with anti-corruption laws, anti-trust and fair competition laws
- Adherence to environmental laws and regulations

### **Business Practices** including:

The expectation that our suppliers and their representatives should conduct their business interactions with integrity and in accordance with their obligations to IPG including:

- Honestly and accurately reporting all business information
- Creating, retaining and disposing of business records in compliance with all legal and regulatory requirements
- Protecting and responsibly using the physical and intellectual assets of IPG
- Using discretion when offering gifts or entertainment to IPG employees
- Avoiding the appearance of or actual improprieties or conflicts of interest
- Avoiding insider trading by buying or selling IPG stock when in possession of information about IPG that is not available to the investing public.

### **Employment Practices**

IPG expects its suppliers to share its commitment to human rights and equal opportunity in the workplace. This includes:

- Cooperating with IPG's commitment to a workforce free of harassment and unlawful discrimination
- Providing a safe and healthy work environment
- Using only voluntary labor
- Complying with local minimum working and laws and requirements and not utilizing child labor

### **Sustainability**

IPG expects its suppliers to share its commitment to operating in sync with the long-term health of the environment.

### **Diversity**

IPG is committed to being among the most diverse companies in the world and we expect a commitment to diversity from our suppliers.

We also expect that our suppliers comply with our Code of Conduct.

# Specific Standard Disclosures: Labor Practices & Decent Work

<b>GRI Indicator</b>	<b>G4-LA16</b>	<b>Reporting Level</b>	
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We provide our employees with a number of different approaches to express concerns about their work environments. As described in the [Interpublic Code of Conduct](#), which covers all employees, IPG employees may report concerns to their managers, to local Human Resources offices, to corporate Human Resources, to IPG Legal staff, or to IPG's Chief Risk Officer. We also provide a telephone hotline, as required by U.S. law, which is called the "IPG Alertline."

This hotline is available by telephone or email 24 hours a day, seven days a week. Where permitted by local law, reports to the Alertline may be made anonymously. All reports are investigated, and our policy very clearly states that there will be no retaliation against anyone who makes a report in good faith.

# Specific Standard Disclosures: Human Rights

GRI Indicator

G4-HR2

Reporting Level



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

IPG provides Code of Conduct training each year as well as anti-harassment training to all new hires in the U.S., and to senior managers outside the U.S. Every two years, we re-train California managers, and every four years, we re-train all US employees. Our Chief Executive Officer invites and encourages all employees to take these courses and we have had good success in obtaining high levels of employee participation. Specifically:

## **New Hire Code of Conduct Course**

5,882 completed x 50 minutes to complete = 294,100 minutes = 4,901 hours

89.2% completion rate

## **California Harassment course**

452 completed x 120 minutes to complete = 54,240 minutes = 904 hours

*CA Harassment is only for California. There is a legal requirement under CA State Law, AB1825 for supervisors in California to receive 2 hours of training every 2 years*

## **Employee / Supervisor Harassment course**

526 completed x 35 minutes to complete = 18,410 minutes = 307 hours

Combined Harassment completion percentage is 79.4%

## **Affirmative Action Fundamentals**

1,522 completed x 30 minutes to complete = 45,660 minutes or 761 hours

82.2% completion rate

## **Code of Conduct Course-Current Employees**

### **For 2015 Code of Conduct:**

Approximately 30 minutes x 42,209 completed = 1,272,270 minutes = 21,204.5 hours

### **Overall:**

21,205.5 + 4,901 + 904 + 307 + 761 = 28,077.5 hours



# Specific Standard Disclosures: Human Rights

GRI Indicator

**G4-HR10**

Reporting  
Level



*Please note this response is cross-referenced for G4-EN32, G4-LA12, G4-SO9 and G4-HR10*

## **G4-EN32**

Percentage of new suppliers that were screened using environmental criteria

- Report the percentage of new suppliers that were screened using environmental criteria.

## **G4-LA14**

Percentage of new suppliers that were screened using labor practices criteria Report the percentage of new suppliers that were screened using labor practices criteria.

