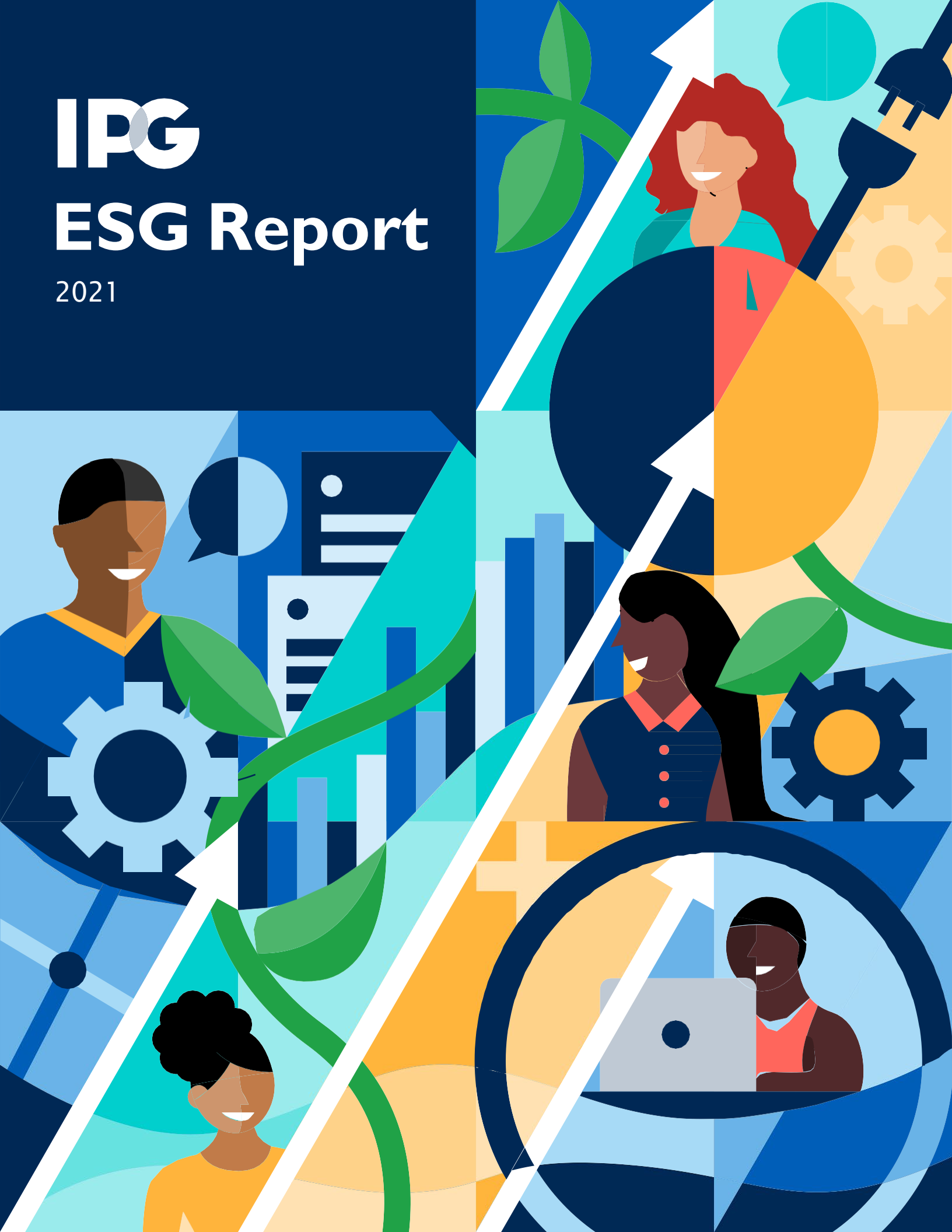


# IPG

# ESG Report

2021





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# Introduction

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“We understand that the success of our company is not only grounded in our growth and financial health, but also in the health of our people, and the communities in which we live and work.”

- IPG CEO, Philippe Krakowsky



## A Message from Our CEO

For several years, IPG has invested significant time, effort and resources in support of our environmental, social and governance (ESG) programs, which are foundational to our company’s mission and purpose.

We understand that the success of our company is not only grounded in our growth and financial health, but also in the health of our people, and the communities in which we live and work.

The global pandemic has underscored this truth—highlighting the need to protect both lives and livelihoods, as well as demonstrating how interconnected sustainability has become with our collective future, and the potential to build on our success.

As we look ahead, we see an opportunity to accelerate our transition to a lower-carbon future,

and to recommit to progress on a broad range of social issues, related to equity as well as responsible engagement in digital media and data. We understand that measuring and reporting on our ESG journey is imperative to furthering our progress—the following report therefore provides a comprehensive review of our work in the areas of climate action, human capital, diversity, equity and inclusion, media responsibility, privacy and the ethical use of data.

We believe this integrated approach to environmental, social and governance factors will help IPG continue to make positive contributions for all of our stakeholders—as a stronger partner to our clients, an organization that better supports our people and one that contributes positively to the world around us for the long-term.





**“IPG is a signatory to The Climate Pledge with the overall goal to reach net-zero carbon across our global operations by 2040.”**

## Climate Action

In 2021, we took significant action on climate change, building upon our previous Scope 2 intensity target to establish a new set of climate goals aimed at reducing our global emissions in line with the Paris Agreement on climate change.

As a signatory to The Climate Pledge, our overall goal is to reach net-zero carbon across our global operations by 2040. To reach this goal, we are working toward a number of targets by 2030, including sourcing 100% renewable electricity, reducing our Scope 1 and Scope 2 emissions by 50%, as well as reducing our Scope 3 emissions by 30% (all relative to a 2019 baseline).

IPG has submitted our Scope 1, 2 and 3 science-based targets in line with limiting global temperature rise to 1.5°C to the Science Based Targets initiative (SBTi) for validation.

As we have set these targets, we have also taken actions to change our behavior so as to lessen our carbon footprint. This includes a re-working of our

travel policies with an eye toward sustainability, and an understanding of the importance of traveling smarter and more responsibly.

We continue to work with some clients who operate in carbon-intensive businesses. We are working with these clients as they pivot to new areas of business that are less carbon-intensive, and we are moving toward improved disclosure relating to these partnerships.

In addition, we have continued to re-examine areas of our own business that are relatively carbon-intensive, including our real estate portfolio. We have decreased our physical office footprint, continued to offer flexible and remote working options for our employees and are working toward greater responsibility in the spaces we occupy, including the introduction of composting at our corporate headquarters and many of our offices.

This is the first year that IPG is expanding on our Scope 3 categories of emissions measurement, highlighting our work to take measurable responsibility for our supply chain.



## Human Capital

IPG again renewed our support of the United Nations Global Compact and signed on to uphold the Compact's 10 principles in the areas of environmental sustainability, fair labor practices, human rights and anti-corruption. We have consistently continued to renew our support through our annual Communication on Progress. We have also, for the first time, adopted a Human Rights Policy that serves as a statement of our commitment to the highest ethical standards and fulfillment of our social responsibilities, which applies to all companies in our global network, to all of our employees and to our suppliers.

At the outset of the COVID-19 pandemic, we responded swiftly in support of our people, our clients and our communities, pivoting quickly to remote work for more than 90% of our people. We continue to provide resources around mental health and inclusion for our people, covering topics such as navigating political turmoil in a work environment and promoting inclusivity when we work virtually.

Going forward, we are adopting an approach of "permanent flexibility" and continue to adjust our policies and practices to take into account employees' needs to balance work responsibilities with their home lives.

It is also worth noting that, during the past year, we made further progress on a number of important governance issues, and consequently, have seen an increase in our Institutional Shareholder Services (ISS) scores in that area.

**In 2020, we set a precedent for our industry.**

**We became the first company to release data relating to the race and gender composition of leadership at our U.S. operations.**

## Diversity, Equity & Inclusion

IPG's commitment to inclusion and equity remains a key element of our culture.

In 2020, we set a precedent for our industry, as the first company to release data relating to the race and gender composition of leadership at our U.S. operations. Since that time, we've made progress by hiring Black Americans at levels that are ahead of the makeup of the total U.S. population, and increasing the number of promotions of Black Americans at senior levels by a factor of 50%. Yet there is still much work left for us to do – both within the Black and African American communities, as well as with other groups who continue to experience discrimination, violence and inequitable treatment around the world.

We are continuing work across a broad range of equity and inclusion initiatives, including support for our business resource groups, ensuring equitable pay, creating client work that positively represents historically underrepresented groups and forging partnerships with local organizations that work to improve the quality of life in their communities.





# ///EQUITY<sup>BY</sup>M/GNA ///UPFRONT

## Responsible Media & Content

As a marketing services company, we can play an important role in shaping cultural norms. Therefore, we seek to create marketing programs that are sensitive to racial, ethnic, religious and gender identities, and that put forward affirmative portrayals of members of marginalized communities. This important work is underscored by my role as Vice Chair of the Unstereotype Alliance, convened by UN Women, which focuses on eradicating harmful stereotypes in media and advertising content.

