

EXTRA-FINANCIAL PERFORMANCE STATEMENT 2020

GAME CHANGERS



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NATURE OF OPERATIONS AND MAIN ACTIVITIES

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1 MESSAGE FROM THE CHAIRMAN

The year 2020 will be remembered for its health and economic crisis. Covid-19 has plunged the world into an unforeseen and difficult situation, reminding us of the pandemics of past centuries. The human, social, psychological and financial impacts have been major and have led many of us to question our economic, social and environmental models.

During this difficult period, Ipsos' raison d'être takes on its full meaning: "Deliver reliable information that provides a true understanding of society, markets and people".

For our clients, acting in this uncertain context requires the best possible understanding of their environment. In 2020, Ipsos provided them with continuous data and analysis on the crisis and its impacts, particularly in terms of consumer and citizen behavior and expectations. We have carried out some 130 specific studies on the impact of Covid-19, both for companies and for governments, international organizations and non-governmental organizations. In this way, Ipsos has endeavored to contribute to the global response of our societies to the pandemic. This work has been rewarded by the results of our customer satisfaction surveys that we carry out at the end of each project we undertake they demonstrate record levels of customer satisfaction, with an average score of 9 out of 10.

Ipsos' main asset remains its employees: nearly 17,000 professionals, in nearly 90 markets and 200 cities around the world, who build up Ipsos' unique expertise every day. In 2020, our concern was to protect them and provide them with a safe working environment, organizational and collaborative methods adapted to the situation and a personalized support. We have stepped up our training and personal and professional development activities. Two innovative programs have also been set up: Well-being & Resilience and Belong. The first is designed to support our employees on a daily basis in respect of their health and well-being. The second aims to reinforce and promote our commitment to inclusion and diversity in all the countries where we operate.

The pandemic and its consequences have also highlighted the inequalities and vulnerabilities within our societies. For Ipsos, the context is changing but our commitment to the most vulnerable, particularly refugees, has not changed. Since 2014, the Ipsos Foundation has been supporting humanitarian associations and organizations with educational projects for children and young adults on every continent. In 2020, it pushed forward ten projects: in Colombia to benefit Venezuelan refugees, in Bangladesh in the Rohingya camps for displaced persons, in Lebanon to provide schooling for refugee children from Syria. It also provided assistance in Australia, Yemen and Zambia. In addition, through the *Tent Partnership for refugees* and in partnership with other major French companies, Ipsos seeks to raise awareness of the need to work together for the professional and social integration of refugees. Finally, our employees are encouraged to take part in local community life wherever we operate. Once again this year, they stepped up their solidarity and outreach activities, and, despite a difficult context, completed 1,950 days of volunteer work.

We also pressed ahead with our efforts to combat climate change. Firstly, by working more and more on issues related to sustainable development for our clients. Next, by publishing different points of view and research on the subject, several examples of which can be found in this report. Lastly, internally, Ipsos remains resolutely committed to an ambitious environmental roadmap for the next three years, with the continued reduction of our carbon footprint and the launch of a scheme to offset our greenhouse gas emissions.

Didier Truchot

Chairman and CEO

2 IPSOS' BUSINESS MODEL

2.1 NATURE OF OPERATIONS AND MAIN ACTIVITIES

2.1.1 RAISON D'ÊTRE

Ipsos' ambition is summed up in its raison d'être by these words:

"Deliver reliable information for a true understanding of Society, Markets and People".

2.1.2 MAIN ACTIVITIES

Ipsos is a major player in the market and opinion research and custom research industry. We serve more than 5,000 clients in all sectors through our presence in nearly 90 markets and more than 200 cities, making Ipsos one of the few research companies that can respond globally and locally.

At the heart of our growth strategy is a unique positioning: a thorough understanding of the individual, who is in turn a consumer, customer, citizen or employee, which in turn gives us valuable insights into Society, Markets and Individuals. This true understanding is made possible thanks to over 75 Ipsos-developed services. Sometimes used in combination, these services allow us to carry out custom studies that are tightly tailored to our clients' needs. This positioning is reinforced by our independence and the objectivity of our analyses.

In the current context that sees businesses and organizations undergoing far-reaching changes, we offer a complete range of services focused on client needs and underpinned by the expertise of our teams. This range of services brings the latest technologies to our clients and is based on the 4S principle: *Security, Simplicity, Speed and Substance*.

Faced with the increase in the amount of data available, our clients need reliable information more than ever to help them make the right decisions quickly. To best meet their expectations and provide them with reliable information, we leverage our key strengths:

- Expertise in cutting-edge scientific fields,
- Mastery of the latest technologies,
- Know-how developed over 46 years,
- And above all, the skills of our 17,000 employees, trained and united around our values (Integrity, Curiosity, Collaboration, Client First, Entrepreneurial spirit).

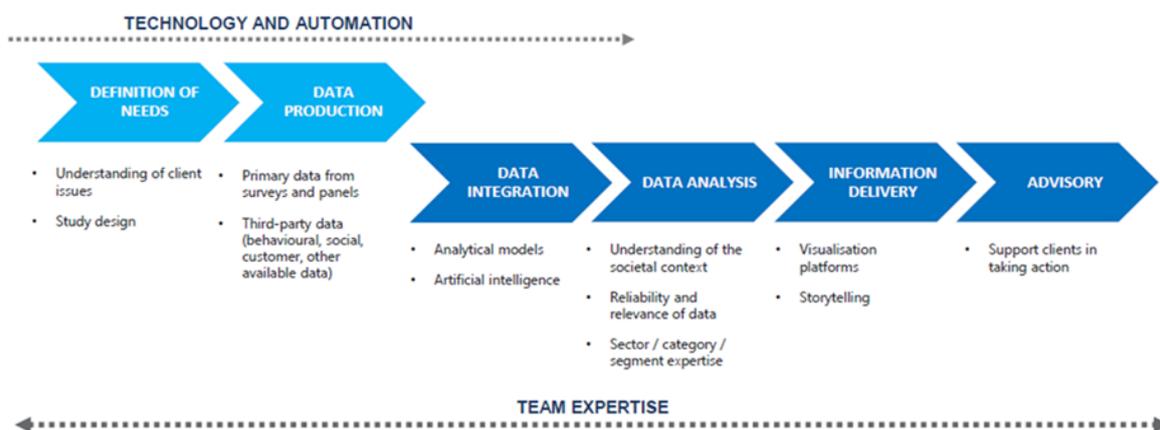
With this in mind, Ipsos covers the entire information production chain and is able to process all types of data, whether produced by Ipsos, supplied directly by the client or sourced externally. We apply our expertise to it and our understanding of the cultural context in which it fits, in order to provide a comprehensive and useful response to our clients. So, for all their questions throughout the world, we provide reliable, simple, quick and complete answers. These take the form of studies and dashboards and are based on the right sample, using the right methods, the sorting and integration of relevant data sources, proprietary analysis and finally, customized recommendations.

IPSOS' BUSINESS MODEL

IPSOS, A COMPANY PRESENT THROUGHOUT THE INFORMATION PRODUCTION CHAIN

In response to market trends (see section 5.2. of the URD), Ipsos has been implementing the *Total Understanding* plan since mid-2018 to improve its competitive position and accelerate its growth profitably. As a result, Ipsos has reviewed its offering and organization to focus on 15 highly specialized Service Lines, comprising a total of 75 services. Each of these Service Lines aims for global leadership in its market segment, with the support of our client organization (see section 5.1.6 of the URD). In some cases, these services can be combined to offer our clients even more added value. This plan is supported by a dynamic acquisitions policy designed to help us further develop our presence. In 2020 Ipsos acquired the Mystery Shopping activities of Maritz and the specialist technology provider Askia.

Innovation remains a strategic transversal focus for Ipsos and is fully in line with the principles of *Total Understanding*; it completes the service we are able to offer our clients.



2.2 IPSOS, A COMPANY PRESENT THROUGHOUT THE INFORMATION PRODUCTION CHAIN

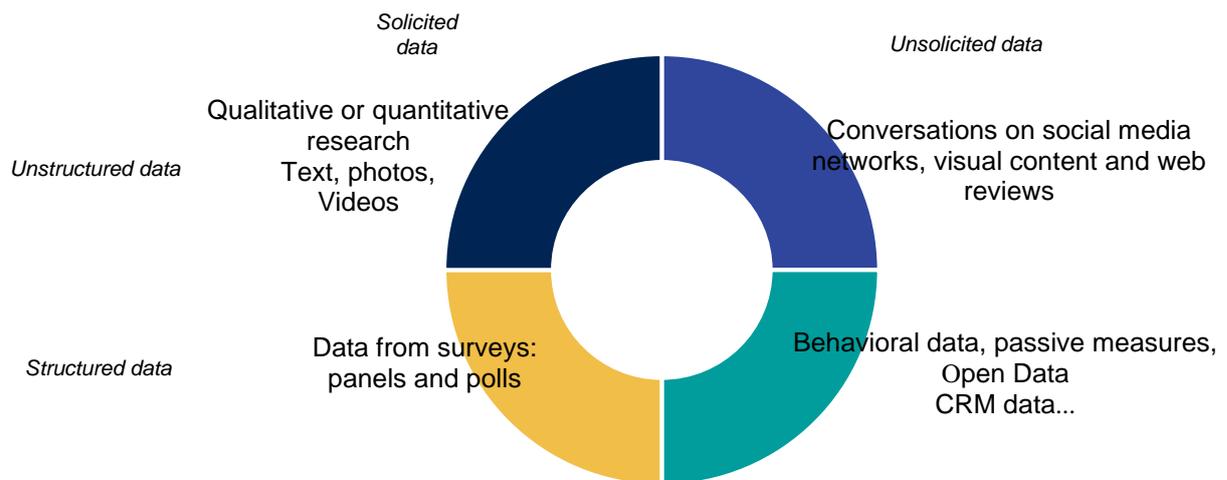
Ipsos covers the entire information production and analysis chain; from the collection of raw data to activation at the client's premises. Ipsos stands out for its desire to innovate throughout this chain and in each of its stages:

- 1- Data collection;
- 2- Data processing and integration;
- 3- Data analysis;
- 4- Delivery and presentation of information;
- 5- Activation of information.

2.2.1 DATA COLLECTION

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

For all these sources, Ipsos has its own methods of collecting data, whether quantitative or qualitative, and it also generates data from social research.



2.2.2 DATA PROCESSING AND INTEGRATION

Ipsos has the technological capacity to process large volumes of data. We can process data in any form: whether it is text, image or video.

2.2.3 DATA ANALYSIS

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

2.2.4 DELIVERY AND PRESENTATION OF INFORMATION

The delivery of information is a key stage in the market research process. How a client applies the results of a research study depends on how effectively we share them with the client. To enable clients to make informed decisions, our staff are trained to present research results in the clearest possible way. For complex research results, we use data visualization technologies.

2.2.5 ACTIVATION OF INFORMATION

This last step in the information production chain consists of consolidating and sharing the information generated through one or more research studies, in order to maximize the benefits for our clients. This activity is closer to that of consulting. It is an integral part of most of our work: Ipsos also provides specific consulting services, in particular through its Strategy 3 entity.

2.2.6 INNOVATION AT IPSOS

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

From Artificial Intelligence to blockchain technologies and the latest advances in neuroscience and behavioral science, our innovative spirit has been acclaimed by the Greenbook Research Industry (GRIT), which for the past two years has ranked Ipsos as the most innovative research company among the major international companies.