## **G4-SO9**

- Percentage of new suppliers that were screened using criteria for impacts on society

## **G4-HR10**

- Percentage of new suppliers that were screened using criteria for impacts on society

Interpublic is committed to operating as sustainably as possible. And we expect the same from our suppliers. To ensure that this is the case, we have adopted a Supplier Code of Conduct. The Code is summarized below and can be viewed in its entirety at the following link:

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- Adherence to environmental laws and regulations

**Business Practices** including:

The expectation that our suppliers and their representatives should conduct their business interactions with integrity and in accordance with their obligations to IPG including:

- Honestly and accurately reporting all business information
- Creating, retaining and disposing of business records in compliance with all legal and regulatory requirements
- Protecting and responsibly using the physical and intellectual assets of IPG
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- Avoiding insider trading by buying or selling IPG stock when in possession of information about IPG that is not available to the investing public.

**Employment Practices**

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- Cooperating with IPG's commitment to a workforce free of harassment and unlawful discrimination
- Providing a safe and healthy work environment
- Using only voluntary labor
- Complying with local minimum working and laws and requirements and not utilizing child labor

### **Sustainability**

IPG expects its suppliers to share its commitment to operating in sync with the long-term health of the environment.

### **Diversity**

IPG is committed to being among the most diverse companies in the world and we expect a commitment to diversity from our suppliers.

We also expect that our suppliers comply with our Code of Conduct.



## Specific Standard Disclosures: Society

GRI Indicator

G4-S03

Reporting  
Level



**Total number and percentage of operations assessed for risks related to corruption and the significant risks identified**

**Report the total number and percentage of operations assessed for risks related to corruption.**

**Report the significant risks related to corruption identified through the risk assessment**

The entirety of our operations is assessed for risks related to corruption. Some of our offices undergo more in-depth assessments, in the form of internal audits. Internal audits take place periodically at offices and geographic locations that are perceived to be high-risk, based on a matrix of objective and subjective factors. The significant risks identified relate, primarily, to the typical risks associated with using third party vendors to assist with respect to winning or maintaining government client accounts in countries that are known for high levels of corruption. We attempt to address these risks through our anti-corruption policies that require, among other things, engaging in third party due diligence, requiring third parties to agree in writing to comply with anti-corruption laws, and by training our employees to understand how to comply with these policies.

# Specific Standard Disclosures: Society

GRI Indicator

G4-S04

Reporting  
Level



## Communication and training on anti-corruption policies and procedures

- a. Report the total number and percentage of governance body members that the organization's anti-corruption policies and procedures have been communicated to, broken down by region.
- b. Report the total number and percentage of employees that the organization's anti-corruption policies and procedures have been communicated to, broken down by employee category and region.
- c. Report the total number and percentage of business partners that the organization's anti-corruption policies and procedures have been communicated to, broken down by type of business partner and region.
- d. Report the total number and percentage of governance body members that have received training on anti-corruption, broken down by region.
- e. Report the total number and percentage of employees that have received training on anti-corruption, broken down by employee category and region.

IPG regularly communicates its anti-corruption policies and procedures by a variety of methods. Some messages are intended for a broad audience (e.g., general announcement of any changes in anti-corruption policy; and anti-corruption messages which are included in the IPG Legal newsletter sent to all employees). Other messages are targeted to specific audiences, such as live anti-corruption presentations at regional finance and legal conferences and webcasts. Communications are also tailored to specific jurisdictions or in connection with circumstances that may pose increased risks. For example, during the Mid-Autumn Festival (a Chinese holiday in which business associates traditionally exchange gifts), IPG sends a reminder to Chinese employees of the company's Gift Policy. To have maximum impact, this reminder is sent by local management in the Chinese language.

All employees, worldwide, are required to take an annual Code of Conduct training, which includes anti-corruption matters. In addition, IPG Legal, Risk and Internal Audit personnel regularly conduct live, in-person training sessions for key personnel in significant, high-risk markets such as China, India, South Africa and Brazil.

- a. Report the total number and percentage of governance body members that the organization's anti-corruption policies and procedures have been communicated to, broken down by region.
  - IPG's Board of Directors is regularly apprised of our anti-corruption program.
- b. Report the total number and percentage of employees that the organization's anti-corruption policies and procedures have been communicated to, broken down by employee category and region.
  - 100% of employees are advised of the anti-corruption policies and procedures.
- c. Report the total number and percentage of business partners that the organization's anti-corruption policies

and procedures have been communicated to, broken down by type of business partner and region.