Similarly, IPG Mediabrands' Media Responsibility Principles – which were a first for our sector – are part of a larger effort to promote brand safety in advertising. These principles were designed to help guide our clients in making responsible, fair and safe choices around media. We measure the behavior of top social platforms against these principles on an annual basis.

Last year, we also launched the IPG Mediabrands IPG Equity Upfront™ to raise visibility for Black-owned and Black-targeted media businesses. This program has already enabled us to make significant progress in fulfilling our commitment to investing no less than 5% of media billings in Black-owned media by 2023.

## Data Ethics & Privacy

Another core value for IPG is the fundamental tenet of respectful and responsible data use to support our media and marketing solutions. Acxiom, our foundational data capability, is a vocal advocate for a national U.S. privacy law that benefits people and businesses by providing transparency, uniformity and certainty as relates to the use of personal data in a way that also supports innovation and competition. Acxiom has already begun to extend the same privacy rights provided to California residents under the landmark California Consumer Privacy Act (CCPA) to all U.S. residents, an example of how we go beyond what is required by law to uphold the highest standards of data ethics in our business practices.

## Reporting Expansion & Enhancement

We share our 2021 ESG Report with both a measure of pride and the recognition that we have more work to do across many areas of ESG. This year's report continues to reflect our long-standing focus on transparency, and our support for the kind of multi-stakeholder approach set forth by leading sustainability and integrated reporting organizations.

Following six years of GRI reporting, we are publishing our first comprehensive ESG report. This report uses a multi-standard approach that includes GRI, SASB, TCFD, the UN Global Compact and the UN Sustainable Development Goals. Additionally, this report includes expanded Scope 3 data, along with strengthened climate commitments and strategy.

We remain committed to building a sustainable business – working with our clients, our people and all of our stakeholders – as we further our understanding of how best to positively impact our people, our clients and our communities.



**Philippe Krakowsky**  
Chief Executive Officer, IPG



# About IPG

Interpublic Group of Companies (IPG) is one of the world's premier global advertising and marketing services companies. Guided by a purpose-driven strategy, we use human-centered marketing to connect, engage and interact on a personal level to drive performance and make a difference in communities around the world. We are regularly recognized for our creative work, for our ESG contributions, for being a leading advertising holding company, and for being one of the best places to work.

## Company Overview

IPG is a publicly traded global holding company with more than 50,200 employees in all major world markets. Our companies specialize in consumer advertising, digital marketing, communications planning, media, public relations, specialized marketing and data management. IPG uses data to build engaging marketing experiences across all touchpoints. In recent years, IPG has acquired companies across the marketing spectrum, including firms specializing in data and technology, e-commerce, mobile marketing, social media, healthcare communications and public relations.

Our marketing solutions range from projects involving one agency to long-term, fully integrated campaigns created by multiple IPG companies working together. As every consumer is unique, with a finely tuned set of passions, behaviors and motivations, we use data to identify real people far beyond their demographics and build engaging marketing experiences that connect, engage and interact with humans on a personal level. We call this approach human-centered marketing, and believe it is more relevant and effective than traditional approaches.

## 2020 IPG Highlights



**Holding company:**  
100+ companies



**Revenue:**  
\$9.06 Billion



**Employees:**  
50,200



**Locations:**  
100+ countries



**Headquarters:**  
NYC



**Stock ticker:**  
IPG:NYSE



## Role of the Holding Company

As a client-centric holding company, IPG sees our key role as supporting and investing in our company brands so they can produce the best work for our clients. Our job is to provide resources to ensure that our companies can best meet clients' needs, and to selectively facilitate collaborative client service among our companies. Supporting our brands also allows us to attract and retain talent who are passionate and want to develop their careers with a company with a strong culture and a unique value proposition that aligns with their own.

IPG is in a preeminent position to help brands reach consumers in highly efficient and relevant ways. Our recent investments in data science have unlocked the power of data-fueled creativity and high-value audiences.

IPG's **Open Architecture®** harnesses the power of our diverse array of talent across our holding company on behalf of clients. To meet each client's needs, IPG brings together experts across our world-class companies in creative, data, design, digital, marketing, media, production, public relations and strategy. Open Architecture provides single management solutions to multidisciplinary teams and leverages consulting and advisory services to ensure we efficiently drive business results for our clients.

IPG also maintains **Collective Intelligence**, which curates perspectives from experts across IPG's global network to inform and illuminate opportunities for brands to stand out. The team works closely with brand strategists, planners, creatives, media and engagement professionals in a variety of marketing disciplines, delivering critical intelligence that helps IPG and its agency partners put creativity and human connections at the center of their work.

The holding company sets company-wide financial objectives and corporate strategy, establishes financial management and operational controls, guides personnel policy, directs collaborative inter-agency programs, conducts investor relations, manages ESG programs, provides enterprise risk management and oversees mergers and acquisitions. In addition, we provide certain centralized functional services that offer our companies operational efficiencies, including accounting and finance, executive compensation management and recruitment assistance, employee benefits, marketing information retrieval and analysis, internal audit, legal services, real estate expertise and travel services.

Strong agency brands allow us to integrate complementary strengths throughout the holding company. Each company's unique strengths enable it to attract top-notch talent and keep them engaged with a breadth of challenges and working alongside experts in specific areas.





## Geographic Locations

IPG's clients range in scale from large global marketers to regional and local clients. Our comprehensive global services are critical to effectively serve our multinational and local clients in markets throughout the world as they seek to build brands, increase sales of their products and services, and gain market share.

Based in New York City with offices in over 100 countries, we are able to focus on a single region or deliver global integrated programs. In 2020, IPG had over 50,200<sup>1</sup> global employees, with 21,100 employees operating in the United States (U.S.). While the majority of IPG operations are based in the U.S., operations outside the U.S. represent a significant portion of our net revenues—approximately 35% in 2020.

In recent years, we have made significant investments in Brazil, India and China, further strengthening our position in these important developing markets.

In India, IPG's operations are best-in-class, and we will continue to invest in partnerships and talent in this key market. IPG also holds a majority stake in the Middle East Communication Networks (MCN), among the region's premier marketing services companies. MCN is headquartered in Dubai, with offices across 13 countries.

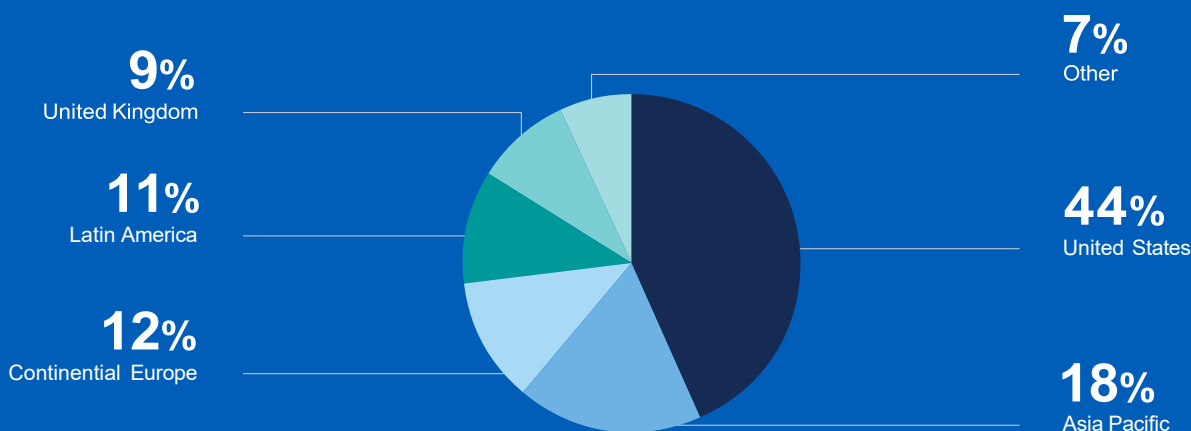
In China, IPG operates with most of our global networks and across the full spectrum of marketing services. We continue to invest organically in the talent of our agency brands and strategically acquire specialty offerings in this region.

Additional areas of investment include key strategic markets in North America, the U.K., Europe, Asia Pacific, Latin America and Africa.