IPSOS' BUSINESS MODEL

CREATING VALUE FOR ALL STAKEHOLDERS INVOLVED IN IPSOS' ACTIVITIES

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

2.3 CREATING VALUE FOR ALL STAKEHOLDERS INVOLVED IN IPSOS' ACTIVITIES

2.3.1 FOR OUR CLIENTS

We create value for our clients by producing and analyzing reliable information in order to provide them with a clear understanding of Society, Markets and People. This information comes from a full range of services and helps our clients make the right decisions quickly in their respective activities and areas of expertise.

Today, we provide more than 75 value-added services to over 5,000 clients. Our contribution allows us to meet their expectations. These expectations may be related to broader societal issues (environmental, opinions, health crisis, etc.).

2.3.2 FOR OUR SUPPLIERS

Ipsos selects its suppliers with complete transparency, by setting up bidding or competitive research processes, thus limiting the risk of collusion or corruption and ensuring the continuity of its business. Ipsos also ensures that the corporate policy of the suppliers it selects includes accountability. In 2020, 57 of our suppliers were members of the United Nations Global Compact, compared to 47 in 2019.

2.3.3 FOR OUR EMPLOYEES

To produce and analyze reliable information you need know-how, skills and expertise in cutting-edge scientific fields, as well as mastery of the latest technologies. These skills represent new opportunities for our employees and give them the chance to enjoy rich and varied career paths within the Group.

Ipsos values its employees in this corporate project and encourages their long-term development. This is part of the career plan for all employees (nearly 17,000 people).

The professional development of employees is also supported by a training plan. Ipsos contributes very actively to staff training; it expects at least 2% of all hours recorded to be spent on training activities. Ipsos has its own online training center, ITC, which is available to all Group employees.

2.3.4 FOR THE PEOPLE WE INTERVIEW

To ensure quality responses to our questionnaires, it is essential that we have the trust of the people we interview. This trust must extend to the protection, security and anonymization of their personal data.

2.3.5 FOR SOCIETY AS A WHOLE

Ipsos aims to make a positive contribution to corporate, social and environmental progress around the world. This is achieved through its presence in nearly 90 markets, as well as through partnerships with organizations, associations and governments with whom we share our values.

2.3.6 FOR OUR SHAREHOLDERS

Ipsos' business growth and profitability combined with continued positive annual cash flow generation has resulted in a continuously increasing dividend since the IPO in 1999 until the end of 2019.

2.4 OPERATIONAL ORGANIZATION

The Group is structured around two main axes: the Service Lines and the regions.

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

In total, over 75 services are delivered through 15 Service Lines, each specializing in a particular market segment. Ipsos' Service Lines are as follows:

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

The Group has is present in 90 markets, which are themselves grouped into three major regions:

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

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

*The Other Specialist Services section includes services such as Media Development, Norms, Trends and UX (User Experience).

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

- Ipsos operations (see section 5.1.5 of the URD),
- Client organization (see section 5.1.6. of the URD),
- The structures dedicated to knowledge (see section 5.1.7 of the URD),
- The *Global Headquarter Services* (support functions: HR, Finance, Legal, Communications).

3 REFERENCE FRAMEWORK

3.1 ANALYSIS OF IPSOS' RISKS AND CHALLENGES

3.1.1 PROCESS FOR IDENTIFYING EXTRA-FINANCIAL RISKS

In 2019, Ipsos Group carried out a complete and detailed analysis of all its risks, regardless of whether they have a financial impact on our activities. This important review is carried out every three years and is described in Section 3 of the URD.

This work has served as a basis for our risk mapping, for updating the analysis of our risk factors (as defined in Section 3 of the URD), and for determining our main extra-financial risks as reported in this extra-financial performance statement.

3.1.2 IPSOS' MAIN EXTRA-FINANCIAL RISKS

One set of risks concerns our human resources, one of Ipsos' main assets being the talents and skills of our almost 17,000 employees. The main risks and challenges in this area are:

- Losing skilled employees and preserving expertise;
- Staff turnover rate and retention capacity;
- Succession and continuity plans for management and key positions.

All the data we process constitutes another of Ipsos' major assets and in this area risks may relate to:

- The protection and security of the data we collect and use;
- The compliance of our processes with applicable laws and regulations in the countries in which we operate (this in particular includes oversight of our suppliers and the steps we take to detect any non-compliance or possible fraud).

When we carried out our last risk analysis, the risk of client or supplier corruption was also identified. The actions taken by Ipsos to combat corruption are presented in section 3.4.8.4.

It should be noted that, due to the nature of its business (service business), environmental issues - although viewed by Ipsos as critical globally - are not top of the list in the analysis of the impacts that Ipsos' activities may have worldwide. Nevertheless, Ipsos considers these issues to be important in its CSR strategy and identifies climate risks which are detailed in section 3.2.1.1.3 ("Committing to the Planet") of this extra-financial performance statement. To address these risks and challenges, we have also decided to study the recommendations of the Task Force on Climate-related Financial Disclosure (TCFD) as described further on in this report.

Our overall extra-financial performance statement describes our strategy and all the measures we are putting in place to contain our risks insofar as possible.

Our main extra-financial risks are, as far as possible, the subject of Key Performance Indicators for which medium-term objectives (2023) are defined. Five of these objectives relate to employment aspects, three to environmental aspects, and one to the social aspect of our business (see section 3.2.5).

3.2 OUR SUSTAINABLE DEVELOPMENT STRATEGY: *TAKING RESPONSIBILITY*

As the world's third-largest market research firm, we have been identifying, measuring and analyzing the social, political and economic trends that shape the world for 45 years.

Our role as observers naturally pushes us into commitment. Our in-depth understanding of the issues facing the world corroborates our conviction that concerted action is necessary for sustainable development that respects human rights. In 2008, Ipsos was the first market research company to sign the United Nations Global Compact. We have embarked on a voluntary, structured process, the Taking Responsibility program, which is at the heart of our business strategy.

Deployed internationally and organized around three major pillars: Society, People, Environment, Taking Responsibility is regularly monitored by the members of the CSR Committee and Ipsos' Board of Directors (see 3.2.4).

3.2.1.1.1 Our commitment to people

Our people, our talents, are Ipsos' greatest asset. The value we bring to our clients is based on the know-how and capabilities of our experts. Ipsos' ambition is to remain an employer that respects its current employees and to become more appealing in order to attract new talent.

Our human resources policy promotes diversity, as it needs to reflect the diversity of viewpoints and markets in which we operate. We consider it an essential parameter when building our teams, which is why this year we have set up the Belong program for inclusion and diversity at the global level. The promotion of gender equality in particular has been part of our inclusion policy for years and the Group monitors it through quantitative targets.

The well-being of our employees is a second key area of focus. It requires a safe working environment, especially in the current context. In the midst of the Covid-19 crisis, we launched a Well-being & Resilience program to better take care of our employees on a daily basis and to support them wherever they are in the world during these difficult times (see section 3.3.2.4).

Our annual employee satisfaction survey, Pulse, conducted by the Human Resources teams, gives rise to concrete action plans based on the needs and requests expressed by the staff.

3.2.1.1.2 Our commitment to society

Ipsos promotes business ethics, transparency and integrity through all its internal procedures. Our employees work in accordance with the rules of our Code of Professional Conduct and Ethics, the Green Book, and in compliance with laws and regulations. The Green Book expresses the code of ethics to which all of our staff refer.

In addition to our global commitment, notably through the Ipsos Foundation, we strive to strengthen our involvement at the local level and encourage Ipsos employees to participate in humanitarian activities, volunteer work and skills patronage in their countries.

An annual survey is sent to all our markets - the Taking Responsibility Survey - to complete the measurement of our corporate social, environmental and societal activities. This CSR audit enables us to define our areas for improvement and to ensure the consistency of the policies implemented in Ipsos' various markets. At the same time, we are assisted by the EcoVadis agency, which assesses our CSR policy and analyzes our performance as a supplier. In 2020, Ipsos France was awarded the platinum level and Ipsos Group the gold level.

3.2.1.1.3 Our commitment to the planet

REFERENCE FRAMEWORK

OUR SUSTAINABLE DEVELOPMENT STRATEGY: TAKING RESPONSIBILITY

The fight against climate change is one of our core concerns. Although our service activities have a limited direct impact on the environment, Ipsos is committed to reducing its carbon footprint and to implementing an annual report on greenhouse gas (GHG) emissions. Carbon Accounting is carried out in nearly 95% of our markets (as a share of turnover) and audited by an external auditor. In order to increase our employees' awareness of the subject, every new Ipsos employee is given mandatory training on Corporate Social Responsibility.

Our CSR strategy takes into account the expectations of all our stakeholders in our actions and initiatives:

- The expectations of our 16,742 employees, because the key to our success lies in our ability to attract, develop and retain our talents and to enable them to develop professionally whatever their profile;
- The loyalty of our 5,000 clients, whom Ipsos has supported for 45 years, helping them succeed in their strategic projects;
- The trust of the people we interview, for the protection, security and anonymization of their personal data;
- The support of our shareholders and investors who help us to create value;
- The collaboration with our suppliers, with whom we enjoy relationships of trust;
- The partnerships with governments, organizations and associations with which we share our goal of making a positive contribution to corporate, societal and environmental progress.

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

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

3.2.2 THE UNITED NATIONS GLOBAL COMPACT AND IPSOS' CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS (SDGs)

The UN Global Compact was established in 2000. Its objective is to create a platform for exchange and collective action to engage businesses, civil society and United Nations bodies around 10 principles of responsible business conduct. These principles define the requirement of respect for human rights, compliance with labor and environmental standards, and the fight against corruption. Ipsos has been committed to respecting them since 2008.

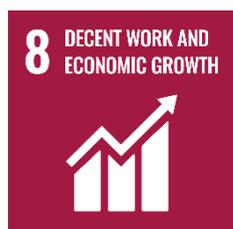


Ipsos has also identified actions by which it can contribute to the achievement of the Sustainable Development Goals (SDGs).

REFERENCE FRAMEWORK

OUR SUSTAINABLE DEVELOPMENT STRATEGY: TAKING RESPONSIBILITY

SUSTAINABLE DEVELOPMENT GOAL



IPSOS' CONTRIBUTION

SOCIETAL

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

CORPORATE

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

CORPORATE

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

CORPORATE

Ipsos combats all forms of discrimination and promotes gender equality within its teams. The promotion of women and equal pay is a priority for Ipsos. The internal Gender Balance for Better Business network carries out initiatives to support women in their career development.

CORPORATE AND SOCIETAL

Ipsos aims to pursue its development in a sustainable and responsible manner with a sustained effort to promote equal opportunities and respect for human rights. Ipsos is committed to ensuring a safe working environment and the health of its employees. As a responsible employer, Ipsos encourages dialogue between management and employees. Ipsos has also adopted a responsible purchasing policy to prevent the risk of human rights violations across its entire value creation chain.

CORPORATE AND SOCIETAL

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

SUSTAINABLE DEVELOPMENT GOAL



Ipsos' CONTRIBUTION

ENVIRONMENTAL

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

ENVIRONMENTAL

Ipsos measures the CO₂ emissions linked to its activity, which are generated mainly through its energy consumption and its employees' business travel. In 2018, the Group made a commitment to reduce its carbon footprint per person by 10% by 2020.

SOCIETAL

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

SOCIETAL

In each country where Ipsos operates, it cooperates with various organizations, both public and private, to use its know-how and its knowledge of markets, society and consumers to promote positive impact initiatives. At global level, Ipsos has signed a partnership agreement with the Tent Foundation and has recruited more than 60 refugees to its workforce. The Group has also conducted a voluntary global study, "Project Understanding", designed to provide a better understanding of the drivers of refugee integration and of the acceptance of refugees by the populations of host countries.