- Our vendors are aware that we expect their compliance with IPG's Supplier Code of Conduct as well as the IPG Code of Conduct. It is referenced in invoices and/or contracts. For business partners that present an elevated risk level, we include detailed provisions relating to anti-corruption in the relevant contracts.

d. Report the total number and percentage of governance body members that have received training on anti-corruption, broken down by region.

- 100% of governance body members receive training on anti-corruption.

e. Report the total number and percentage of employees that have received training on anti-corruption, broken down by employee category and region

- All employees, worldwide, are required to take an annual Code of Conduct training, which includes anti-corruption matters. In addition, IPG Legal, Risk and Internal Audit personnel regularly conduct live, in-person training sessions for key personnel in significant, high-risk markets such as China, India, South Africa and Brazil.

# Specific Standard Disclosures: Society

<b>GRI Indicator</b>	<b>G4-S06</b>	<b>Reporting Level</b>	
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Total value of political contributions by country and recipient/beneficiary

Although personal political activity is welcome, as employees we may not make political contributions by or in the name of IPG or any of its subsidiaries.

Taken from IPG's [Code of Conduct](#) (page 26)

## **Political Activities**

### **Personal Political Activities**

IPG Employees are all permitted to positively support our communities by participating in the political activities that interest us. However, we must be careful to uphold IPG's reputation by only participating in such activities on our own time and at our own expense. We may not allow any campaign or candidate to use Interpublic funds or assets, equipment or trademarks. In addition, we should never use IPG's name while taking part in these activities. We must never use our position of authority to make another employee feel compelled or pressured to participate in any way in any political event or cause, or for any political purpose.

### **Corporate Political Activities**

Although personal political activity is welcome, as employees we may not make political contributions by or in the name of IPG or any of its subsidiaries. "Political contributions" include IPG funds and anything of value, including loans, contributions or use of goods, facilities, or services. These restrictions apply not only to direct contributions made to individual candidates, political committees, or political parties, but also to indirect contributions that would ultimately be used to support individual candidates, political committees, or political parties, such as tickets to a fundraising dinner or similar event.

IPG's Standard Policies and Procedures (SP&Ps) also address the issue of political contributions. Specifically, IPG's Anti-corruption policy, SP&P 309, states:

Due to the inherently sensitive nature of political contributions, Personnel may not pay or furnish Company funds, facilities, or services of any kind to any candidate for public office, any political party or candidate or official thereof, or any political initiative, referendum, or other form of political campaign without advance, written approval from the Company's Legal Department. The foregoing restriction does not apply to ordinary lobbying activities conducted by an agency whose regular business activities consist of such lobbying activities.

Nothing in this Policy shall preclude political contributions by Personnel from their personal funds and for personal reasons, but Personnel may not use personal funds to make any payments or contributions on behalf of, or for the benefit of, the Company.

These policies are in force for employees in all countries in which IPG operates.

# Specific Standard Disclosures: Society

GRI Indicator

G4-S09

Reporting  
Level



*Please note this response is cross-referenced for G4-EN32, G4-LA14, G4-S09 and G4-HR10*

## G4-EN32

Percentage of new suppliers that were screened using environmental criteria

- Report the percentage of new suppliers that were screened using environmental criteria.

## G4-LA14

Percentage of new suppliers that were screened using labor practices criteria Report the percentage of new suppliers that were screened using labor practices criteria.

## G4-S09

- Percentage of new suppliers that were screened using criteria for impacts on society

## G4-HR10

- Percentage of new suppliers that were screened using criteria for impacts on society

Interpublic is committed to operating as sustainably as possible. And we expect the same from our suppliers. To ensure that this is the case, we have adopted a Supplier Code of Conduct. The Code is summarized below and can be viewed in its entirety at the following link:

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- Adherence to environmental laws and regulations

**Business Practices** including:

The expectation that our suppliers and their representatives should conduct their business interactions with integrity and in accordance with their obligations to IPG including:

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- Creating, retaining and disposing of business records in compliance with all legal and regulatory requirements
- Protecting and responsibly using the physical and intellectual assets of IPG
- Using discretion when offering gifts or entertainment to IPG employees
- Avoiding the appearance of or actual improprieties or conflicts of interest
- Avoiding insider trading by buying or selling IPG stock when in possession of information about IPG that is not available to the investing public.