*1. Numbers are approximate and may not total due to rounding.*

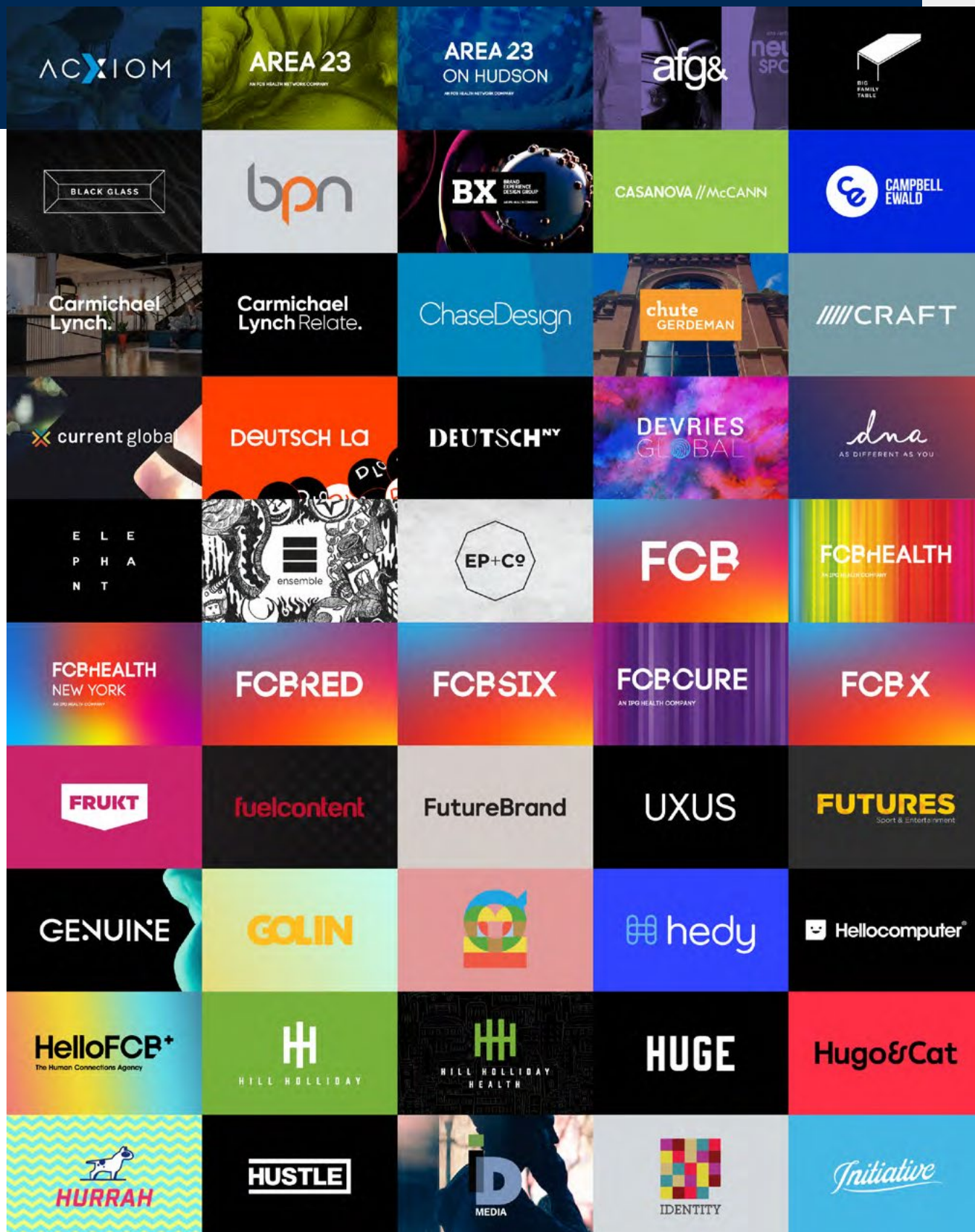
As of 2020, IPG had more than 50,200 employees across the world in over 100 countries. The majority of our operations are based in the United States.

## 2020 IPG Employees by Region

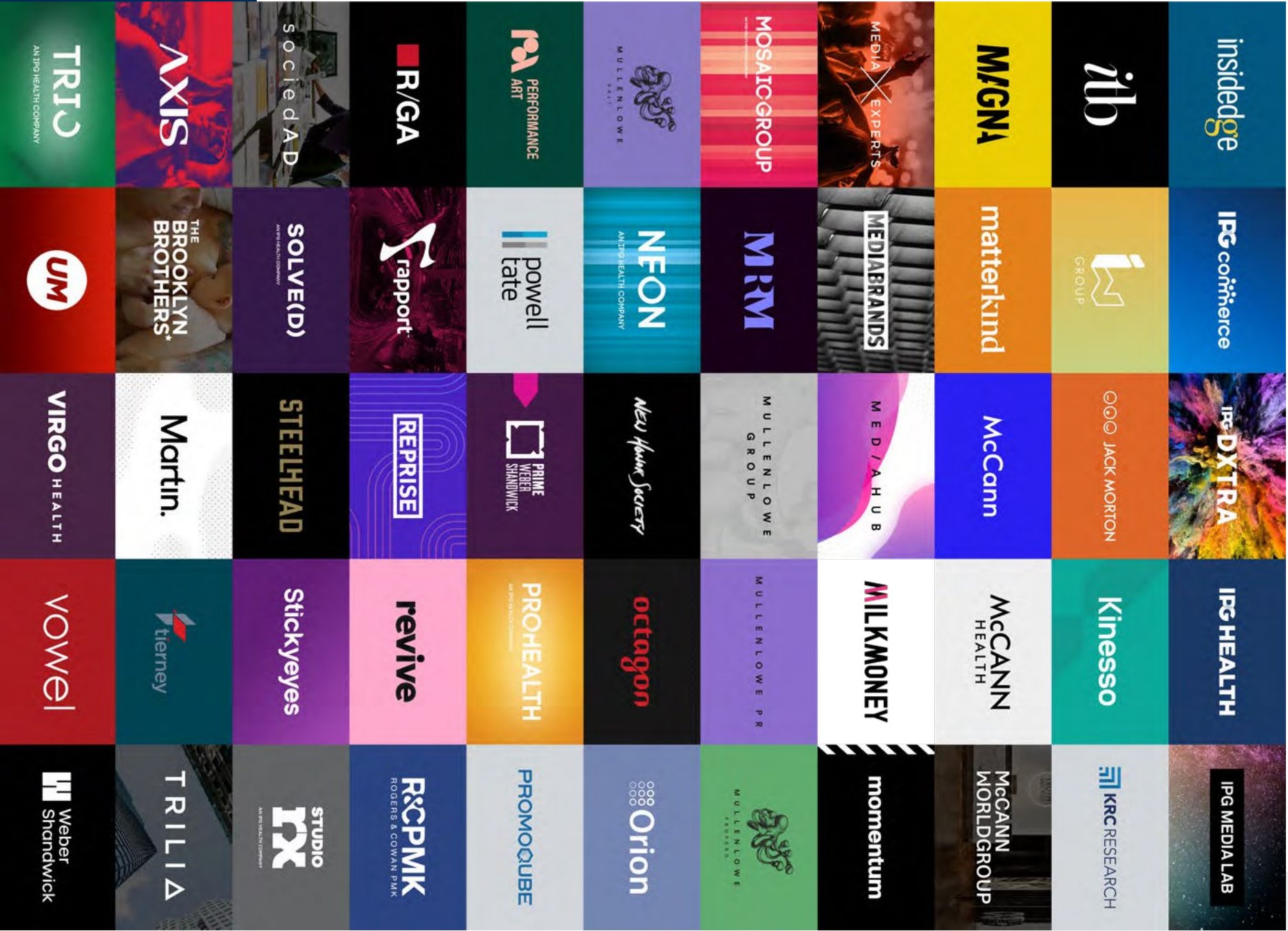




# Our Brands









## IPG Awards and Recognitions

In 2020, IPG was named The One Show Awards' **Holding Company of the Year** and received U.S. Effie Awards for **Most Effective Holding Company** and **Creative Holding Company of the Year**.

IPG also placed in three categories at the Corporate Content Awards, among the "best content targeted to the internal audience," "most creative use of owned media channels" and "best use of a visual property."

These IPG holding company awards are guided by our strong leadership. In 2020, IPG's now Retired Chairman and CEO, Michael Roth, was added to the American Advertising Federation (AAF)'s **Advertising Hall of Fame**. The same year, our soon-to-be-appointed CEO, Philippe Krakowsky, was named **Executive of the Year** by Mediapost.



**CREATIVE HOLDING COMPANY  
OF THE YEAR**

**IPG**

Member of  
**Dow Jones  
Sustainability Indices**

Powered by the S&P Global CSA

In 2020, IPG was the only advertising holding company to be listed on the DJSI North America

In recognition of our commitment to and implementation of sustainable business practices, IPG has been listed on several ESG-related indices. Based on IPG's annual submission to S&P Global's **Corporate Sustainability Assessment (CSA)**, we have been placed on the following indices in 2020:

- IPG was listed on the **Dow Jones Sustainability Index (DJSI) North America** for the first time, and was listed again in 2021. The DJSI North America recognizes the top 20% of sustainability performers among the 600 largest U.S. and Canadian companies. IPG is the only advertising holding company to achieve this ranking.
- IPG is also listed on two additional S&P indices that recognize companies' work in the ESG space — the **S&P 500 ESG** and the **S&P Global 1200 ESG**. The S&P 500 ESG is based on the S&P 500 Index and includes only U.S.-based companies, while the S&P Global 1200 encompasses companies from around the world.