3.2.3 COMBINING BUSINESS CHALLENGES AND CSR TARGETS THROUGH A CLIENT-FOCUSED ORGANIZATION

High-quality customer service is a key value for Ipsos and is central to our corporate culture.

In addition to the attention paid to this objective at all times, several measures have been put in place to ensure and formalize the best possible follow-up for our clients:

- Dedicated "Client Organizations" have been set up in our markets to manage and coordinate the relationship with our regular clients;
- At global level, the Ipsos Global Partnering (IGP) program supports our major international clients, in particular to guarantee the quality and consistency of the services we provide to them in the various markets where they operate. The program is led by a member of the Group Executive Committee;
- Client satisfaction is measured both through our external Client Satisfaction Monitor (eCSM), a client satisfaction survey conducted at the end of each project, and once a year, through our Global Client Survey (GCS).

REFERENCE FRAMEWORK

OUR SUSTAINABLE DEVELOPMENT STRATEGY: TAKING RESPONSIBILITY

In 2020, 79% of our clients said they were very satisfied with Ipsos' services, giving us an overall rating of between 8 and 10 on a scale of 10. This figure has increased by more than 20 percentage points since the beginning of the decade.

3.2.4 CSR GOVERNANCE

In 2014, Ipsos set up a dedicated CSR Committee within its Board of Directors. Its mission is to define Ipsos' sustainable development strategy and objectives in this area and to supervise the implementation thereof. It also monitors performance indicators.

The members of the Committee are:

- Florence von Erb, Chair of the CSR Committee and Independent Director;
- Mary Dupont-Madinier, Independent Director of the Committee until May 28, 2020;
- Jennifer Hubber, Director;
- Didier Truchot, Chairman and CEO;
- Sylvie Mayou, Director representing employees (appointed member of the Committee on October 27, 2020);

This Committee meets three times a year. It cooperates with the Audit Committee and reports regularly to the Board of Directors on its work, particularly with regard to the monitoring of performance indicators. In 2020, in addition to its usual work, the Committee decided on the sustainable development roadmap 2021-2023 and the performance indicators to be monitored over this period.

The CSR policy is implemented and overseen on a day-to-day basis within Ipsos by the Global CSR Officer, Ewa Brandt, who works closely with the Group's Chairman and CEO and is supported in the deployment of CSR initiatives by CSR "Ambassadors" in each country.

3.2.5 OUR GOALS



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In 2018, Ipsos decided to present its objectives and the progress to be made by 2020 by setting out ten performance indicators. These express our commitment and our sustainable development policy for each CSR area: Corporate, Social and Environmental (see table below).

First of all, the quality of our services depends on the efficiency of our organization and the skills of our employees. This is why two of our objectives cover Ipsos' main risks related to talent retention and engagement. With a view to ensuring equality and managing its employees' career development, Ipsos measures the percentage of women in positions of responsibility.

In order to best measure the progress made on the CSR policies put in place, we also measure the rate of participation in the CSR audit, the *Taking Responsibility Survey*, in all of our entities around the world.

Four objectives and key indicators aim to track the progress of our efforts to reduce our carbon footprint and to measure the effectiveness of the initiatives we are putting in place to develop circular economy.

Ipsos also measures the number of countries that implement CSR policies locally.

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

The following table shows our 2020 performance on these 10 indicators:

REFERENCE FRAMEWORK

OUR SUSTAINABLE DEVELOPMENT STRATEGY: TAKING RESPONSIBILITY

Area	Indicator No.	CSR Indicator	Target 2020	Base 2018	12/31/2020
CORPORATE	1	Level of employee commitment	Increase the level of employee commitment by exceeding the "RED" ¹ (Representative Employee Data) benchmark by 2 points	Ipsos 72% The RED benchmark is 73%	Ipsos 72% The RED benchmark is 72%
	2	Employee turnover rate	Turnover rate below 17%	20.9%	18.6%
		<i>Of which turnover rate related to voluntary departures</i>		17.5%	13%
	3	Gender equality - % of female members appointed to Level 1 of the Leadership Team	35% women	30.3%	34.2%
4	Taking Responsibility survey response rate	100% response rate to the TR survey for countries with more than 20 employees	100%	100%	
SOCIAL	5	Number of suppliers adhering to the United Nations Global Compact	Increase the number of suppliers who have signed up to the UNGC to 50 by 2020	40	57
	6	% of countries with a CSR policy	All countries with over 20 employees	80%	100%
ENVIRONMENTAL	7	Greenhouse gas emissions per employee	Reduce the total tonnage of CO ₂ equivalent emissions for Scopes 1 and 2 and business travel in Scope 3 by 10% per employee by 2020	2.61 tons of CO ₂ e per employee, down 5%	1.53 tons of CO ₂ e per employee, down 40%
	8	Greenhouse gas (GHG) emissions	Reduce the total tonnage of CO ₂ equivalent emissions for Scopes 1 and 2 and business travel in Scope 3 by 10% by 2020	35,224 tons of CO ₂ e down 4%	22,524 tons of CO ₂ e, down 40%
	9	Direct purchases of paper	Reduce purchases of paper by 10%	342 metric tons	248 metric tons
	10	Paper recycling %	All paper available for recycling to be recycled	61.9%	86.3%

At the end of 2020, the CSR Committee decided on Ipsos' sustainable development roadmap for 2021-2023 and the performance indicators to be monitored over this period. The targets to be achieved by 2023 are summarized in the following table:

¹ RED Global Services: employee commitment levels in Consulting/Auditing, Financial Services, and Media/Communication companies with 100 or more employees, in 33 countries

REFERENCE FRAMEWORK
OUR SUSTAINABLE DEVELOPMENT STRATEGY: TAKING RESPONSIBILITY

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

REFERENCE FRAMEWORK

OUR SUSTAINABLE DEVELOPMENT STRATEGY: TAKING RESPONSIBILITY

3.2.6 DATA COLLECTION PROCESS

3.2.6.1 REPORTING SCOPE AND PERIOD

The report covers all the markets in which Ipsos operates unless otherwise specified. Data collection and monitoring of the indicators are carried out jointly by the central teams and the local teams in each country. Throughout the year, the Director in charge of the Group's Corporate Social Responsibility involves all stakeholders in CSR work and projects. Each local Ipsos entity has appointed a CSR Ambassador who helps promote efforts and keep employees informed of the progress made. With respect to the Green House Gas (GHG) indicators, the report on greenhouse gas emissions covered the Group's 35 main countries compared to 30 countries in 2019 (the 5 new countries taken into account are identified by the "*" symbol): Argentina, Australia, Belgium, Brazil, Bulgaria*, Canada, Chile*, China, Czech Republic, Denmark*, France, Germany, Hong Kong, India, Italy, Japan, Malaysia, Mexico, Netherlands, Peru, Poland*, Romania, Russia, Singapore, South Africa, South Korea, Spain, Sweden, Switzerland, Taiwan*, Thailand, Turkey, United Arab Emirates, United Kingdom and the United States.

We have limited this scope to 35 countries because they represent a reliable and almost complete representation of our revenue and activities (nearly 95% of our revenue in 2020).

The reporting period for this extra-financial performance statement is January 1 to December 31, 2020, except for the GHG indicators and the *Taking Responsibility* survey, which use data from October 1, 2019 to September 30, 2020.

The Taking Responsibility survey is designed to meet the UN Global Compact's Communication on Progress (CoP) requirements. By way of external benchmarks, the report is based on certain standards established by the GRI (Global Reporting Initiative), as well as on the principles of the UN Global Compact.

3.2.6.2 DEFINITIONS AND DATA COLLECTION PROCEDURES

3.2.6.2.1 *Corporate data*

The corporate indicators cover all Group companies and permanent staff (the definition of Ipsos' permanent workforce is a broad one that encompasses all steadily employed and permanent employees, whether on permanent or fixed-term contracts, paid interns and students).

Corporate data is tracked via the "iTalent" Human Resources Information System and the "BI" management system. The level of employee commitment is measured each year by means of an "Ipsos Pulse" opinion survey.

Voluntary departures include resignations, end of fixed-term contracts, retirements, deaths and cancellations of hires with a term of more than 30 days.

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

Training data is collected via the "iTime" information system. This is an internal information system that allows employees to record their work activity sheet on a weekly basis.

3.2.6.2.2 *Social data*

Data on social activities has been collected since 2013 through an annual Taking Responsibility survey. The questionnaire consists of 52 questions designed to consolidate information on Ipsos' CSR objectives and the initiatives implemented locally to support our CSR goals. The managers of the local entities are responsible for responding to this survey.

3.2.6.2.3 *Environmental data and greenhouse gas emissions report*

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

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

3.2.6.2.4 Limitations

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

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

3.2.6.2.5 Review by independent auditors

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

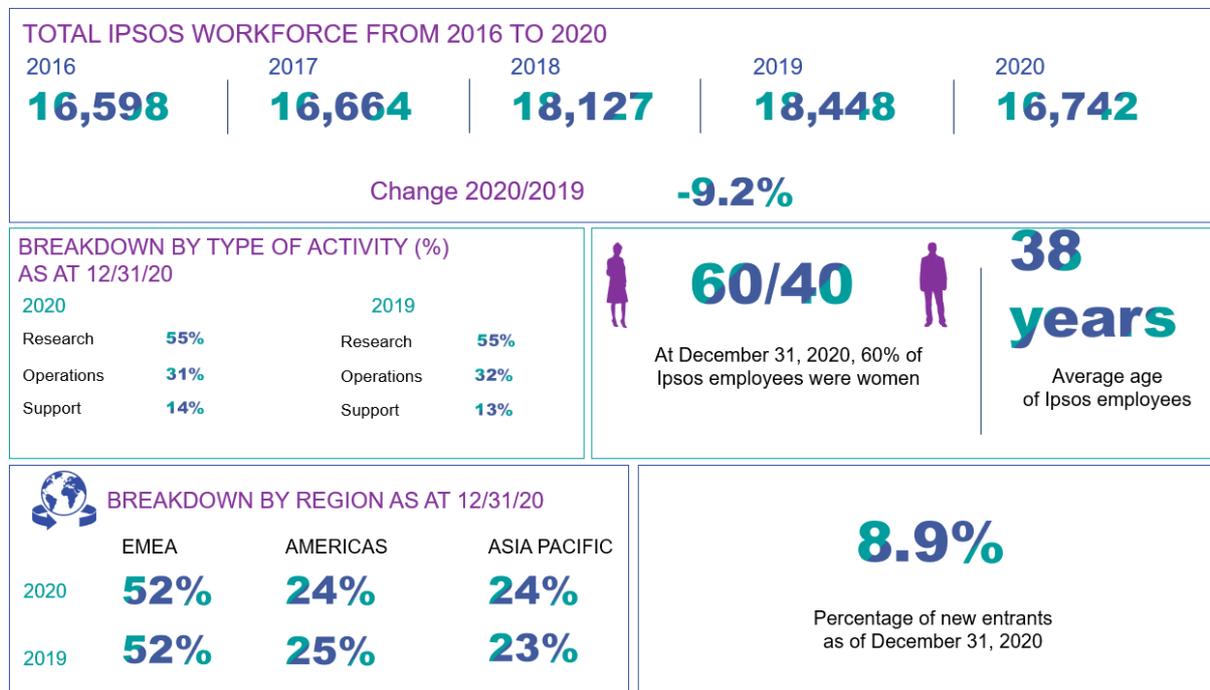
REFERENCE FRAMEWORK

OUR CORPORATE SOCIAL RESPONSIBILITY COMMITMENT

3.3 OUR CORPORATE SOCIAL RESPONSIBILITY COMMITMENT

3.3.1 HR POLICY

3.3.1.1 HR DASHBOARD



The decrease in the workforce is explained by a freeze on recruitment and hence the non-renewal of departures from March 2020 due to the uncertainty weighing on the business as a result of the Covid-19 pandemic.