## Employment Practices



IPG expects its suppliers to share its commitment to human rights and equal opportunity in the workplace. This includes:

- Cooperating with IPG’s commitment to a workforce free of harassment and unlawful discrimination
- Providing a safe and healthy work environment
- Using only voluntary labor
- Complying with local minimum working and laws and requirements and not utilizing child labor

### Sustainability

IPG expects its suppliers to share its commitment to operating in sync with the long-term health of the environment.

### Diversity





IPG is committed to being among the most diverse companies in the world and we expect a commitment to diversity from our suppliers.

We also expect that our suppliers comply with our Code of Conduct.







## General Standard Disclosures: Strategy & Analysis





GRI Indicator	Reporting Level	Description	Reference/Response	UN Global Compact Principle Alignment
The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.				
G4-1		Provide a statement from the most senior decision-maker of the organization about the relevance of sustainability to the organization and the organization's strategy for addressing sustainability	Message from Michael Roth, Chairman and CEO of Interpublic	





# General Standard Disclosures: Stakeholder Engagement

GRI Indicator	Reporting Level	Description	Reference/Response	UN Global Compact Principle Alignment
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
<b>G4-24</b>		Provide a list of stakeholder groups engaged by the organization.	<i>Note this response will be cross-referenced for G4-24, G4-25 and G4-26</i>	
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
<b>G4-25</b>		Report the basis for identification and selection of stakeholders with whom to engage.	<i>Note this response will be cross-referenced for G4-24, G4-25 and G4-26.</i>	
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
<b>G4-26</b>		Report the organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	<i>Note this response will be cross-referenced for G4-24, G4-25 and G4-26.</i>	
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
<b>G4-27</b>		Report key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns.	Sustainability is a key priority for IPG as it is for our stakeholders, including employees, clients and shareholders.	


# General Standard Disclosures: Organizational Profile

GRI Indicator	Reporting Level	Description	Reference/Response	UN Global Compact Principle Alignment
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
<b>G4-3</b>		Report the name of the organization	Interpublic Group of Companies, Inc.	
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
<b>G4-4</b>		Report the primary brands, products and services	IPG operates in all major world markets – our companies specialize in consumer advertising, digital marketing, communications planning and media buying, public relations and specialized communications disciplines.	
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
<b>G4-5</b>		Report the location of the organization's headquarters	909 Third Avenue New York, New York 10022	
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
<b>G4-6</b>		Report the number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report	IPG is a global company with offices in over 100 countries.	
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
<b>G4-7</b>		Report the nature of ownership and legal form	IPG is a publicly traded company.	
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
<b>G4-8</b>		Report the markets served	We are one of the world's premier global advertising and marketing services companies.	
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				


GRI Indicator	Reporting Level	Description	Reference/Response	UN Global Compact Principle Alignment
<b>G4-9</b>		Report the scale of the organization, including: total number of employees, total number of operations, net sales or net revenues, total capitalization broken down in terms of debt and equity, quantity of products or services provided	IPG is a global company with employees and operations in more than 100 countries.	
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
<b>G4-10</b>		<p>a. Report the total number of employees by employment contract and gender.</p> <p>b. Report the total number of permanent employees by employment type and gender.</p> <p>c. Report the total workforce by employees and supervised workers and by gender</p> <p>d. Report the total workforce by region and gender.</p> <p>e. Report whether a substantial portion of the organization's work is performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors.</p> <p>f. Report any significant variations in employment numbers (such as seasonal variations in employment in the tourism or agricultural industries).</p>	<p><i>Note this response is cross-referenced for G4-10, G4-LA1, G4-LA2, G4-LA10, and G4-LA11.</i></p> <p><b>STRONGER</b></p> <p><a href="#">IPG's Women's Leadership Network Appoints Darla Price as National Chair 10/05/2016</a></p> <p><a href="#">IPG Sponsors the 3% Conference 11/03/2016</a></p> <p><a href="#">Profiles in Diversity Journal Recognizes IPG IDEAL Program 10/21/2016</a></p>	
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
<b>G4-11</b>		Report the percentage of total employees covered by collective bargaining agreements.	The percentage of IPG employees covered by collective bargaining is zero - 0 percent.	
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
<b>G4-12</b>		Describe the organization's supply chain.	Understanding and Monitoring the Conduct and Impact of our Supply Chain	
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				