IPG is also included on the **FTSE4Good Index**, which identifies companies that demonstrate ESG practices measured against international standards.



In 2020, IPG was part of the **Bloomberg Gender Equality Index**, a premier ranking of global companies that publicly demonstrate their commitment to equality and advancing women in the workplace.



In 2020, IPG was listed on the **Human Rights Campaign's Corporate Equality Index** for the 11th year in a row and was named one of the "Best Places to Work LGBTQ Equality."

**IPG's inclusion on these indices continues into 2022.**



## Other major industry awards and honors for our companies in 2020:

Many IPG companies were recognized for their consistent and effective creative work and their purpose-driven approach.

In addition to the below awards, we are excited to announce that women from IPG companies made up one quarter of the entire honoree list at Campaign's [U.S. 2020 Female Frontier Awards](#). The honor celebrates bold, ground-breaking women across all areas of advertising, marketing and communications.

Award	Organization	IPG Company Honored
Best Places to Work List	Ad Age	Carmichael Lynch, UM, FCB
A-List Top 10	Ad Age	McCann Worldgroup, Weber Shandwick
Comeback Agency of the Year	Ad Age	R/GA
Media Agency of the Year	Ad Age	Mediahub
Agency to Watch	Ad Age	The Martin Agency
Standout Agency	Ad Age	FCB
Ten Most Innovative Advertising Companies	Fast Company	McCann Worldgroup
Best Workplace for Innovators	Fast Company	MRM
Global Network of the Year	New York Festivals	McCann Worldgroup
Regional Agency of the Year - North America	New York Festivals	McCann New York
Global Network of the Year	The One Show	FCB
Global Agency of the Year	Adweek	FCB
U.S. Agency of the Year	Adweek	The Martin Agency
Media Plan of the Year	Adweek	Carmichael Lynch, Mediahub, UM Canada, UM Los Angeles, UM New York
Grand Effie	U.S. Effie Awards	FCB New York's "Whopper Detour" for Burger King
Most Effective Agency Network	U.S. Effie Awards	McCann Worldgroup
Most Effective Agency Office	U.S. Effie Awards	McCann Worldgroup's FP7 McCann Dubai
Regional Agency of the Year in LATAM	PRovoke	Weber Shandwick
Global Agency of the Decade	PRovoke	Weber Shandwick
U.S. Large Agency of the Year	PRWeek's Purpose Awards	Weber Shandwick
Best in Corporate Consulting, Marketing and Client Services	Sports Business Journal's Sports Business Awards	Octagon
Agency Network of the Year	Campaign U.S.	McCann Worldgroup
Digital Innovation Agency of the Year	Campaign U.S.	Huge
Power of Purpose Awards	Campaign U.S.	McCann Worldgroup, FCB, FCB/SIX, Golin, Huge
Grand Prize	ANA Multicultural Excellence Awards	FCB Canada, Golin, IW Group, McCann Worldgroup
Magic Quadrant Global Marketing Agencies	Gartner	Huge, MRM, R/GA
Agency Network of the Year	Festival of Media LATAM	Initiative
Agency 100 List	MM&M	FCB Health New York, McCann Health, AREA 23
Best Places to Work	MM&M	FCB Health New York, FCBCURE
Excellence in Healthcare Communications	Med Ad News' Manny Awards	AREA 23, FCB Health Network, McCann Health, McCann Health Managed Markets



# ESG Strategy

## SDG MAPPING:



IPG is a purpose-driven creative company, committed to achieving the highest standards on environmental, social and governance issues (ESG). As a citizen of the communities where our employees live, work and vote, IPG has a responsibility to operate responsibly, contributing to a better society and a healthier planet.

## Recent IPG ESG Highlights

- Announced new ambitious climate action commitments
- PricewaterhouseCoopers LLP (PwC) performed a limited assurance engagement on certain greenhouse gas emissions metrics for the year ended December 31, 2020 and certain diversity metrics as of December 15, 2020
- Became the first advertising holding company to release its EEO-1 statistics around gender and race
- Became a founding member of AdGreen
- First-time listing on the Bloomberg GEI
- First-time listing on the DJSI North America
- New disclosure alignment with SASB and TCFD reporting frameworks.



## IPG is dedicated to the following principles of purpose:

- Using our expertise as marketers to make a difference in communities around the world
- Taking care of and investing in our people
- Operating in a way that respects the environment
- Ensuring a fair governance structure within our company

Guided by these principles, our ESG strategy takes an integrated approach incorporating time-bound targets, strategic partnerships and implementation throughout every level of our business.

**Our approach is focused on five strategic priorities. We bring these to life at our own company, as well as in the work we provide to our clients.**





## ESG Governance and Oversight

IPG's Board of Directors, including our CEO and our Chairman, has overall responsibility for the oversight and management of the company's risks, including those related to ESG issues.

Within the Board of Directors, the Corporate Governance and Social Responsibility Committee has primary oversight of IPG's corporate responsibility and sustainability-related policies and practices. This Committee — and specifically its Chair — is responsible for overseeing and making recommendations to the entire Board regarding the company's policies and practices on climate and social responsibility issues.

Our Board and its committees are kept informed on ESG-related issues through direct communication with our Chief Financial Officer (CFO) and the Vice President (VP) of Sustainability and Communications.

- The CFO is the executive sponsor of IPG's ESG programs and oversees the ESG steering committee. The CFO collaborates with our Chief Risk Officer and General Counsel, and reports to the Board of Directors and CEO on related risks and strategy.
- The VP of Sustainability and Communications is designated with reviewing, coordinating and promoting IPG's efforts on ESG-related issues at the consolidated corporate level. Her responsibilities include monitoring company ESG performance, and assessing and managing related risks and opportunities. She meets monthly with IPG's ESG Steering Committee and quarterly with the ESG Task Force. The VP of Sustainability and Communications reports to the Senior VP of Communications regularly and to the Board annually.

IPG has established a management-level ESG Steering Committee, which is responsible for identifying and remediating risks posed by ESG issues. The committee coordinates and promotes IPG's ESG efforts, including monitoring progress toward the company's ESG targets and commitments. The ESG Steering Committee is overseen by the CFO and includes representatives

from IPG's various business functions, including communications, real estate, procurement, investor relations, travel, legal, finance and controllers. The Committee meets regularly with the VP of Sustainability and Communications, and its work ensures that ESG-related issues are integrated into a multi-disciplinary, company-wide process of risk identification, assessment and management.

In addition to the ESG Steering Committee, an enterprise-wide ESG Task Force coordinates ESG action across IPG companies. The Task Force meets quarterly with the VP of Sustainability and Communications to exchange updates on sustainability activities. The ESG Task Force is comprised of individuals from throughout the IPG network who are charged by their CEOs with oversight for sustainability at their respective companies; it includes chief financial officers, executives, managers and facilities representatives.

## ESG-related Policies

Several of IPG's standard policies and procedures are informed by our ESG principles and priorities and ensure that we are accountable to all of our stakeholders — investors, clients, employees, consumers, suppliers and communities — around the world. The following policies can be found on our [Corporate Governance](#) page:

- Sustainability and Environmental Impact Policy
- Sustainable Business Travel Policies
- Anti-Harassment and Equal Opportunity Employment Policy
- Human Rights Policy
- Code of Conduct
- Supplier Code of Conduct
- Corporate Governance Guidelines
- Policy on Board Diversity
- Board Committee Charters
- Anti-Corruption Policy
- Tax Policy



## Partnerships and Frameworks

IPG strives to raise the ESG bar for our industry through reporting, disclosure and action, including participation in local and global initiatives and partnerships that bring together companies to advance diversity, equity and inclusion, civic engagement and climate action.

IPG's purpose-driven strategy aligns with its role as a member of the **Business Roundtable**. In 2019, IPG became a signatory to the organization's updated Statement on the Purpose of a Corporation, which now commits CEOs to lead their companies for the benefit of all stakeholders—customers, employees, suppliers, communities and investors.

We were the first U.S.-based advertising holding company to join the **UN Global Compact**, the world's largest corporate sustainability initiative. A participant in the Global Compact since 2015, IPG is committed to upholding its ten principles on human rights, fair labor

practices, environmental sustainability and anti-corruption. IPG submits an annual communication on progress (CoP) on the action we take to advance these goals.

Additionally, IPG continues to strategically engage in initiatives that support the **UN Sustainable Development Goals** (SDGs). These 17 global sustainability goals are part of the 2030 Agenda for Sustainable Development, which aims to advance environmental protection, social protection and economic growth across the world while leaving no one behind.