3.3.1.2 CORPORATE RISKS

In everything it does, Ipsos operates with the utmost respect for Human Rights. It is committed with respect to its employees and local communities, to diversity, safety, well-being, health and to nurturing the talents of each individual.

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

The main corporate risks faced by Ipsos are the risk of key managers leaving the company and the risk of a lack of qualified staff.

If key managers or even teams leave, the Group could lose clients or experience a reduction in business on certain products or Service Lines. Beyond purely commercial activities, the policy of innovation and the launch of new services are based on leaders and specialists. In a particularly competitive environment, it is essential to set up business continuity plans to promote Level 2 employees and develop their skills, as these are the people who will become key managers. The Group identifies key staff, guaranteeing them an attractive remuneration package with an annual bonus and long-term schemes such as share incentive plans. Employment contracts for key employees generally include non-compete and non-solicitation clauses to protect the interests of Ipsos.

In addition, Ipsos is exposed to the risk of a lack of qualified staff. Local teams are made up of leaders, managers and employees who must have a range of skills to serve clients while ensuring business development. In some countries, particularly emerging markets, there is a lack of qualified staff or it is hard to replace qualified staff, because the younger generations tend to leave their country of origin or change companies regularly without necessarily specializing. This shortage poses two risks: firstly, an operational risk with regard to Ipsos' ability to provide its clients everywhere with the same services innovatively. Secondly, a financial risk driven by higher salaries due to fierce competition for the right people. Ipsos has adopted an active policy to retain its key managers and offers annual salary increases to stay competitive in the local job market. At the same time, regular training is provided to maintain service quality and improve employees' skills. The sections that follow provide details and illustrations of this career management and retention policy.

3.3.2 MANAGEMENT OF THE PUBLIC HEALTH CRISIS

3.3.2.1 WORK ENVIRONMENT AND COMPLIANCE WITH STANDARDS

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

Since the beginning of the crisis, Ipsos has done everything possible to protect the health and safety of its employees in all the countries where it operates. It has complied with the health and safety requirements set by the public authorities by implementing procedures, protocols and preventive measures to avoid infection among employees:

Health measures

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



3.3.2.1.1 Organizational measures

- Moving around the building (accessible areas, signage, prevention of overcrowding, controlling how people move around including to access canteens).
- Putting space between workstations (and between tables in canteens) and providing disinfectants. Flexible working hours: longer office opening times, working from home, etc.
- Procedure for external visitors to premises (form to be filled in).

REFERENCE FRAMEWORK

OUR CORPORATE SOCIAL RESPONSIBILITY COMMITMENT



In Malaysia, the Czech Republic, India, China, Italy and many other countries, videos have been produced and sent to employees to reassure them about the measures that have been put in place for when they return to the office.



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

3.3.2.1.2 Preventing mental health risks

Because the public health crisis has affected the whole world and gone on for so long (first, then second wave, lockdowns, easing of restrictions, etc.) and while we wait for everyone to be vaccinated, there has been a significant impact on the work of our employees, with the risk of them suffering from mental health issues. For this reason, Ipsos has implemented preventive measures, such as:

- Telephone helpline with experts in some countries (France, United Kingdom, North America, Asia Pacific, ...);
- Setting up an MHR (mental health risk) committee;
- Preventing isolation of individuals by organizing regular contact among homeworking teams;
- Online training to help managers manage teams remotely (see 3.3.3.4);
- Online activities to prevent stress (yoga, sports, challenges, etc.);
- Providing staff with regular updates on the measures implemented by the company in response to the course of the epidemic in each country;
- Supervision and support for employees working from home (laptop computer, loan of furniture - chairs, screens -, internet access, training in online tools); recommendations for postures to limit the risk of musculoskeletal disorders, recommendations for breaks during the day, etc.;
- Respect for the right to log off when working from home outside office hours.

The recent Pulse 2020 employee satisfaction survey (see 3.3.3.1) highlighted areas for improvement in the performance of work such as greater autonomy, team versatility (rotation between Service Lines) and the confidence of our managers in their teams working remotely. A positive impact was employees becoming aware of the range of possibilities (flexibility, online tools, delegation, autonomy, etc.) available to them to help them shape their professional future.

3.3.2.1.3 Compliance with hygiene, health and safety standards

Nearly 600 employees have been designated and trained in health and safety around the world and are involved in identifying and implementing numerous initiatives, a few examples of which are cited here.

In the United States, the United Kingdom and Asia-Pacific, the Employee Assistance Program (EAP) has been launched: employees are encouraged to speak up if they need help in the form of counselling or with similar emotional issues. In Australia, online training sessions have been created on a variety of health issues, including one called “Managing your emotions at work”.

The on-site medical service in France organizes blood donation and flu vaccination campaigns (120 employees), as well as relaxation, support and individual counseling sessions. In 2020, all employees had access to free blood tests, nursing care and an optician's service. A screening and cardiovascular risk awareness campaign was also conducted among 30 employees.

3.3.2.2 WORKING TIME, ABSENTEEISM RATE, FLEXIBILITY, LOCKDOWN, RETURN TO THE OFFICE

3.3.2.2.1 Working time, absenteeism rate

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

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

The average absenteeism rate is 2.4%.

3.3.2.2.2 Flexibility in work organization and work-life balance

Given the Covid-19 situation, we are now working more flexibly than ever. With some employees now working from home, it can be difficult to separate work from private life, so we strongly encourage employees to make sure they have a good routine and take breaks and statutory vacations so they can get adequate rest.

In France, any employee can choose to donate part of their leave or RTT [reduction in working hours/additional leave], so that other Ipsos employees who are responsible for the care of a sick relative or child and need to look after them can benefit from additional days of leave or RTT.



In **Malaysia**, India and Indonesia, employees launched a donation campaign to give financial support to independent interviewers working on Ipsos projects on the ground - with no income because of Covid-19 lockdowns; more than 750 interviewers have benefited from this initiative.



Ipsos Interactive Services executives in **Latin America** have joined forces to help employees reconnect while working remotely. Every week, an executive hosts a webinar under the hashtag #IISathome. The goal is to provide employees with support across four areas: physical and mental health, team communication and work-life balance, while working from home. Topics such as stress management, new habits, social responsibility and time management have been discussed.

REFERENCE FRAMEWORK

OUR CORPORATE SOCIAL RESPONSIBILITY COMMITMENT



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

3.3.2.3 PROTECTING JOBS DURING THE PANDEMIC

When the health crisis began to worsen, Ipsos decided to take measures to protect jobs within the Group by taking control of the overall payroll.

It was thus decided to pay all bonuses relating to results for the previous year, 2019, but not to implement the salary increases planned for 2020, and thus to freeze salaries in all countries. A few exceptions were made for low-wage earners (Levels 6 and 7) in some countries with very high inflation, in order to prevent these people from falling into any financial hardship.

Other measures designed to contain the increase in Ipsos' payroll include a voluntary pay cut for certain managers (for a period of 3 to 9 months), a freeze on recruitment and the introduction of part-time working arrangements where business activity permits.

3.3.2.4 WELLNESS & RESILIENCE INITIATIVE

At Ipsos, we want our employees to feel at their best so they can give the best of themselves. For this to happen, initiatives are being launched in all the regions:



The **Ipsos Cares** program launched at regional level in **Latin America** aims to promote employee well-being by fostering inclusiveness and health. Online courses are provided by experts. They provide a space for discussion and the sharing of personal experiences. Every day employees are sent information about nutrition, physical and mental health, and well-being at work.



North America organized a week of activities to help break down the stigma surrounding mental health. One such activity was the sending of Caring Cards to colleagues. These acts of kindness can have a significant impact; an interactive virtual Ipsos Care Fair to access resources in the areas of psychological support, autonomy, family, finances, and stress; virtual sessions focusing on yoga and physical exercise.



In **Poland**, employees were given information about wellness, including advice on emotional well-being and coping during Covid-19: "How to look after your mental health and avoid depression".

In **France**, various initiatives have been introduced for all employees. These include: weekly relaxation sessions; monthly workshops on health-related issues (cardiovascular risks); targeted support from the HR team for employees worried about returning to the office, advice for line managers, management of employee mental health issues; a counselling platform - a free, anonymous helpline for employees.

In **Asia Pacific**, psychological resilience sessions were organized with the management team: presentation of practical tools on how to manage and respond to stressors, sharing a case study and encouraging managers to share their own personal stories.

3.3.3 TALENT MANAGEMENT

3.3.3.1 ATTRACTING, ENGAGING AND DEVELOPING OUR STAFF

Our employees are our greatest asset. The "Proud to be Ipsos" guide, published by the Group for its employees and clients, describes our vision of the business and the values we want to share in our industry.

This document, translated into the Group's main languages, was first published in the summer of 2007 and distributed to all our countries. It opens with a description of the Group's ethos so we can share our commitment with each newcomer.

"In our world of rapid change, the need for reliable information to make confident decisions has never been greater.

At Ipsos we believe our clients need more than a data supplier, they need a partner who can produce accurate and relevant information and turn it into actionable truth.

This is why our passionately curious experts not only provide the most precise measurement, but shape it to provide True Understanding of Society, Markets and People.

To do this we use the best of science, technology and know-how and apply the principles of security, simplicity, speed and substance to everything we do.

So that our clients can act faster, smarter and bolder."

Ultimately, success comes down to a simple truth:

YOU ACT BETTER WHEN YOU ARE SURE"

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



Our values are:

- Integrity
- Curiosity
- Collaboration
- Client First
- Entrepreneurial spirit

REFERENCE FRAMEWORK

OUR CORPORATE SOCIAL RESPONSIBILITY COMMITMENT

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

The Company's senior executives want its employees to be proud and happy to work for Ipsos. In order for Ipsos employees to be able to develop their potential, the Company is constantly working to ensure they have a pleasant working environment and access to high-performance tools. Our corporate value of "entrepreneurship" is a reality. Management encourages innovation and gives employees the autonomy they need to quickly rise to positions of responsibility.

3.3.3.1.1 Turnover rate: Departure analysis

As of December 31, 2020, the Group had 16,742 employees worldwide (including employees acquired through acquisitions and including "Standard Contractors"), compared to 18,448 in 2019. The large shift in the number of employees by type of activity can be explained by the exhaustive work done in 2020 to update the roles of Ipsos Group's workforce.