GRI Indicator	Reporting Level	Description	Reference/Response	UN Global Compact Principle Alignment
<b>G4-13</b>		<p>a. Report any significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain, including:</p> <ul style="list-style-type: none"> <li>• Changes in the location of, or changes in, operations, including facility openings, closings, and expansions</li> <li>• Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations)</li> <li>• Changes in the location of suppliers, the structure of the supply chain, or in relationships with suppliers, including selection and termination</li> </ul>	There have been no significant changes during the reporting period in IPG's size, structure, ownership, or supply chain.	
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
<b>G4-14</b>		Report whether and how the precautionary approach or principle is addressed by the organization.	The precautionary approach generally applies to manufacturing, rather than service companies. Since IPG is a provider of marketing services, we do not consider the precautionary approach.	
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
<b>G4-15</b>		List externally developed economic, environmental and social charters, principles or other initiatives to which the organization subscribes or which it endorses	IPG is committed to good corporate citizenship.	
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
<b>G4-16</b>		List memberships of associations and national or international advocacy organizations to which the organization holds a position on the governance body, participates in projects or committees, provides substantive funding beyond routine membership dues, views membership as strategic	IPG takes its role as a corporate citizen seriously.	






# General Standard Disclosures: Governance

GRI Indicator	Reporting Level	Description	Reference/Response	UN Global Compact Principle Alignment
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
<p><b>G4-34</b></p>		<p>Report the governance structure of the organization, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts</p>	<p>Our Proxy Statement provides detailed information on our governance structure.</p>	

# General Standard Disclosures: Ethics & Integrity

GRI Indicator	Reporting Level	Description	Reference/Response	UN Global Compact Principle Alignment
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
<p><b>G4-56</b></p>		<p>Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics</p>	<p>Interpublic's Code of Conduct forms the foundation of how we interact with one another, with our vendors and with our clients. It helps ensure that we operate ethically and transparently as we perform our jobs.</p>	<p>Principle 10: Anti-Corruption</p>

# General Standard Disclosures: Report Profile





GRI Indicator	Reporting Level	Description	Reference/Response	UN Global Compact Principle Alignment
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
<b>G4-28</b>		Reporting period (such as fiscal or calendar year) for information provided.	We are reporting on a calendar year cycle.	
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
<b>G4-29</b>		Date of most recent previous report.	IPG published its last sustainability report in May of 2016. We update our sustainability site, <a href="#">STRONGER</a> , on a weekly basis.	
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
<b>G4-30</b>		Reporting cycle.	IPG reports annually.	
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
<b>G4-31</b>		Provide the contact point for questions regarding the report or its contents	Jemma Gould, Senior Director, Corporate Responsibility and Communications 212-704-1327, Jemma.Gould@Interpublic.com	
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
<b>G4-32</b>		Report the in accordance option the organization has chosen. Report the GRI Content Index for the chosen option. Report the reference to the External Assurance Report, if the report has been externally assured. GRI recommends the use of external assurance but it is not a requirement to be in accordance with the Guidelines.	The GRI G4 Guidelines served as a guide for our reporting and our report includes a GRI content index, but we do not declare in accordance with either core or comprehensive levels.	
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				






GRI Indicator	Reporting Level	Description	Reference/Response	UN Global Compact Principle Alignment
G4-33		<p>Report the organization's policy and current practice with regard to seeking external assurance for the report. If not included in the assurance report accompanying the sustainability report, report the scope and basis of any external assurance provided. Report the relationship between the organization and the assurance providers. Report whether the highest governance body or senior executives are involved in seeking assurance for the organization's sustainability report.</p>	<p>This report has not been externally assured.</p>	