United Nations  
Global Compact



## United Nations Sustainable Development Goals





## Organizations with which IPG partners with on ESG issues:

### Diversity, equity & inclusion

- [CEO Action](#)
- [Coqual](#)
- [Catalyst](#)
- [Tanenbaum Center for Interreligious Understanding](#)
- [PFLAG](#)
- [30% Club](#)
- [Unstereotype Alliance](#)
- [Free The Bid](#)
- [Female Quotient](#)

### Community engagement

- [World Food Programme \(WFP\)](#)
- [charity: water](#)
- [United Way of the Midlands, Omaha](#)
- [NAACP Legal Defense and Education Fund](#)
- [Campaign Zero](#)
- [Amnesty International](#)
- [New York Urban League](#)

### Climate action

- [Business Ambition for 1.5°C](#)
- [UN Race to Zero](#)
- [America is All In](#)
- [The Climate Pledge](#)
- [Science Based Targets Initiative \(SBTi\)](#)
- [AdGreen](#)
- [Ad Net Zero](#)
- [IPA Media Climate Charter](#)
- [Partners with Purpose](#)
- [isla](#)

### Supplier diversity

- [FREE THE WORK](#)
- [National Minority Supplier Development Council \(NMSDC\)](#)
- [Women's Business Enterprise National Council \(WBENC\)](#)
- [National Gay and Lesbian Chamber of Commerce \(NGLCC\)](#)

### Public policy

- [Civic Alliance](#)
- [Time to Vote](#)



## ESG Tracking and Reporting

IPG pursues continuous improvement of our ESG programs by contributing to the global development of sustainability practices and reporting on those practices. Therefore, we are committed to transparency including annual reporting on our ESG disclosures. This report builds upon past disclosure through alignment with existing and additional sustainability frameworks and standards, demonstrating our support for a multi-stakeholder approach to corporate responsibility reporting.

Our company has been publishing sustainability reports in accordance with the Global Reporting Initiative (GRI) since 2015, and in 2021 IPG was the first in our industry to publish a report in alignment with the Sustainability Accounting Standards Board (SASB) Advertising & Marketing Standards.

As part of our commitment to transparency and tracking progress, we are taking a major step forward in our organized and comprehensive sustainability reporting approach with this publication – our first comprehensive ESG report. This report is prepared in alignment with various reporting frameworks including the **GRI Standards**, **SASB Standards**, **Task Force on Climate-Related Financial Disclosures (TCFD)** and the **UN Global Compact**. Our disclosures and initiatives are also mapped by relevancy to specific **UN SDGs**.

Additionally, IPG regularly responds to annual ESG surveys including the **CDP Climate Change** questionnaire, S&P Global's **Corporate Sustainability Assessment (CSA)**, **EcoVadis** and **Ecodesk**, which support our engagement with clients and investors.

As part of our commitment to transparency and tracking progress, we are taking a major step forward in our organized and comprehensive sustainability reporting approach with this publication of our first comprehensive ESG report.





## Stakeholder Engagement on ESG

As described on previous pages, IPG brings our five strategic ESG pillars to life at our own company and through our partnerships and engagements with our stakeholders. But even further, we aim to drive change on our priority ESG issues through our creative work, which can result in improved environmental and social impacts on a meaningful scale.

*For more information on how we approach ESG through our campaigns, please refer to the [Responsible Media & Content](#) chapter of this report.*

### Employees

With over 50,200 employees across the globe, IPG is dedicated to engaging and empowering our people. In addition to our enterprise-wide ESG-related policies, IPG frequently engages with our employees on ESG topics through a number of internal channels, including: town halls, trainings, employee engagement surveys, performance reviews, regular **newsletters**, matching employee donations and the annual publication of our sustainability report.

IPG employees are also encouraged to join our **business resource groups (BRGs)**.

*More information on IPG's business resource groups is discussed in the ['Diversity, Equity & Inclusion'](#) chapter of this report*

### ESSENTIAL ESG

IPG recently launched a quarterly **"IPG Essential ESG"** internal newsletter to keep employees updated on ESG developments, performance, policy updates, upcoming sustainability webinars and to highlight client work that demonstrates strong integration of ESG concepts and initiatives.

These ESG-specific newsletters also encourage employees to submit ideas for more eco-conscious habits for the office.

## SUSTAINABILITY ALLIES

In addition to our **BRGs** pertaining to dimensions of diversity, IPG has also established the **Sustainability Allies**, an enterprise-wide group enabling employees to create sustainable solutions for IPG teams, communities and clients. This group serves as an access point for IPG employees who are interested in conservation, sustainability and environmental justice. Members share information and opportunities about environmental initiatives and campaigns across IPG, brainstorm climate-forward solutions to our work and host events for the broader IPG community with a focus on best practices for creating sustainable solutions.



## Stakeholder Engagement on ESG *(continued)*

### Clients

IPG is proud to support our many clients who are making progress in improving their ESG strategies. We regularly engage with our clients to work together to make a positive impact.

Clients are regularly informed on our ESG performance and progress through annual sustainability report publications, as well as our annual responses to ESG surveys and questionnaires including the CDP and EcoVadis.

We are inspired to create client campaigns that deliver purposeful results. Additionally, IPG is exploring opportunities to evaluate the **impact** of the advertising and marketing services we offer to clients.



**where low impact counts**

In 2021, IPG became a founding member of **AdGreen**, which helps advertisers mitigate the environmental impact of production through the use of a carbon calculator and certification process.



IPG has participated in the National Minority Supplier Development Council's **Centers of Excellence** mentoring program focused on fostering minority business development and enhancing successful business relationships by strengthening the corporate minority supplier development processes.

### Suppliers

IPG is committed to operating our business with the highest standards of integrity and with sustainable practices, and we endeavor to work with suppliers and partners who share our values.

In addition to the requirements in our Supplier Code of Conduct and Human Rights Policy, IPG engages our key suppliers on ESG issues during business review meetings where we discuss supplier performance.

IPG is building out our supplier diversity program and working to steadily increase our diverse spend while **providing support** to minority businesses.

Additionally, IPG is currently rolling out a supplier outreach program to begin engaging with our vendors on their ESG performance and strategies.



## Stakeholder Engagement on ESG *(continued)*

### Investors

IPG is increasingly seeing requests to make ESG-related information and data available to existing and potential investors. As part of our investor relations program, IPG's Board of Directors and Investor Relations team regularly engage with investors on issues related to environmental, social and governance initiatives.

IPG regularly engages with **various rating agencies and benchmarking organizations**, where IPG's performance and strategy is being scored and ultimately shared with investors.

We engage with rating agencies and benchmarking organizations including: Bloomberg GEI; CDP; EcoVadis; S&P Global's CSA; HRC's Corporate Equality Index; FTSE Russell; Vigeo Eiris; MSCI ESG; Sustainalytics; Refinitiv; Bloomberg ESG; ISS ESG; and more.

### Communities

IPG is focused on health, wellbeing and social justice in the communities where we live, work and vote. To encourage voter participation by our U.S employees, IPG has **partnered** with a number of civic associations that promote such involvement.

We seek to boost our impact in our communities through partnerships with **community-based organizations**. Each year, IPG contributes financially as well as through in-kind donations to many organizations focused on economic justice, environmental protection, health and social impact.



To support participatory democracy, is a member of both the **Time to Vote** coalition and the **Civic Alliance** and we have signed onto their "100% In for Democracy" pledge.



IPG regularly partners with **charity: water** to help provide access to clean water to communities in need. In recent years, IPG has fully funded a drilled well for an entire community in Tigray, Ethiopia and a rehabilitated well with a hand pump in Ethiopia.



In 2021, the CEO of Acxiom called attention to the need for a national privacy law that would provide increased transparency about the use of personal data.

### Policymakers

IPG regularly **takes stands** on important issues affecting our world and our business, with a view to promoting empathy and wellbeing in a changing world.

IPG is an active member in trade associations and advocacy organizations involved in issues that affect our business and our industry, including the Advertising Educational Foundations and the American Advertising Federation.



# Pandemic Response

SDG MAPPING:

3 6 8 10 13 17

# 90

IPG joined a coalition of over 90 partners led by Ascend to respond to issues of diversity and inclusion

In 2020, the COVID-19 pandemic brought changes to the workplace that will have long-term effects on how companies do business. IPG is turning lessons learned from these impacts into action, including by placing more focus on flexibility and enhancing health and wellbeing for our people.

Doing what's right for IPG's people and communities is a part of the way we do business. So, when the entire global community encountered something we had never faced before — the global shutdown precipitated by the COVID-19 pandemic — it was essential for IPG to respond.

The pandemic underscored the necessity of our commitment to being active citizens of our communities, and the critical role our companies played in rising to the global communications challenge. In 2020, amid the initial outbreak, an IPG steering committee on COVID-19 led the way through the uncharted waters. The committee remains in place, and consists of leaders from each of IPG's departments. The team meets regularly to discuss protocols around issues relating to COVID-19.

## Supporting Racial Justice amid COVID-19

In 2020, IPG took action to support our people with diversity, equity and inclusion (DEI) initiatives in the context of the movement for racial justice and the impact of COVID-19 on marginalized communities.

IPG joined a **coalition of over 90 partners** led by Ascend, a Pan-Asian business professional membership organization, to respond to issues of diversity and inclusion surrounding COVID-19, with specific denouncement of anti-Asian sentiment and an awareness of the virus' particular impacts on vulnerable groups.