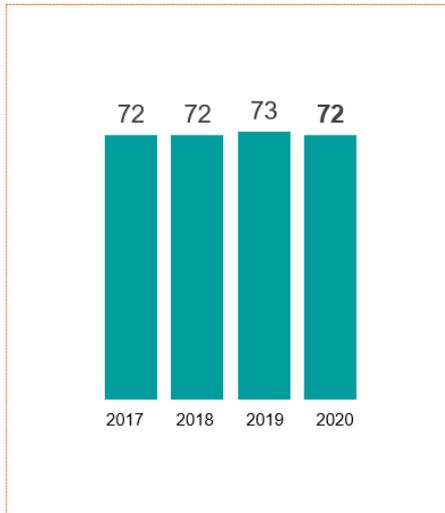
The staff turnover rate is based on the permanent workforce (excluding Standard Contractors). The definition of Ipsos' permanent workforce is a broad one that encompasses all steadily employed and permanent employees, whether on permanent or fixed-term contracts. According to this definition, as of December 31, 2020, Ipsos had a total turnover rate of 18.6% (21.7% in 2019) and a turnover rate on voluntary departures of 13% (18.4% in 2019). In addition, Ipsos Group employs a large number of primarily temporary staff to administer its questionnaires: the interviewers. These workers are not included in the permanent headcount and the variable costs they represent are included in the direct costs in Ipsos' consolidated income statement.

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

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

LEVELS OF COMMITMENT

Your commitment score = Average score of the 9 commitment index questions



Commitment index = 9 questions

- I like Ipsos' culture and values
- Overall, I am satisfied with my job
- I am confident in my own future at Ipsos
- I am motivated in my current job
- My work gives me a sense of personal fulfillment
- I am proud to say that I work at Ipsos
- I would recommend Ipsos as a great company to work for
- I agree with Ipsos' strategy and direction
- I have confidence in the decisions taken by management in my country

First done in 2003 by a team of Ipsos experts, the “Ipsos Pulse” survey has become a key annual event for employees worldwide and a valuable HR management tool. The 2020 Ipsos Pulse survey was translated into 22 languages.

It offers all Group employees a valuable and unique opportunity to express their views on the working environment, management and the Group's strategic objectives. It was a real success in terms of interest, since the Group's participation rate was 84%, giving us a representative overview, reliable results and enabling us to define action plans for 2021.

This year, new questions on inclusion and diversity have been included, which will allow us to calculate an index to evaluate Ipsos' policies on this subject.

Responses to the "Ipsos Pulse" survey, which were processed anonymously, showed that the overall situation remains positive despite an eventful year, with a high and stable overall commitment of 72%. The one point drop in the employee commitment rate in 2020 - which we do not consider to be significant - is exogenous to Ipsos and reflects the uncertainties resulting from the global pandemic. Employees feel that Ipsos has done a good job in the context of the Covid-19 crisis and that the company has taken the right measures to safeguard its business and its client relationships.

Employees have growing confidence in the future of Ipsos (82%, +1% vs. 2019) and are proud to work for the company (80%); they recommend Ipsos as a good place to work (73%).

It is also worth noting that employee appreciation of training increased by 2 points, from 82% to 84% in 2020, demonstrating the effectiveness of the work done by our HR teams during the pandemic to transform training from face-to-face to online.

With a view to continuous improvement, the results and findings of the 2020 “Ipsos Pulse” campaign have been carefully studied and analyzed to identify the main priorities. This is being followed by the development of specific action plans and initiatives dedicated to talent management.

REFERENCE FRAMEWORK

OUR CORPORATE SOCIAL RESPONSIBILITY COMMITMENT

3.3.3.2 GENERATION IPSOS

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



Generation Ipsos

In order to remain focused on Ipsos' deep commitment to the development of its employees, the Ipsos Training Center launched the "Generation Ipsos: Getting to know Ipsos' Service Lines" program in early 2018. This initiative is aimed at new graduates and is designed to provide them with a solid foundation of knowledge and skills in the field of surveys. It also aims to strengthen ties and interactions with employees in the different Service Lines. This internal training course will then enable them to apply for a wide variety of positions within Ipsos.

This comprehensive, global program aims to recruit the best young people, who are curious and passionate. It aims to help them develop, integrate them into the Ipsos culture and immerse them in our Service Lines, providing them with training and development opportunities that will keep them inspired and engaged.

The program includes taking online courses, taking part in practical activities (organized locally) and submitting a final project on a study to be presented to experienced local managers. Participants are also given the opportunity to experience the work and environment of several Service Lines and thus enrich their knowledge of the research industry. In 2020, all face-to-face activities or modules such as breakfast meetings with the country manager or HR team, integration meetings, etc. were moved online to accommodate the restrictions imposed by the pandemic.

Since it was launched in 2018, 1,590 new graduates have enrolled on the program in 59 countries.

The feedback from our young employees on their experience is commensurate with their commitment and has highlighted the challenges of this crisis. Some said they felt uncomfortable at first, not being able to meet their colleagues in person. Others did not expect to have to work from home for such a long period of time. Nevertheless, they found that they could learn a lot doing things virtually. In Japan and Brazil, as in all the other countries, they could log on to our online "MS Teams" tools whenever they needed some support from their line manager or members of their team.



Juliana Teixeira - Healthcare in Brazil: "The "Generation Ipsos" program inspires us to forge ahead, innovate, produce. It's a real group effort. But how can we experience this when we are isolated at home without our colleagues? Without anyone at our side to dispel our doubts? Our teams held weekly meetings to find out how we were doing with our projects, but also to give us the help and support we needed during this time of learning and to make sure we weren't feeling too isolated. The "Generation Ipsos 2020" will be different from the previous ones. It will be a more autonomous generation, with a greater sense of responsibility; one that challenges things more and is more self-confident. We are in the process of defining our future."

During the pandemic, Ipsos developed a web-based program for our young people in Russia, Ukraine and Kazakhstan called "Let's go!". It consists of 24 webinars designed by our experts on topics that are relevant and useful in the field of research. The program also covers writing, multi-country project management and goal setting.

Throughout this very strange year, the country managers paid particular attention to the young generation just starting their careers at Ipsos by organizing virtual meetings to support them in their isolation and make sure they felt a part of our company.

Pierre Le Manh, CEO North America: "When I told them I was sorry about the incomplete experience they have had since joining Ipsos, I was really touched by their smiles, enthusiasm and infectious desire to be part of our community. Covid or not, we will do everything we can to ensure that this first step in their career is a success on which they can build throughout their professional life."



It is in this context that Ipsos in France has partnered with the "My Job Glasses" platform, which brings together students and professionals, some thirty of whom are Ipsos ambassadors. This project is helping to increase our visibility among students, with a view to building up a pool of young talents who could join our organization one day.

3.3.3.3 CAREER MANAGEMENT

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

3.3.3.3.1 Classifying our jobs to better manage careers

In 2020, Ipsos redefined its "Job Library", which lists 192 different positions. These positions are classified according to four types of function that reflect Ipsos' main business activities: Research and Science, Operations and Platforms, Key Account Management and Support Functions.

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

3.3.3.3.2 Appraising the performance of our employees

In 2020, the Group's employees once again benefited from individual performance reviews. These reviews provide the perfect opportunity for employees to talk to their manager; during the review, the employee's performance is discussed and recorded, as are the plans for their professional development and their aspirations for functional or geographic mobility.

3.3.3.3.3 Organizing staff reviews to identify talents and establish succession plans

A staff review process has also been in place since 2018 in all the regions.

It is carried out jointly by managers and HR managers. Each employee is appraised using a matrix that determines the level of their performance and potential. It is also an opportunity to discuss the action plans to be implemented for the employee.

Ultimately, this staff review makes it possible to:

- Identify key talents, experts and high potentials.
- Have a talent management policy that is both dynamic and proactive.
- Develop succession and continuity plans in the event of departure or change of position.

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- Implement appropriate career management in terms of salary, training and mobility.
- Propose relevant development plans to help employees progress.

The exercise was carried out centrally by the human resources department for the company's senior executives between November 2020 and January 2021. Actions have been identified for some of these employees (mobility, coaching, salary review, etc.). The Group HR Department will ensure that the decisions are implemented.

3.3.3.3.4 Offering attractive opportunities for career development through internal mobility

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

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

Since Ipsos operates in 90 markets, employees have a very broad platform for their professional development. Ipsos encourages international career paths. As of December 31, 2020, Ipsos had 350 internationally mobile employees (all types of contracts). Despite the pandemic, 46 international transfers took place during the year, demonstrating the Group's ability to offer opportunities in all the regions.

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

Hélène de Vivies, HR Director for France: "The teams have shown incredible energy in implementing interdepartmental mobility thanks to real-time management of the skills deployed and to coordinated communication".



Claire Timmins, HR Director UK: "I'm proud of the flexibility and adaptability of our staff in this time of crisis. Business activity having declined in some areas and increased in others."

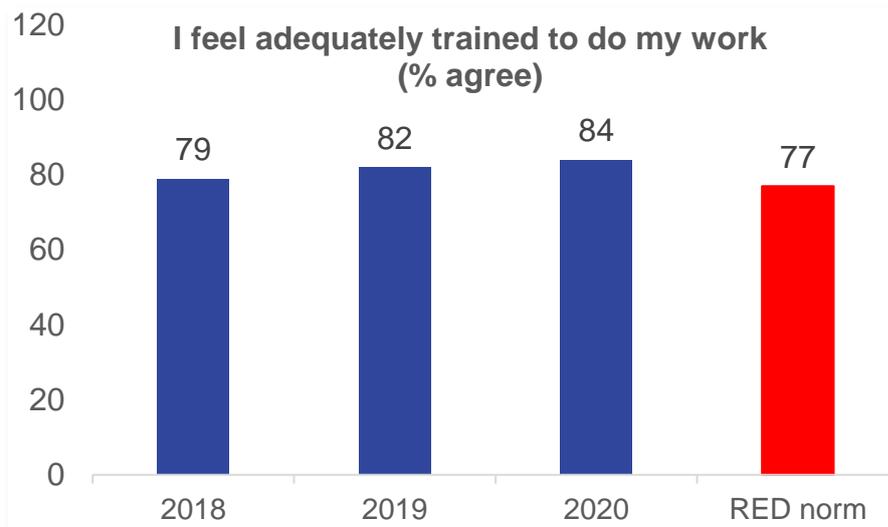


3.3.3.3.5 Organizing succession and continuity plans for management and key positions

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

Ipsos records the number of training hours recorded by employees on the iTime platform. Training represents 2.1% of total time, i.e. approximately 43 hours per employee. Ipsos is proud of this achievement, which attests to the importance of making our teams' development a key focus. It also demonstrates our ability to offer alternative training solutions when face-to-face training is no longer possible. In 2020, distance and online training enabled us to ensure continuity in our staff training despite the public health crisis.

Thus, in the annual Pulse survey conducted in 2020, 84% of Ipsos employees (82% in 2019) stated that they receive adequate training to carry out their work, this score being well above the norm for our industry (77%).



As virtual training sessions are inherently shorter than face-to-face training, the number of training hours reported by our employees has automatically decreased slightly compared to last year.

3.3.3.4 TRAINING AND SKILLS DEVELOPMENT

3.3.3.4.1 Focus on the Ipsos Training Center (ITC)

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

All employees have access to it from a dedicated platform and it provides the latest online training solutions. It thus contributes to the personal development of employees.

In 2020, the ITC continued to work with the Service Lines and updated and expanded its range of training programs.

The ITC currently offers 418 online training courses to employees, which are classified according to five types of skills:

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

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



In 2020, 78% of Ipsos employees (71% in 2019) used the ITC to do at least one training activity. Ipsos' training platform is therefore widely used by all employees, a significant increase compared to last year.

3.3.3.4.2 Focus on welcoming new employees

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

3.3.3.4.3 Focus on new training programs

In 2020, Ipsos created four new accreditation programs to train employees in several Service Lines:

- Innovation
- Market & Strategy Understanding
- Brand Health Tracking
- Healthcare Compliance 2020

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

- Working from home
- Returning to the office
- Resilience
- Conducting virtual meetings

Lastly, as part of the *Belong* initiative, training on Inclusion and Diversity has been introduced for all employees.