# General Standard Disclosures: Identified Material Aspects & Boundaries






GRI Indicator	Reporting Level	Description	Reference/Response	UN Global Compact Principle Alignment
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
<b>G4-17</b>		<p>a. List all entities included in the organization's consolidated financial statements or equivalent documents.            b. Report whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report.            The organization can report on this Standard Disclosure by referencing the information in publicly available consolidated financial statements or equivalent documents.</p>	<p>List all entities included in the organization's consolidated financial statements or equivalent documents. Report whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report</p> <p>a. List all entities included in the organization's consolidated financial statements or equivalent documents.            b. Report whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report.</p> <p>The organization can report on this Standard Disclosure by referencing the information in publicly available consolidated financial statements or equivalent documents.</p>	
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
<b>G4-18</b>		<p>a. Explain the process for defining the report content and the Aspect Boundaries.            b. Explain how the organization has implemented the Reporting Principles for Defining Report Content.</p>	<p>Interpublic completed a comprehensive materiality process.</p>	
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
<b>G4-19</b>		<p>List all the Material Aspects identified in the process for defining report content</p>	<p>Click below for a list of material GRI G4 aspects that were identified in the process for defining report content which included a comprehensive stakeholder-driven materiality assessment detailed in this report.</p>	
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				




GRI Indicator	Reporting Level	Description	Reference/Response	UN Global Compact Principle Alignment
<b>G4-20</b>		For each material Aspect, report the Aspect Boundary within the organization as follows: report whether the Aspect is material within the organization; if the Aspect is not material for all entities within the organization, select one of the following two approaches and report either (the list of entities or groups of entities included in G4-17 for which the Aspect is not material, or the list of entities or groups of entities included in G4-17 for which the Aspects is material); report any specific limitation regarding the Aspect Boundary within the organization	Unless otherwise noted, the boundary for the disclosures in our report represent the entire Interpublic entity as described in our 10K annual report.	
The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.				
<b>G4-21</b>		For each material Aspect, report the Aspect Boundary outside the organization, as follows: report whether the Aspect is material outside the organization; if the Aspect is material outside of the organization identify the entities, groups or entities or elements for which the aspect is material and describe the geographic area where the Aspect is material for the entities identified; report any specific limitation regarding the Aspect Boundary outside the organization.	Unless otherwise noted, the boundary for the disclosures in our report represent the entire Interpublic entity as described in our 10K annual report.	
The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.				
<b>G4-22</b>		a. Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements.	There are no restatements of information provided in previous reports.	
The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.				
<b>G4-23</b>		a. Report significant changes from previous reporting periods in the Scope and Aspect Boundaries.	This year Interpublic has continued our journey of calculating GHG emissions by expanding our initial boundary to include offices in the United Kingdom. This is in addition to our original boundary which included our largest offices in North America. In North America we included all offices which are over 100,000 square feet and in the UK we included 90% of our leased facilities and 100% of our owned facilities.	




# Specific Standard Disclosures: Economic

GRI Indicator	Reporting Level	Description	Reference/Response	UN Global Compact Principle Alignment
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
<b>G4-EC1</b>		Direct economic value generated and distributed	See detail at link below.	
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
<b>G4-EC3</b>		Coverage of the organization's defined benefit plan obligations	Please see link below for more information on IPG's defined benefit plans.	
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
<b>G4-EC8</b>		Significant indirect economic impacts, including the extent of impacts	<p>Sustainability in all its forms -- environmental responsibility, good corporate citizenship, ensuring socially-responsible business practices --is important and integral to the way we do business around the world</p> <p><b>STRONGER</b></p> <p><a href="#">Mullen Lowe Lintas Creates New Work for Lifebuoy's "Help a Child Reach 5" 12/31/2015</a></p> <p><a href="#">The Martin Agency Supports Rowing and Fresh Water Around the World 08/11/2016</a></p> <p><a href="#">MullenLowe Singapore Creates New Campaign to Raise Awareness of Singapore Red Cross 10/13/2016</a></p> <p><a href="#">IPG Continues Support of SDG #6 - Look for Stories on STRONGER 10/05/2016</a></p> <p><a href="#">McCann Launches Campaign Encouraging Urban Sanitation in India 09/15/2016</a></p>	