IPG's Black Employee Network (BEN) partnered with the **New York Urban League** to host town halls focused on the disproportionate impact of COVID-19 on New Yorkers of color.

*More information on our focus on diversity and inclusion amid COVID-19 is discussed in the [Diversity, Equity & Inclusion](#) chapter of this report.*



“Our continued commitment to our core values of transparency, equity and integrity will ensure not only that we have the industry’s best talent, but that we are each there for one another as we emerge from the pandemic, which has proven to be a marathon.”

- IPG CEO, Philippe Krakowsky



## Employee Support

Pandemic Response

Our talent is critical to our success. IPG has actively engaged with our employees since the beginning of the COVID-19 pandemic through regular leadership communications, town hall meetings, surveying employees about the impacts of COVID-19 on their lives and work, and ensuring an inclusive and psychologically safe work environment across the company.

IPG adopted work-from-home protocols and increased our use of virtual meetings, telepresence applications and other technologies. As IPG offices and our companies reimaged what it would mean to “go to work” amid the pandemic and post-pandemic, we built a great deal of flexibility into our work model.

*More information on our initiatives to support employees during the pandemic is discussed in the [Human Capital Management](#) chapter of this report.*



## Health and Wellbeing

### Pandemic Response

IPG adheres to high standards of safety and employee protection. During a global public health threat, this required taking immediate steps to protect our people. One of our first actions was to enact work-from-home procedures and limit business travel.

IPG focused on preparing a “Returning to the Workplace” guidebook for employees throughout our global offices, providing a blueprint for safely customizing their individual return-to-work plans. The guidebook reflects evolving conditions and covers a wide range of topics including cleaning protocols, authorization and booking processes to work in the

office, contact tracing, employee behavior and travel. Each office has a thorough reopening plan, approved by senior management to ensure all spaces are prepared for the safe return of employees.

Depending on local mandates, IPG is setting our own requirements regarding testing and/or vaccination in order to return to the office, to ensure safety for all employees, clients and visitors. As of report publication, regulations in IPG’s corporate office require either proof of vaccination, or a test within 72 hours of coming to the office.

*More information on our initiatives to advance health and safety during the pandemic is discussed in the [Employee Health & Safety](#) chapter of this report.*

IPG is setting our own requirements regarding testing and/or vaccination in order to return to the office, to ensure safety for all employees, clients and visitors. Current regulations in IPG’s corporate office require either proof of vaccination, or a test within 72 hours of coming to the office.





## Business Continuity

Pandemic Response

As COVID-19 was beginning to emerge in late 2019, IPG leveraged our existing systems and tools to ensure all operations were prepared. We audited business continuity contacts across IPG's global network, created business travel advisories, and established the COVID-19 Watch dashboard as a monitoring platform and resource for employees to stay informed on developments. Our COVID-19 Watch dashboard continued into 2021 and provided real-time, destination-specific information covering a range of topics including approved vaccines, entry requirements and movement restrictions.

*More information on how business continuity was maintained during the pandemic is discussed in the [Corporate Governance & Risk](#) chapter of this report.*



## Climate Action

Pandemic Response

For IPG, the pandemic initiated a shift away from commuting and toward mindful business travel, with “organized flexibility” built into our work model—all resulting in lower energy and emissions. We also took the opportunity to update our travel policies to ensure consistency with our sustainability objectives.

*More information on updates to our outlook on sustainability in light of COVID-19 is discussed in the [Climate Action](#) chapter of this report.*



## Community Outreach

Pandemic Response

The pandemic has disproportionately affected marginalized communities, and IPG was mindful of this during our pandemic response. We activated community initiatives around timely issues including health and wellbeing, diversity and inclusion, vaccine awareness and appreciation for first responders.

IPG has long supported clean water and sanitation under UN Sustainable Development Goal 6. This took on even greater importance amid the pandemic, when 785 million people around the world lacked access to clean and safe water, and the importance of handwashing became clear for mitigating the effects of the pandemic. IPG continued its partnership with charity: water during this time.

# 785 million

people around the world lacked access to clean and safe water in 2020

*More information on IPG's efforts to support the most affected communities is discussed in the [Community Engagement](#) chapter of this report.*





## Client Partnerships

Pandemic Response

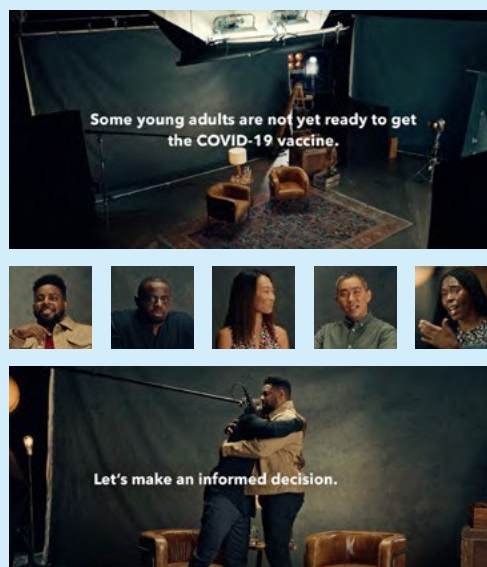
IPG companies around the world are working on projects that impact local markets and communities. Our agency teams work directly with clients to create this purpose-driven work, and to amplify key issues affecting these communities. From the earliest days of the COVID-19 pandemic, this meant partnering with clients to help everyone stay safe and informed.

### Keeping Each Other Safe

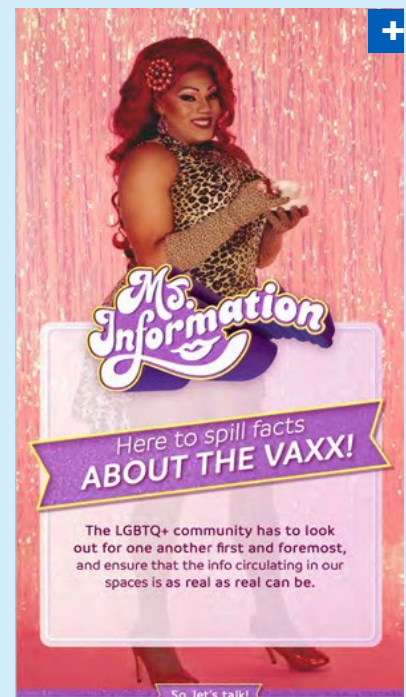
**MullenLowe Group** worked with Lifebuoy, the world's number one hygiene soap brand, for Global Handwashing Day in 2020. The campaign launched the Hand Hygiene Coalition to provide simple, relevant and practical advice on hand hygiene. A virtual assembly for schools across the UK featured a [film](#) by **MullenLowe London**, and in Singapore, a campaign from **Lowe Lintas Mumbai** and **MullenLowe Singapore** encouraged handwashing habits among children from a young age.



**Deutsch LA** worked with the Ad Council to highlight different viewpoints on the COVID-19 vaccine. The film “[Do It For Me](#)” shows pairs of real people who deeply care about one another — one pro-vaccine and one vaccine-hesitant — discussing how they feel about getting vaccinated, and hearing each other out with mutual respect.



**FCB Health NY** worked with GMHC to fight vaccine hesitancy, which was affecting over half of all LGBTQ+ adults due to mistrust in the healthcare system that largely neglected them in the past. “[Ms. Information](#)” uses honesty and humor to overcome misinformation and convince skeptics to get vaccinated.



More information on IPG's client-related campaigns is discussed in the [Responsible Media & Content](#) chapter of this report.



## Recognizing Our Heroes

R/GA partnered with the Ad Council to create a campaign that collected and displayed messages of gratitude for doctors, delivery drivers, grocery store workers and other essential workers. The [PSA](#) features the song “Good Job” by Alicia Keys and introduced the hashtag [#OutThereForUs](#).

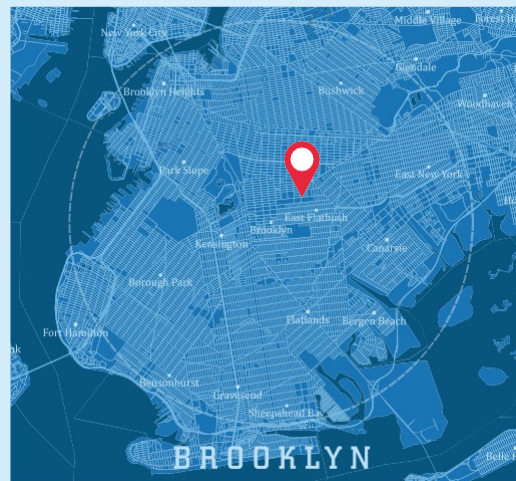


## Leaving No One Behind

Weber Shandwick was tasked with creating an integrated marketing campaign to promote the special enrollment period for HealthCare.gov, providing affordable coverage available to those without health insurance during the global pandemic. Watch the video [here](#).