3.3.3.5 SALARIES

Ipsos is a “human capital” company, meaning our employees and managers are our main asset. It is therefore essential for Ipsos to be able to attract and retain the best talent.

The Group's compensation policy is based on specific principles adapted to the labor market and to local employment legislation. The aim of this policy is to:

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

Accordingly, in 2015 Ipsos introduced a new internal job classification system with three objectives:

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

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

Levels 7, 6 and 5 correspond to the first stages of a career and represent 72% of the Group's workforce. For these levels, compensation is generally just a fixed salary, which increases according to the responsibilities entrusted to the employee, their command of the job and their individual performance.

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

Levels 1 and 2 correspond to senior management positions, which account for 5% of the Group's workforce. Their compensation package is made up of three parts:

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

Individual allocation is completely discretionary and decided by the Plan Manager. Ipsos believes that the best way to achieve its performance objectives and to align the interests of its senior managers and executives with the interests of shareholders is to grant them bonus shares that reward their commitment and individual performance. These awards are renewed annually.

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

3.3.3.5.1 *Profit sharing*

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

Ipsos' total compensation, i.e. base salaries, profit-sharing and bonuses, amounted to €833 million in 2020, compared with €869 million in 2019, thus down 4% on 2019 (changes in exchange rates and scope of consolidation included). For more information, please refer to the Consolidated Financial Statements (section 18.1.2 of the URD).

3.3.4 COMBATING DISCRIMINATION AND PROMOTING DIVERSITY AND INCLUSION

3.3.4.1 DIVERSITY & INCLUSION

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

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

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

Our company does better when our employees can be themselves, free of constraints and prejudices, with no discrimination or inequality.

In 2020, Ipsos strengthened its commitment by supporting various initiatives around the world with the aim of clarifying its standards and objectives in this area:

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

As part of its ongoing commitment to cultivating an inclusive and diverse working environment, Ipsos has launched a global initiative called *Belong*, which is sponsored by a member of the Executive Committee.



Ben Page, Ipsos CEO in the UK: "Belong's mission is to carry out actions, in collaboration with local Ipsos managers, that will have a significant impact on internal processes and practices, in order to make Ipsos as diverse as the people and subjects we research."

By attracting increasingly diverse employees and empowering them to be themselves, Ipsos seeks not only to increase employee satisfaction, but also to broaden the range of experiences we can offer to enhance the quality of the services we provide to our clients.

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



In **North America**, Ipsos has set up the **Ipsos Employee Resource Group for Anti-Racism**, in recognition that we all have a responsibility to openly and visibly oppose racism and its effects. The group's mission is to make an active commitment to and support racial equality; to foster a more open, collaborative and inclusive organization and culture. It aims to equip employees with self-awareness, knowledge and tools to promote and facilitate the discussion, understanding and support needed to address the issues of racism that are inherent in workplaces and communities.



Ipsos signed the United Nations Code of Conduct for LGBTI+ People in 2019 - an important milestone for our LGBTI+ colleagues around the world. However, our own surveys show that there is still a long way to go. With this in mind, last December Ipsos UK organized **Ipsos's Pride Network** event to which ILGA-Europe (European Region of the International Lesbian and Gay Association) and the Human Dignity Trust were invited to talk to our employees so they could learn more about what it means to fight for LGBTI+ rights in 2020, and think about how we can actively promote LGBTI+ rights.

In **Spain**, following negotiations with the employee representative committee, Ipsos has signed up to an equality plan aimed at ensuring that women are not discriminated against in terms of pay, career advancement, treatment, etc.

In **Brazil**, the Diversity Committee - set up in 2018 - led the first international Pride Event and organized the Black Conscience Day Fair in November.



Ipsos in **France** continues to support disabled employees, answer questions relating to disability and train the managers who welcome them. It is also developing its partnership policy with suppliers who employ disabled people. It is also a partner of the Sciences Po Grande École, some of whose students are disabled.

Thailand is encouraging those in charge of recruitment to consider male applicants (women are in the majority) and not to be prejudiced in the selection process.

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

3.3.4.2 REINFORCING GENDER EQUALITY IN THE WORKPLACE

Like most of the market research industry, which employs more women than men, Ipsos' workforce is predominantly female, with 60% women and 40% men, 65% in positions related to Ipsos research, and 51% in support functions. In compliance with all applicable federal, national and local laws, Ipsos subscribes unconditionally to the principle of equal pay for its male and female employees. This equality policy has several concrete applications: it promotes equal opportunities and equal pay for men and women and fairness in terms of promotion and career development; and it creates working conditions that leave as much room as possible for family life, or at least ensure a work-life balance.

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With this in mind, monitoring indicators for 30 countries representing 82% of employees have been introduced in order to track changes in gender equality from one year to the next: pay gaps, salary increases and promotions, bonuses and the proportion of women in top management. Action plans are then implemented locally based on the analysis carried out.

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

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

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

And what about 2020? While many markets were in lockdown, groups of women from Ipsos met up informally online to support each other and share the challenges of balancing work, childcare, education and running the home.

Here are three examples from around the world that illustrate the current impact of the Gender Balance Network.

In **the US**, in June, the Gender Balance Network hosted an online session with questions that had been pre-submitted by Ipsos staff. Topics covered included: "How to manage traditional 'female' roles within the family when self-isolating"; and "How to balance work and private life".

In **Ecuador**, Ipsos is promoting a gender equality initiative. Gender equality has now been declared a government policy and is part of the national post-Covid-19 economic recovery plan.

In **Brazil**, Ipsos has encouraged the support of gender equality related activities, such as the women's mentoring program.

Interviews with women have been organized in **France** and in the **United States** with the main objective of inspiring Ipsos employees - women and men alike. These interviews are based on testimonials from women who have succeeded in their careers and who share their experiences, their challenges and the way they have transformed themselves.



At the **Women's Forum 2020** global meeting, whose theme was "Beyond Recovery: Designing an Inclusive World", Ipsos presented the results of the Women's Forum Barometer that it had conducted in the G7 countries. Ipsos exposed the gender stereotypes that remain at play and showed that the pandemic has hit women particularly hard, creating the risk of a return to traditional roles. But the survey also showed that people are aware of the risks and of the positive impact on society and business when the gender gap is reduced. It is therefore clear that the time has come to act.

Gender equality is of the utmost importance to Ipsos and it is a source of great satisfaction to support leading global institutions and public figures in redefining a more inclusive world.

In **Asia**, a number of women selected to take on managerial and executive responsibilities receive coaching. During these coaching sessions they are encouraged to identify the various obstacles they encounter in their working life. For a period of several months, a certified coach supports them to improve their skills and performance and also helps them develop their decision-making skills.

At the global level, Ipsos is also working to ensure that women are well represented at senior management levels. Thus, in 2020:

- 34.2% of level 1 “Leadership Team” managers were women.
Reminder: this level comprises Ipsos' 202 top executives and key experts, most of whom are shareholders of the Group.
- 43.6% of level 2 “Leadership Team” managers were women: a more than promising pool of candidates to take over from the above level 1 managers.
Reminder: this level comprises nearly 600 senior executives and additional experts.

3.3.4.3 COMBATING CHILD AND FORCED LABOR

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

The necessary measures have been taken within Ipsos to ensure that our service providers abide by the same rules and refrain from using underage labor.

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

3.3.5 DIALOGUE BETWEEN MANAGEMENT AND EMPLOYEES

3.3.5.1 PROMOTING AND RESPECTING LABOR RELATIONS

Ipsos Group makes it a point of honor to uphold the freedom of association and the right to collective bargaining, as defined by Principle 3 of the UN Global Compact.

In all the countries in which it operates, the Group ensures unconditional compliance with this principle. All Ipsos employees are therefore free to join trade unions.

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3.3.5.2 COMPLIANCE WITH EXISTING COLLECTIVE AGREEMENTS AND LABOR-MANAGEMENT DIALOGUE

In 2019, collective labor agreements, where applicable, were in place in 73% of the countries. This represents an increase in comparison with 2018, when only 20% of the entities had such a legal framework in place. In addition, the right to collective bargaining is established in 87% of our countries.

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

This dialogue with employees is conducted through employee representative committees, if the entity is large enough to have one, through monthly meetings with employee representatives or simply through meetings of employees with managers. In 2019, 18 agreements were signed with the management and labor representatives within our entities. Many of these relate to the work-life balance of employees (working time arrangements, home-working arrangements, etc.) and also provide employees with additional benefits in kind (supplementary insurance, luncheon or transport vouchers, etc.). We are confident that all of these measures will help us retain staff and thereby improve the Company's performance.

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

3.4 OUR COMMITMENT TO SOCIETY

The crisis caused by the Covid-19 pandemic has called into question our social models, highlighting inequalities and vulnerabilities within our societies. Ipsos continues to help people understand this new state of the world by making its expertise available to its clients and the public. In 2020, Ipsos employees conducted over 130 surveys and studies on the impact of the Covid-19 pandemic on the climate, on brands, consumer behavior and healthcare systems. They also assisted national and international public organizations in measuring and monitoring the pandemic, providing essential data for the health authorities' response to the crisis.

We have also been concerned with protecting our employees and providing them with a safe working environment.

The context is changing but our commitments to vulnerable groups, particularly refugees, have not changed. In partnership with other major French companies, we aim to raise awareness of the need to work together for the professional and social integration of refugees. The Ipsos Foundation also works with humanitarian associations and organizations to set up educational projects for refugee children and young adults on every continent.

Our employees are encouraged to take part in local community life. Once again this year, they have stepped up their local solidarity and outreach activities. In June 2020, as part of a global program called "We are all one", they led volunteer initiatives to help the communities most affected by the pandemic.

Our business is based on the collection and analysis of information about people. Therefore, data privacy and security are paramount in everything we do. We apply the highest level of data protection and comply with privacy laws and regulations to ensure that the personal data used in our research is protected against unauthorized access, loss, destruction, manipulation or disclosure. We always only collect and use data with the consent of the respondents.

Committed to professional integrity, we distribute our code of professional conduct and ethics, the Green Book, the Ipsos Professional Code of Conduct and Ethics (available on our website) to all our employees. It sets out our values, as well as our policies and procedures to ensure compliance with laws, international regulations and the highest industry standards. The Green Book also covers our ethics and human rights charter, transparency, the fight against corruption and discrimination, and our duty of care. This document is shared with our clients and suppliers.

3.4.1 OUR HUMANITARIAN COMMITMENT AND IMPACT ON THE REGIONS AND COMMUNITIES

Most of the countries where Ipsos operates have set up long-term partnerships with humanitarian associations, communities and voluntary organizations. In 2020, in addition to 1950 days of volunteer work, 43% of our countries took part in fundraising activities, raising approximately €350,000 from our employees for associations. Our employees supported 39 different causes in 2020. The majority of these (62%) were related to the fight against poverty and aid programs to help the victims of natural disasters. 31% of the actions supported were to do with education and 8% of the initiatives were in favor of the environment.

Ipsos encourages skills sponsorship activities and the sharing of our expertise for the benefit of humanitarian associations. This year, ten of our countries conducted surveys on a voluntary basis for the benefit of non-profit organizations.

3.4.2 THE IPSOS FOUNDATION

Founded in 2014, the mission of the Ipsos Foundation is to finance educational projects for the benefit of underprivileged children and young people around the world.