# Specific Standard Disclosures: Environment

GRI Indicator	Reporting Level	Description	Reference/Response	UN Global Compact Principle Alignment
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
<b>G4-EN3</b>		Energy consumption within the organization	<i>Note this response is cross-referenced for G4-EN3, G4-EN5, G4-EN6, G4-EN15, G4-EN16, G4-EN 18 and G4-EN 19</i>	Principle 7: Environment Principle 8: Environment
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
<b>G4-EN5</b>		Energy intensity	<i>Note this response is cross-referenced for G4-EN3, G4-EN5, G4-EN6, G4-EN15, G4-EN16, G4-EN 18 and G4-EN 19.</i>	Principle 8: Environment
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
<b>G4-EN6</b>		Reduction of energy consumption	<p><i>Note this response is cross-referenced for G4-EN3, G4-EN5, G4-EN6, G4-EN15, G4-EN16, G4-EN 18 and G4-EN 19.</i></p> <p><b>STRONGER</b></p> <p><a href="#">Tierney Proves that Anybody Can Save Energy with PECO 12/06/2016</a></p>	Principle 8: Environment Principle 9: Environment
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
<b>G4-EN7</b>		Reductions in energy requirements of products and services	<p>To streamline our operations and reduce unnecessary usage of energy, water, and natural resources, IPG focuses on our people.</p> <p><b>STRONGER</b></p> <p><a href="#">IPG Puts Sustainability into Action 06/28/2012</a></p> <p><a href="#">IPG is Making Sustainability a Priority 10/26/2015</a></p> <p><a href="#">IPG's Travel Is Getting Greener 09/12/2014</a></p>	Principle 8: Environment Principle 9: Environment
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
<b>G4-EN15</b>		Direct greenhouse gas (GHG) emissions (Scope 1)	<i>Note this response is cross-referenced for G4-EN3, G4-EN5, G4-EN6, G4-EN15, G4-EN16, G4-EN 18 and G4-EN 19.</i>	Principle 7: Environment Principle 8: Environment




GRI Indicator	Reporting Level	Description	Reference/Response	UN Global Compact Principle Alignment
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
<b>G4-EN16</b>		<p>Energy indirect greenhouse gas (GHG) emissions (Scope 2)</p>	<p>Note this response is cross-referenced for G4-EN3, G4-EN5 G4-EN6, G4-EN15, G4-EN16, G4-EN 18 and G4-EN 19.</p>	<p>Principle 7: Environment Principle 8: Environment</p>
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
<b>G4-EN17</b>		<p>Other indirect greenhouse gas (GHG) emissions (Scope 3)</p> <ul style="list-style-type: none"> <li>• Report gross other indirect (Scope 3) GHG emissions in metric tons of CO2 equivalent, excluding indirect emissions from the generation of purchased or acquired electricity, heating, cooling, and steam consumed by the organization (these indirect emissions are reported in Indicator G4-EN16). Exclude any GHG trades, such as purchases, sales, or transfers of offsets or allowances.</li> <li>• Report gases included in the calculation, if available.</li> <li>• Report biogenic CO2 emissions in metric tons of CO2 equivalent separately from the gross other indirect (Scope 3) GHG emissions.</li> <li>• Report other indirect (Scope 3) emissions categories and activities included in the calculation.</li> <li>• Report the chosen base year, the rationale for choosing the base year, emissions in the base year, and the context for any significant changes in emissions that triggered recalculations of base year emissions.</li> </ul>	<p>Smart travel policies - traveling less where possible, traveling lighter and traveling smarter - is a shared goal that we have committed to.</p> <p><b>STRONGER</b></p> <p><a href="#">IPG is Making Sustainability a Priority</a> 10/26/2015</p> <p><a href="#">Campbell Ewald Takes to Two Wheels</a> 10/28/2014</p>	<p>Principle 7: Environment Principle 8: Environment</p>
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
<b>G4-EN18</b>		<p>Greenhouse gas (GHG) emissions intensity</p>	<p>Note this response is cross-referenced for G4-EN3, G4-EN5 G4-EN6, G4-EN15, G4-EN16, G4-EN 18 and G4-EN 19.</p>	<p>Principle 8: Environment</p>
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				

GRI Indicator	Reporting Level	Description	Reference/Response	UN Global Compact Principle Alignment
G4-EN19		Reduction of greenhouse gas (GHG) emissions	<p>Note this response is cross-referenced for G4-EN3, G4-EN5 G4-EN6, G4-EN15, G4-EN16, G4-EN 18 and G4-EN 19.</p> <p><b>STRONGER</b></p> <p><a href="#">McCann Global Health Wins Global Alliance for Clean Cookstoves 08/08/2016</a></p> <p><a href="#">Virgo Health And RB Tackle Effects of Air Pollution on Children 07/11/2016</a></p>	Principle 8: Environment Principle 9: Environment
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
G4-EN30		Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce	IPG's primary asset is our people. As a client services company with clients around the world, our employees travel frequently for business. We are working to mitigate the impact of this travel.	Principle 7: Environment Principle 8: Environment
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
G4-EN32		Percentage of new suppliers that were screened using environmental criteria	Please note this response is cross-referenced for G4-EN32, G4-LA14, G4-SO9 and G4-HR10.	Principle 8: Environment