Given the outsized impact of the pandemic on Black small-business owners, [Mediahub US](#) developed a [content and publishing deal](#) between VH1 and Black-Owned Brooklyn (BOB) on the platform’s first brand partnership, to help drive traffic to local Black-owned businesses in Brooklyn.



FCB partnered with New York Women in Communications (NYWICI) and Bloomberg to conduct a [national research study](#) on how COVID-19 has affected women in the workforce.



More information on IPG’s client-related campaigns is discussed in the [Responsible Media & Content](#) chapter of this report.





# Environmental 2

Sustainable Operations

Climate Action



# Sustainable Operations

SDG MAPPING:

7 12 13

IPG and our employees contribute to global sustainability by making smarter choices in how we conduct business. Environmental impact is considered throughout our global activities and planning, and we expect our suppliers and business partners to do the same. IPG is committed to tracking progress on sustainability metrics and publicly reporting on our performance on an annual basis.

*Details on IPG's specific approach to climate change strategy and emissions reduction can be found in the [Climate Action](#) chapter of this report.*





## Policy and Commitments to the Environment

IPG's Sustainability and Environmental Impact Policy establishes best practices by which IPG and individual employees can reduce negative impacts on the environment by making smarter choices in how we conduct business. These choices can also lead to cost savings, help us align with our clients' expectations and demonstrate our responsibility to other important stakeholders by tracking our progress.

Among the provisions of the Sustainability and Environmental Impact Policy, IPG companies and employees are advised to:

Use internal tools when booking employee travel to choose the lowest emission itinerary	Switch off energy-consuming equipment when not in use	Install low-energy lighting and upgrade to energy saving lightbulbs	
Work with building management to maximize recycling	Procure post-consumer recycled goods	Send used electronic equipment to an EPA-certified recycling firm, never placing equipment in the trash due to the presence of heavy metals and other hazardous materials	
Occupy "green" facilities for office spaces, which use less energy, generate lower levels of carbon emissions and may even positively contribute to environmental protection		Carpool, bike, or use public transportation when commuting to work or to meetings	
	Conserve paper with double-sided printing	Use video conferencing when practical for meetings	
		Employ "green designs" when designing offices, which include efficient energy use (i.e. lighting, HVAC), and sharing facilities	

The full policy is available on IPG's [Corporate Governance](#) webpage.



## Programs and Initiatives

A range of initiatives are underway across IPG offices and companies to encourage more sustainable practices and provide concrete tools for action.

### Empowering Our People to Act



In 2020, IPG created Sustainability Allies, a group of employees who are interested in the environment, sustainability and environmental justice.

This group provides an opportunity to share information about environmental initiatives across IPG, brainstorms eco-conscious solutions for our work and hosts events.

Sustainability Allies developed an office checklist to help employees and facility managers make physical spaces more eco-friendly, and also hosted an event with charity: water that explored the role that clean water plays in community development and gender equality.

Sustainability Allies aims to recruit two members from every IPG company to support engagement throughout the global network.

Sustainability Allies launched a global IPG Act Now Sustainability Challenge on Earth Day 2021 to encourage carbon reduction across the company.

During the three-week challenge, 200 IPG employees participated by using an app from ActNow, the UN Campaign for Individual Action on climate change and sustainability, which encourages individuals to develop long-term behavior changes that reduce environmental impact. IPG employees successfully saved over 1,000,000 L of water and reduced their carbon footprint by nearly ten tons.

To encourage more colleagues to take action, IPG employees shared individual climate change commitments on LinkedIn.





## Keeping Sustainability Top of Mind

IPG communicates with its employees about the value of individual responsibility to change behaviors, including recycling, energy usage and local sourcing. The sustainability practices included in our Sustainability and Environmental Impact Policy are promoted regularly throughout the company, including in a travel program that endorses public transport and video conferencing where possible, and a “green buildings” real estate initiative.

*More information on our sustainable business travel program is provided in the next chapter, [Climate Action](#).*

IPG’s corporate communications team publishes “Essential ESG,” a quarterly internal newsletter informing employees of our progress on climate action and sustainability campaigns from across the IPG network.

### ESSENTIA ESG

Recent issues of the newsletter have invited employees to submit ideas for more eco-conscious habits as offices returned to in-person work, and showcased examples of client work to promote responsible consumption.



## Reducing Waste

At our corporate headquarters we introduced new waste bins - accompanied by educational materials - to facilitate our new four-stream waste disposal system, with separate compartments for:

- Paper recycling
- Container recycling (metal, plastic, glass)
- Organic waste composting
- Trash disposal

This new waste diversion initiative builds on IPG’s long-standing practice of recycling as much as possible. We have also boosted our recycling practices by removing waste bins from individual offices and creating standardized trash/recycling centers at central points in the office.



## Reducing Waste and Production Impact with Responsible Actions

IPG is a founding member of [AdGreen](#), which helps advertisers mitigate the environmental impact of production. AdGreen promotes a zero waste and zero carbon future by offering extensive resources on building an eco-conscious production process, and through training, certification and other actions.

*More information on AdGreen and how we work to reduce our environmental impact can be found in the [Climate Action](#) chapter.*

## IPG Company Spotlights

**Momentum** introduced recycling bins for masks and gloves through Terracycle at offices in the U.S., Canada, the UK and Japan, while encouraging employees to switch to renewable energy providers at home.

**FutureBrand** in São Paulo, Brazil, achieved carbon neutrality for their 2020 operations by working with Idesam, an institute that fights for conversation and sustainable development in the Amazon region. FutureBrand invites clients to join this initiative by contributing a sustainability fee linked to each project.

**ADGREEN**  
where low impact counts





## Promoting Responsible Consumption

IPG companies are working with clients to promote responsible consumption through marketing and advertising campaigns. See below for examples of creative ways IPG companies and their clients are fostering sustainable consumer behavior.

### Packaging



FutureBrand created the “Re” platform which updates customers on innovations to Nestlé’s packaging to improve the products’ environmental impact, and invites consumers to consider what they do with packaging after consuming the product.

After FutureBrand created “Re” as a brand for the Brazilian market, it has been adopted in other countries and eventually will be implemented globally for Nestlé brands.

### Pollution

This [virtual tour](#) on YouTube, created by IPG company **McCann Worldgroup Colombia** for Banco de Bogotá, features a luxury apartment furnished entirely with trash found in the Bogota River – which is one of the most important rivers of South America, and one of the most polluted.

The tour educates people about the impacts of pollution and how to properly dispose of waste.



### Electric vehicles

McCann Worldgroup and Weber Shandwick created GM’s “Everybody In” [campaign](#) as a call to action for viewers to join the movement toward mass adoption of electric vehicles. It aims to reposition GM as a modern company leading the transition to a safe, inclusive, electric future for all.

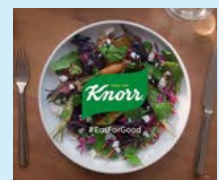
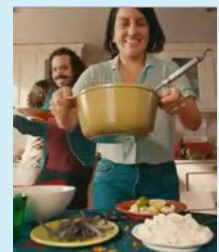


### Food choices

An IPG open architecture team of **MullenLowe Group** agencies worked with Unilever food brand Knorr to launch a global [campaign](#) encouraging people to “Eat for Good” by choosing food that is good for both themselves and the planet.

Coinciding with “World Eat for Good Day” the campaign asks viewers to swap one ingredient in their routine meals for a nutritious food that is better for the planet.

The launch film, called “Eativists,” features real people who are passionate about making an impact on the world through the food they eat.





# Climate Action

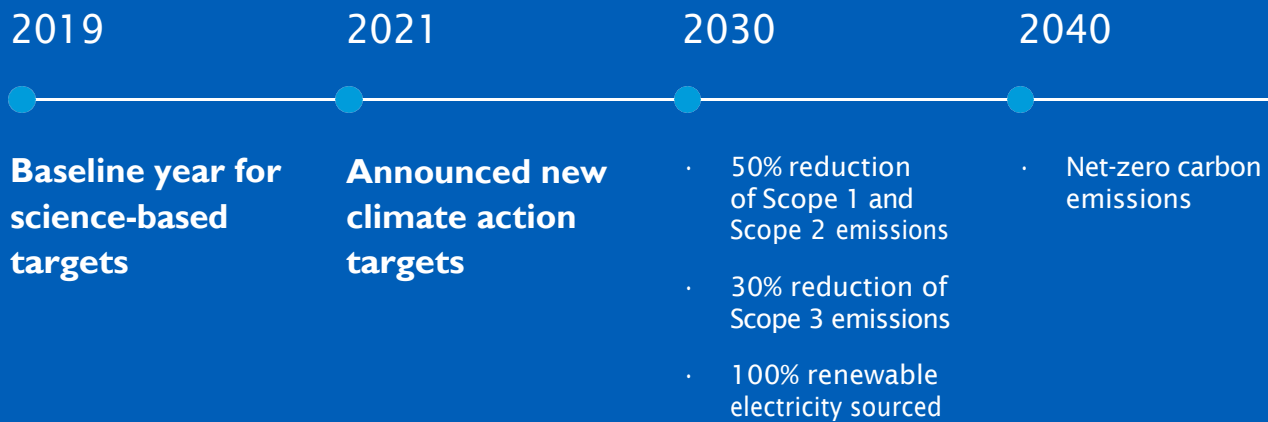
IPG understands that climate change has consequences for all of us, bringing challenges for environmental protection, social wellbeing and good governance. It is a priority for the entire IPG network to take action to address both causes and impacts of climate change.