Since it was set up, it has funded 67 projects in 34 countries for a total amount of €1.8M. We have built schools in Nepal, Ghana and Zambia. We have supplied books to the United States, Hong Kong, South Africa and Haiti. We have supported the education of children with serious illnesses in Russia, the Philippines and Kazakhstan. We have funded infrastructure projects in Yemen, Uganda, Kenya, Jordan and Syria.

The Foundation has also supported projects aimed at ensuring safe and healthy learning conditions for children. In partnership with Charity: Water and Water for Health, we have provided a rural school in Nepal with clean drinking water and sanitation facilities, benefiting 1,400 children. We have helped NGOs such as Mary's Meals (Ecuador), Peninsula School Feeding Association (South Africa) and Feed a Child a Day (Nigeria) to provide school children with at least one meal a day.

Since 2018, the Foundation's Board of Directors has paid special attention to refugee and migrant children. 24 projects in 23 countries have received funding.

It is our employees who identify and submit these projects, in each country where we operate, and then take an active part in implementing them and following them up.

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

3.4.3 PARTNERSHIP WITH THE OFFICE OF THE HIGH COMMISSIONER FOR REFUGEES AND THE *TENT PARTNERSHIP FOR REFUGEES*

In 2018, Ipsos signed a partnership agreement with the Tent Partnership for Refugees. This organization was established in 2016 by Hamdi Ulukaya, founder and CEO of Chobani, to mobilize businesses around the world to improve the lives and livelihoods of over 27 million men, women and children forcibly displaced from their countries of origin and with refugee status. Along with other private sector companies that are members of this network, Ipsos has decided to take part in this social initiative.

Ipsos is committed to recruiting refugees in our various entities around the world. To date, more than 60 have been hired.

Every year, Ipsos celebrates World Refugee Day on June 20. Throughout the world, Ipsos entities set up volunteer and voluntary work initiatives with refugee populations. On this day, talks are also held to raise employee awareness of this issue.

Our business also enables us to share our knowledge of and expertise on the situation of refugees around the world and how they are perceived by the populations of host countries. We regularly publish work aimed at contributing to changing society's attitudes towards refugees and facilitating their integration.

3.4.4 PUBLIC POLICY

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

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

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

3.4.5 DATA PROTECTION

Ipsos' activities are centered around data security and integrity. Data protection is therefore a major aspect of Ipsos' corporate social responsibility. Ipsos is rolling out new IT projects to strengthen its cybersecurity. A user awareness plan has also been in place for the past two years with a view to improving the protection of personal and work-related data.

3.4.6 CONFIDENTIALITY – INTEGRITY OF CLIENT, SUPPLIER AND OTHER RELATIONSHIPS

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

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

3.4.7 PROTECTION OF PRIVACY – PROTECTION OF PERSONAL DATA

Data protection is and always has been a fundamental part of Ipsos Group's business. Personal data is managed with great care by Group companies and in compliance with applicable laws, privacy regulations and professional standards such as the ICC/ESOMAR International Code. In order to best meet applicable statutory and regulatory requirements, particularly since the entry into force of the European Regulation (2016/679) on data protection ("GDPR"), Ipsos has continued to implement its privacy program and has put in place strong data protection governance by appointing a Data Protection Officer at Group level and Data Protection Officers in each country in which it operates. [Further information on Ipsos' commitment to confidentiality and the protection of personal data](#) can be found on our website.

3.4.8 MAINTAINING A RELATIONSHIP OF TRUST WITH OUR PARTNERS

3.4.8.1 IMPLEMENTATION OF A DUTY OF CARE PLAN

Ipsos has implemented the provisions of Act no. 2017-399 of March 27, 2017 on the duty of care of parent companies and prime contractors.

However, due to the intellectual nature of the services it provides, the Group is not directly exposed to the risks covered by these regulations - i.e. serious violations of human rights and fundamental freedoms, human health and safety and the environment – potentially caused by its own activities.

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

Ipsos also made a strong commitment to human rights and fundamental freedoms over ten years ago when it signed up for the UN Global Compact and has taken a range of measures to prevent other violations of human rights and fundamental freedoms potentially arising from its activities.

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

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

Therefore, in 2019, under the guidance of the Audit Committee, Ipsos identified the risks that may exist in this area and examined them in detail.

3.4.8.1.1 *Risk Mapping*

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

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

Ipsos regularly assesses the position of its subsidiaries through:

- A two-pronged approach: a three-yearly risk assessment survey and a self-assessment survey of the Group's senior executives on an annual and declarative basis;
- Its CSR reporting; and local internal audits.

Subcontractors and suppliers are selected via a responsible procurement procedure.

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

3.4.8.1.3 *Appropriate actions to mitigate risks or prevent serious harm*



Through its Green Book, which is given to each employee when they take up their position, and its *Book of Policies and Procedures*, Ipsos communicates its values to all its employees, including those values that relate to respect for human and environmental rights, as well as the appropriate conduct and guidelines to be followed.

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

Local managers are also reminded of the scope of duty of care and the need for local teams to comply with our duty of care plan.

3.4.8.1.4 *Whistleblowing System*

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

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

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

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

In total, 66 alerts were recorded in 2019 and 57 in 2020, divided as follows between internal alerts (made by email) and alerts made via Expolink:

Cases recorded by channel	FY2019	% 2019	FY2020	% 2020
Reported internally	55	83%	41	72%
Reported via Expolink	11	17%	16	28%
Total	66	100%	57	100%

Among the important alerts in terms of duty of care, there were two cases in 2020 that triggered in-depth investigations, which are still ongoing.

3.4.8.1.5 System for monitoring the steps taken and their effectiveness

Ipsos monitors the steps taken and their effectiveness through its internal audit programs and missions and its CSR reporting. These have not uncovered any serious and proven violations of human rights, fundamental freedoms, health, safety or the environment.

3.4.8.2 INVOLVING OUR SUPPLIERS AND SUBCONTRACTORS IN OUR CORPORATE SOCIAL RESPONSIBILITY PRACTICES

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

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

Ipsos' overall strategy is to own the data collected as well as the production platforms, i.e. a vertically integrated operating model. Where necessary, Ipsos may outsource. In this case, Ipsos ensures that it has tight control over the quality of the information collected and produced. As a result, there is not much subcontracting in this area. There is more where Ipsos considers that the service is not directly strategic for its business or where the outside offer is really interesting, affordably priced and efficient. This is likely to be the case, for example, for all types of IT infrastructure (hosting) and software (ERP).

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

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

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

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

Since January 2014, our major new contracts with suppliers include a UN Global Compact clause whenever possible. To date, Ipsos has signed 57 contracts with international service providers, representing an expenditure of €29 million (compared to €27 million in 2019 with 47 service providers).

3.4.8.3 COMBATING FRAUD, TAX EVASION AND MONEY LAUNDERING

Ipsos' Professional Code of Conduct and Ethics specifically warns employees against, and informs them of, the risks associated with money laundering practices and, more generally, fraud, including tax evasion. A comprehensive anti-fraud policy is set out in the Ipsos Policies and Procedures Guide.

In these documents, Ipsos details its fraud prevention, disclosure and control policy and the behavior to be adopted by staff in such situations. Ipsos complies with the regulations governing the production of CBCR.

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

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

3.4.8.4 ANTI-CORRUPTION MEASURES

Anti-corruption measures are a specific part of the Group's fundamental policies and values, which pay particular attention to this area in application of Principle 10 of the UN Global Compact.

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

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

3.4.8.5 PREVENTION OF FRAUD AND OTHER OFFENCES

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

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

3.4.8.6 CONTRACT OF EMPLOYMENT

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

3.4.8.7 TRAINING AND DEVELOPMENT

Each Ipsos employee receives in-house training as well as further on-the-job training to equip them with the skills they will require to perform their particular duties. The time devoted to training and development, and the period during which it takes place, vary according to local practice in the various countries, the levels of competence required for the tasks in question and the experience of each individual. In the interests of our employees as of Ipsos, we are committed to developing the skills of our staff.

It goes without saying that, in addition to the guidance provided in the Green Book, Group employees and local teams receive training on expected conduct and what they are expected to avoid, with country managers being particularly well informed on the matter.

3.4.8.8 ANTI-COMPETITION

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

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

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

In addition to the guidance provided in the Green Book, Group employees and local teams are also given further information on these issues primarily through induction training.

3.4.8.9 LEGAL COMPLIANCE

In 2020, Ipsos Group was not aware of any fines or non-financial sanctions for non-compliance with the aforementioned laws and regulations.

3.5 COMMITMENT TO THE PLANET

3.5.1 OUR CONTRIBUTION TO CLIMATE RISK MANAGEMENT

3.5.1.1 GOVERNANCE OF CLIMATE RISK MANAGEMENT

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Climate risk management is part of the overall CSR governance framework described in Section 3.2.4 of this Extra-Financial Performance Statement.

3.5.1.2 INCORPORATING CLIMATE RISK MANAGEMENT INTO THE STRATEGY

For several years now, Ipsos managers have been committed to an ecological policy aimed at protecting the planet, reflecting the ongoing adaptation of our business model for responsible growth.

Ipsos began implementing a carbon footprint management policy several years ago, identifying actions to be taken to reduce CO₂ emissions, implementing new ways of organizing work and investing in innovative data collection and processing tools.

Taking into account, in particular, the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), we plan to take the next step in our efforts, with all the stakeholders in our value creation chain, by identifying, analyzing and quantifying in greater detail the climate risks and opportunities impacting our activities in the short, medium and long term.

3.5.1.3 IDENTIFYING CLIMATE RISKS

Every three years, the CSR Committee decides on a three-year “sustainable development” roadmap, with performance indicators for our CO₂ emissions (see Section 3.2.5 of this EFPS for the period 2020-2023).

3.5.1.4 ENVIRONMENTAL RISK MANAGEMENT MEASURES AND OBJECTIVES

3.5.1.4.1 *Limiting our greenhouse gas emissions*

The internal method used to measure greenhouse gas emissions is based on the *Bilan Carbone®* methodology and Scopes 1, 2 and 3 are defined according to the rules of the GHG protocol. Ipsos' greenhouse gas emissions report now covers 35 countries accounting for nearly 95% of revenues, as well as most of the sources of emissions linked to its activity. Ipsos' reporting continues to focus on Scopes 1 and 2 and on Scope 3 business travel emissions, which are the biggest contributors to the Group's overall carbon footprint.

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

In 2020, Ipsos measured 22,524 metric tons of annual CO₂ emissions (compared to 37,627 metric tons in 2019, i.e. a decrease of 40.1%). This decrease is mainly explained by the decrease in business travel resulting from the lockdown measures implemented in the different countries in which Ipsos operates.

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

SOURCE OF EMISSIONS	2020	2019
Total Scope 1 emissions	19.4%	14.3%
Total Scope 2 emissions	35.9%	25.3%
Scope 3 - Business travel	44.8%	60.4%
Total Scopes 1, 2 and business travel	100%	100%

3.5.1.4.2 Business travel policy

Business travel by Ipsos employees, whether by land or by air, is the main source of our greenhouse gas emissions and should be considered the main impact of our business on climate change. This is a major challenge for Ipsos, whose business and global presence requires its employees to travel.

The *Taking Responsibility 2020* survey shows that 78% of the countries report that they have implemented a travel policy to better manage all business travel and to help reduce their environmental footprint. The majority of our entities use specialist agencies to ensure that their travel policies are properly implemented.