# Specific Standard Disclosures: Labor Practices & Decent Work

GRI Indicator	Reporting Level	Description	Reference/Response	UN Global Compact Principle Alignment
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
<b>G4-LA1</b>		Total number and rates of new employee hires and employee turnover by age group, gender and region	<p><i>Note this response is cross-referenced for G4-10, G4-LA1, G4-LA2, G4-LA10, and G4-LA11.</i></p> <p><b>STRONGER</b></p> <p><a href="#">IPG Receives Perfect Score on HRC Corporate Equality Index for LGBT Workplace Equality 12/05/2016</a></p>	Principle 6: Labour
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
<b>G4-LA2</b>		Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	<p><i>Note this response is cross-referenced for G4-10, G4-LA1, G4-LA2, G4-LA10, and G4-LA11.</i></p>	
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
<b>G4-LA10</b>		Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	<p><i>Note this response is cross-referenced for G4-10, G4-LA1, G4-LA2, G4-LA10, and G4-LA11.</i></p>	
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
<b>G4-LA11</b>		Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	<p><i>Note this response is cross-referenced for G4-10, G4-LA1, G4-LA2, G4-LA10, and G4-LA11.</i></p>	Principle 6: Labour
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				







GRI Indicator	Reporting Level	Description	Reference/Response	UN Global Compact Principle Alignment
<b>G4-LA12</b>		Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	<p>Diversity and Inclusion have been priorities for IPG for more than a decade.</p> <p><b>STRONGER</b></p> <p><a href="#">Profiles in Diversity Journal Recognizes IPG IDEAL Program 10/21/2016</a></p> <p><a href="#">IPG Receives Perfect Score on HRC Corporate Equality Index for LGBT Workplace Equality 12/05/2016</a></p> <p><a href="#">IPG Sponsors the 3% Conference 11/03/2016</a></p>	Principle 6: Labour
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
<b>G4-LA14</b>		Percentage of new suppliers that were screened using labor practices criteria	Please note this response is cross-referenced for G4-EN32, G4-LA14, G4-SO9 and G4-HR10	
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
<b>G4-LA16</b>		Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms	We provide our employees with a number of different approaches to express concerns about their work environments.	

# Specific Standard Disclosures: Human Rights

GRI Indicator	Reporting Level	Description	Reference/Response	UN Global Compact Principle Alignment
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
<b>G4-HR2</b>		Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	IPG understands the importance of training, particularly as it relates to ensuring a workplace that operates ethically and transparently and is also free from any type of harassment.	Principle 1: Human Rights
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
<b>G4-HR10</b>		Percentage of new suppliers that were screened using human rights criteria	Please note this response is cross-referenced for G4-EN32, G4-LA14, G4-SO9 and G4-HR10.	Principle 2: Human Rights

# Specific Standard Disclosures: Society

GRI Indicator	Reporting Level	Description	Reference/Response	UN Global Compact Principle Alignment
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
<b>G4-S03</b>		Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	Interpublic assesses 100% of our operations for risks related to corruption.	Principle 10: Anti-Corruption
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
<b>G4-S04</b>		Communication and training on anti-corruption policies and procedures	IPG regularly communicates its anti-corruption policies and procedures by a variety of methods.	
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
<b>G4-S06</b>		Total value of political contributions by country and recipient/beneficiary	Although personal political activity is welcome, as employees we may not make political contributions by or in the name of IPG or any of its subsidiaries.	
<p>The management approach (DMA) to the GRI aspects that we have determined to be material are discussed throughout the report under the indicator responses for that aspect. We continue to develop our sustainability program at Interpublic and will update our stakeholders on developments and changes to our approach to managing the material sustainability aspects of our business in future reports.</p>				
<b>G4-S09</b>		Percentage of new suppliers that were screened using criteria for impacts on society	Please note this response is cross-referenced for G4-EN32, G4-LA14, G4-S09 and G4-HR10.	