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

3.5.1.4.3 Limiting our consumption:

Energy:

In our business services activity, most of our energy consumption comes from the electricity consumed in our buildings (lighting, heating, air conditioning and IT systems) and from business travel.

In 2020, total electricity consumption was 18,762 MWh, 14% down from the 21,823 MWh consumed in 2019.

3.5.1.4.4 Promoting the circular economy and limiting our water consumption:

Optimizing our waste and recycling management:

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

Ipsos also promotes the reduction of energy consumption. In France, for example, Ipsos has installed facilities for the selective sorting of waste.

In 2020, the results of the greenhouse gas emissions report show that, for all the countries surveyed, the volume of recycled paper was 86.3% (64.5% in 2019). The Group's 2023 target is to have 90% of recyclable paper actually recycled.

Our water consumption:

Given the nature of Ipsos' activities, the only water we consume is that used daily at our offices. However, Ipsos encourages its employees to think about water consumption and to use water responsibly, avoiding waste. The 30 Ipsos countries selected consumed 70,261 cubic meters of water in 2020 compared to 106,583 cubic meters in 2019.

3.5.1.4.5 IT Issues:

The global pandemic in early 2020 had a major impact on our IT projects. We have focused on facilitating the work of a large number of employees working from home due to the lockdown measures taken in most of our countries.

Ipsos always seeks to make the best possible use of IT tools and technology. In recent years, Ipsos has pursued a policy of migrating servers hosted on its own premises to external hosting providers. This program is being implemented in three ways:

- Migration of all global applications,
- Migration of local applications - including file servers,

- Cloud migration.

We completed the global application migration program in 2014. All migrations of local applications will be completed in 2021.

In 2021, with the aim of continuing to reduce our carbon footprint, we intend to migrate a large part of our data from servers located on Ipsos premises to in-country hosting providers. Only essential equipment will remain on the premises: printers, scanners, domain controllers or equipment running security access programs. Service providers are responsible for keeping the carbon footprint of Ipsos' assets as low as possible and we will make sure this happens by including specific clauses on the subject in our contracts.

We are in the process of reviewing our data retention policy, as each file stored consumes resources (even the tiniest amount), and we are working to ensure that these policies are complied with in all Ipsos entities. This will likely result in an overall reduction in the amount of data kept on file - which, in turn, will reduce our consumption of resources. Similarly, we are implementing our email retention policy (including email attachments) to reduce our carbon footprint within our Microsoft 365 email platform. Ipsos has also accelerated the use of the MS-Teams collaborative platform internally, as well as with its clients and partners. This has reduced the carbon footprint from email exchanges.

We have undertaken a program to review all of our applications within Ipsos, with the aim of reducing the total number of applications, and hence our carbon footprint. When a local server has reached the end of its life, before replacing it, we will assess the possibility of migrating it to an existing global or local hosting provider or to a new local provider.

In 2021, we will be moving towards flexible access to our back-office applications (MS Teams, O365, etc.) by making them increasingly accessible on Ipsos mobile devices whenever possible, which will help reduce our overall energy consumption.

In 2020, Ipsos began using the Cloud more for hosting and this change of direction will continue in 2021. We continue to choose the most appropriate hosting resource provider, whether traditional or Cloud-based, according to the specific requirements of the application.

When we use large volumes of data, they are systematically hosted in the Cloud. This is the most appropriate solution available and allows the most efficient use of resources, as it is often necessary to download, process and report on large volumes of data. These activities are often limited in time, in the order of minutes or hours. Using the Cloud in such cases avoids the need to manage new physical or virtual servers. From a CSR perspective, the benefits are significant because resource consumption is minimal and limited to the duration of the need; indeed, the Cloud hosting business model optimizes the use of resources.

When it comes to the computer hardware we supply to our employees and researchers, whenever a replacement is needed, it is purchased from a globally recognized supplier who continues to reduce the energy consumption of its latest models. Most of our countries have set up a recycling policy that is recognized in their country or in the European Union.

Over the next two years, Ipsos will be focusing on:

- Accelerating its migration strategy from local servers to hosting providers;
- Increasing its use of the Cloud whenever possible;
- Continuing to upgrade equipment;
- Raising awareness about shutting down computer equipment or putting it on standby when not in use;
- Supporting the countries to ensure that each country has a recycling policy that conforms to a national or international standard;

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- Ensuring that energy efficiency, consumption and device recycling are always included in our calls for tenders when we are looking for a local hosting provider.

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

Managing impact on biodiversity

Although Ipsos' activities are by nature low polluting, the Company and its staff are nonetheless willing to undertake local initiatives to help improve biodiversity.

In France, Ipsos had installed beehives on the roof of its head office to help protect bees, which are an endangered species in built-up areas. In 2020, the Group continued to maintain these beehives, as well as the vegetable garden that was set up in 2019.

Corporate social commitments to combat food wastage:

Our business activities do not directly generate food waste.

Nonetheless, our employees do behave responsibly in this respect. For example, dishes that have not been consumed from buffets are made available to staff in communal kitchen areas. We also make it a point of honor to select contract foodservice providers who are committed to reducing food waste.

Corporate social commitments to combat food insecurity:

Owing to the nature of Ipsos' activities, the Company has no direct impact on policies to combat food insecurity.

However, we do select contract foodservice providers who are committed to reducing food waste and our employees act responsibly in this regard.

Land appropriation & provisions for environmental risks:

As a service company, Ipsos is not affected by the issue of land appropriation. The Group does not make any provisions for environmental risks given the nature of its activities.

3.5.2 PROMOTING ENVIRONMENTAL PROTECTION

3.5.2.1 RAISING AWARENESS AND TRAINING STAFF

We make sure that each new employee receives information about our environmental initiatives and is made aware of the issues at stake. For several years now, the compulsory induction training has included a module on CSR. This can be accessed on the Ipsos Training Center's e-learning platform. In 2020, 1,271 new employees took this training.

We have also put sections dedicated to CSR on our intranet and on the Ipsos website, so that staff can learn more about the issues and see what progress the Company has made in this area.

Our internal newsletter Ipsos Today completes the toolkit by sharing best practice implemented locally or globally.

The Group organizes joint initiatives, such as Plastic Free July, which is an opportunity to promote eco-friendly actions and get volunteers involved in projects to protect the environment, such as cleaning up beaches and forests and collecting waste.

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

3.5.2.2 IPSOS' CONTRIBUTION TO RAISING AWARENESS OF THE CLIMATE EMERGENCY: THE WORK OF THE *IPSOS KNOWLEDGE CENTER*

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

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

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

3.5.2.2.1 Climate change

EARTH DAY POLL - IPSOS GLOBAL ADVISOR
GLOBAL



Every year, Ipsos asks people in 29 countries around the world about their attitude towards environmental issues and their priorities in this area.

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THE SUSTAINABILITY IMPERATIVE
GLOBAL



Amid a global pandemic, economic recession and social unrest, is sustainability still a priority? Our answer is a definite yes.

THE IPSOS CLIMATE CHANGE REPORT
AUSTRALIA



Every year, Ipsos asks Australians about their attitudes towards and opinions on climate change and environmental issues.

INTERNATIONAL CLIMATE AND PUBLIC OPINION SURVEY
The barometer of attitudes towards climate change in 30 countries, with EDF Group | FRANCE



The fight against climate change is an existential challenge that people seem to be aware of all over the world. To measure the progress of this engagement, to support people's commitment, EDF is listening to public opinion in 30 countries and sharing the results of this unprecedented barometer conducted by Ipsos with everyone.

Publications: [EDF](#), [Le Monde](#)

3.5.2.2.2 *Refugee crisis*

WORLD REFUGEE DAY
World Refugee Day survey | GLOBAL



On World Refugee Day, Ipsos exclusively unveils the results of its Global Advisor survey on global attitudes towards refugees.

3.5.2.2.3 *Gender equality*

INTERNATIONAL WOMEN'S DAY SURVEY
GLOBAL



On International Women's Day, Ipsos MORI joined forces with the Global Institute for Women's Leadership at King's College London to conduct a survey in 27 countries.

CROSS-REFERENCE TABLES

GRI STANDARDS AND UN GLOBAL COMPACT PRINCIPLES CROSS-REFERENCE TABLES

4 CROSS-REFERENCE TABLES

4.1 GRI Standards and UN Global Compact Principles cross-reference tables

GRI Standards		EFPS Section - Subsection	Page number(s)
GRI 101-1	General principles 2016	1,3.2	4,10,
GRI 103	Managerial approach	1,4	4,4
GRI 205	Anti-corruption measures	3.4.8.4	46
GRI 206	Anti-competitive conduct	3.4.8.8	47
GRI 301-2	Recycled materials used	3.5.1.4	48
GRI 302-1	Energy consumption within the organization	3.5.1.4	48
GRI 302-2	Energy consumption outside of the organization	3.5.1.4	48
GRI 302-4	Reducing energy consumption	3.5.1.4	48
GRI 305-2	Indirect GHG emissions	3.5.1.4	48
GRI 305-5	Reducing GHG emissions	3.5.1.4	48
GRI 306-2	Waste by type and method of disposal	3.5.1.4	48
GRI 307	Environmental compliance	3.5.1.4	48
GRI 401	Employment	3.3.3	27
GRI 401-1	New employee hires and staff turnover	3.3.3	27
GRI 401-2	Benefits granted to full-time employees	3.3.3	27
GRI 402	Employee/Management relations	3.3	22
GRI 403	Health and safety in the workplace	3.3.2	23
GRI 403-1	Worker representation on formal health and safety committees involving both workers and management	3.3.5	39
GRI 403-2	Types of work-related accidents and rates of work-related accidents, occupational illnesses, days lost and absenteeism, and number of work-related deaths	3.3.2.2	25
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GRI 412	Human Rights Assessment	3.3.4	36
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GRI 415	Public Policy	3.4.4	42
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CROSS-REFERENCE TABLES
EXTRA-FINANCIAL PERFORMANCE STATEMENT CROSS-REFERENCE TABLE

UN Global Compact principles	EFPS Section - Subsection	Page number(s)
Principle 1 Businesses should support and respect the protection of internationally proclaimed human rights within their sphere of influence.	3.4.2	41
Principle 2 Make sure that they are not complicit in human rights abuses.	3.4.8.3	46
Principle 3 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	3.3.5	39
Principle 4 The elimination of all forms of forced and compulsory labor.	3.3.4.3	39
Principle 5 The effective abolition of child labor.	3.3.4.3	39
Principle 6 The elimination of discrimination in respect of employment and occupation.	3.3.4	36
Principle 7 Businesses should support a precautionary approach to environmental challenges.	3.5	47
Principle 8 Undertake initiatives to promote greater environmental responsibility.	3.5	47
Principle 9 Encourage the development and diffusion of environmentally friendly technologies.	3.5	47
Principle 10 Businesses should work against corruption in all its forms, including extortion and bribery.	3.3.4,3.2.2	36,13

4.2 EXTRA-FINANCIAL PERFORMANCE STATEMENT CROSS-REFERENCE TABLE

Extra-financial performance statement	URD Section - Subsection	Page number(s)
Company business model	0	4
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Corporate social commitments to sustainable development	3.2,3.5	10,47
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Corporate social commitments to combat food wastage	3.5.1.4	48
Corporate social commitments to combat food insecurity	3.5.1.4	48
Corporate social commitments to animal welfare	N/A	
Corporate social commitments to responsible, fair and sustainable food	N/A	
Collective agreements signed within the company and their impact on the company's economic performance and the working conditions of staff	3.3.5	39
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