SDG MAPPING:





# IPG's Climate Commitments



## Commitments

IPG is committed to tracking our performance against our targets and reporting on our progress annually to our stakeholders. In 2021, IPG made great strides in our climate action strategy. We built upon our previous Scope 2 intensity target to establish a new set of climate action commitments aimed at reducing our global emissions in line with the Paris Agreement on climate change.

**Our climate commitments and targets include:**

**Net-zero emissions:** IPG is a signatory of **The Climate Pledge**, joining over 200 global companies and organizations who have committed to reach net-zero carbon emissions by 2040.

**Science-based targets:** To guide our achievement of this goal, we set science-based targets of reaching by 2030: a 50% reduction of Scope 1 and Scope 2 emissions (2019 baseline); and a 30% reduction of Scope 3 emissions (2019 baseline).

IPG is committed to having our science-based targets validated to align with limiting global temperature rise to 1.5 degrees Celsius above pre-industrial levels through the Science Based Targets Initiative (SBTi). This commitment also makes IPG a signatory to the Business Ambition for 1.5°C and a member of the United Nations-backed Race to Zero campaign.

**Renewable electricity:** IPG has committed to sourcing 100% renewable electricity across our portfolio by 2030.

In 2020, we saw 55% progress toward reaching our Scope 1 and Scope 2 emissions target; these reductions are attributed largely to office closures related to the COVID-19 pandemic. As our in-person work resumes, we will need to utilize other solutions to reduce emissions. This chapter details our strategy and initiatives to do so.



## IPG is a signatory and/or member of the following alliances and campaigns to reinforce our own climate commitments:

- 1 Science Based Targets Initiative (SBTi):** IPG has submitted our emissions reductions targets to SBTi to validate them as aligned with a 1.5°C future.
- 2 Race to Zero:** This United Nations-backed campaign is the world's largest alliance for achieving net-zero carbon emissions by 2050. The coalition includes leading net-zero initiatives representing thousands of businesses, hundreds of the largest investors, hundreds of cities and regions, as well as higher education institutions.
- 3 Business Ambition for 1.5°C:** This campaign, led by SBTi in partnership with the UN Global Compact and the [We Mean Business Coalition](#), calls on companies to commit to set ambitious, science-based emissions reduction targets. By setting a net-zero target in line with a 1.5°C future, businesses can help limit the worst impacts of climate change.
- 4 America is All In:** This is the most expansive coalition of leaders ever assembled in support of climate action in the United States. Members work alongside the federal government to develop a national climate strategy to reduce U.S. emissions by 50% by 2030 (from a 2005 baseline) and reach net-zero emissions by 2050, in alignment with the Paris Agreement on climate change.
- 5 The Climate Pledge:** Co-founded by Amazon and Global Optimism, a growing list of more than 200 major companies and organizations have become signatories to The Pledge committing to net-zero operations by 2040. The Pledge calls for regular reporting on emissions, decarbonization strategies and utilizing credible carbon offsets.
- 6 Ad Net Zero:** This is an Advertising Association initiative to reduce the environmental impact of developing, producing and running advertising with a goal to reach net-zero emissions by 2030. **McCann Worldgroup, MullenLowe Group and IPG Mediabrands** are Ad Net Zero supporters.



By setting a net-zero target in line with a 1.5°C future, businesses can help limit the worst impacts of climate change.



- 7 IPA Media Climate Charter:** This initiative provides media agencies with resources to transition to a zero carbon future, including a carbon calculator that calculates carbon emissions associated with media plans. **Initiative and UM** are founding members and supporters.
- 8 AdGreen:** This Advertising Association initiative, of which IPG is a founding member, provides tools to help advertisers mitigate the environmental impacts of production to advance a zero waste and zero carbon future. *More on AdGreen is discussed on page 50.*
- 9 isla:** **Jack Morton** is a founding member of this initiative, which aims to accelerate the event industry's transition to a more sustainable future.
- 10 Partners with Purpose:** IPG is a signatory to the program, run by Unilever, which aims to make sustainable living the norm by leveraging purpose-led partnerships for positive impact.



## Climate-related Risks and Opportunities

IPG has a robust framework for evaluating a wide range of risks and opportunities, including risks and opportunities related to climate change, and whether they have a substantive financial impact.

At IPG, climate-related issues are integrated into multi-disciplinary company-wide risk management processes, including monitoring and overseeing progress against related goals and targets.

*Our approach to risk is described further in the [Corporate Governance & Risk](#) chapter of this report.*

**Physical climate-related risks:** IPG incorporates the short-term and long-term physical risks of climate change into its business continuity planning, including the increasing likelihood of extreme weather events and rising sea levels. Many of IPG's offices are in areas expected to be among the worst affected by sea-level rise, such as New York City and Miami.

IPG's crisis preparedness approach includes emergency preparedness and incident management and is based on three priorities: safety of employees, protection of company and client assets, and continuity of business operations. For example, if a building in New York City was to be rendered unusable by an extreme weather event, nearby offices have plans and the ability to host displaced employees. Network infrastructure investments also enable the remote working capabilities of employees around the world in the event that office space is unusable due to extreme weather.

Rising global average temperatures could result in increased air-conditioning costs and related energy costs in our offices, which are anticipated to increase by 5-10%. To combat this risk, IPG considers energy-efficient and sustainable office space, such as LEED certifications, in all of our new property buildouts to minimize this cost increase through efficiency.

Rising global average temperatures could result in increased air-conditioning costs and related energy costs in our offices, which are anticipated to increase by 5-10%. To combat this risk, IPG considers energy-efficient and sustainable office space, such as LEED certifications, in new property buildouts.





**Transitional climate-related risks:** IPG also considers transitional risks, such as shifting market preferences and changing legal conditions associated with climate change. We are at risk of incurring related costs of compliance with climate-related laws, regulations or policies, including investor and client-driven policies and standards, which could adversely affect our business. Increasingly our clients request that we comply with their own sustainability policies or standards, which may be more restrictive than current laws and regulations, before they commence, or continue, doing business with IPG. Additionally, ESG issues are increasingly a focus of the investor community. For example, some clients and investors had been requesting that we commit to a net-zero carbon emissions goal and timeframe, as we have done in 2021.

Further, if clients' costs are adversely affected by climate change or related laws and regulations, this could negatively impact their spending on our services. We could also face increased prices from our own suppliers who face climate change-related costs and seek to pass on these increased costs.

IPG remains proactive in our climate action strategy because we recognize the short-term and medium-term reputational risk for lack of action on climate due to our clients' and other stakeholders' increased emphasis on climate-related risks. For example, our non-compliance with clients' goals could adversely affect our business relationships or reputation, resulting in reduced revenue for our companies. If large shareholders were to reduce their ownership stakes in IPG because of dissatisfaction with our policies or efforts in this area, there could be negative impact on our stock price, and we could also suffer reputational harm. Each year we work to improve our management of and reputation around climate-related issues, including partnering with our clients on these matters.

**Climate-related opportunities:** Aside from climate-related risks, IPG has also identified opportunities related to climate change.

#### Shift in consumer and market preferences:

There has been an increased consumer and business interest in technologies related to climate change mitigation and adaptation. IPG companies are actively identifying and pursuing opportunities presented by clients' responses to climate change-related challenges and their development and marketing of new products and services. In partnership with forward-thinking clients, the creative talent at IPG's companies is driving sustainability efforts by developing campaigns that create new markets for sustainable products. These marketing efforts can shift demand toward more environmentally responsible products and catalyze consumer behavior changes that reduce environmental and social pressures on a meaningful scale.

In 2022, IPG will launch tools from AdGreen in some regions to help our clients calculate and mitigate the environmental impact of advertising production.

**Resource efficiency:** By relocating our offices into more energy-efficient buildings, IPG is investing in opportunities as we expect this will also lower operating costs associated with electricity, heating and air conditioning. Beginning in 2016, all new tenant buildouts conform to LEED-certified or better, wherever possible.

**Talent:** Employees are increasingly interested in working at companies that share their values, especially when it comes to climate change and other ESG issues. IPG expects these trends in preferences to impact the talent pipeline, therefore we are proactive in communicating our climate commitments, performance and employee engagement on these issues to our employees, clients, investors and the general public.

*IPG discusses climate-related risks and opportunities in more detail in our CDP Climate Change response, available on our ESG reporting website [here](#).*



## Governance and Oversight

IPG's Board of Directors, including our CEO and our Chairman, has overall responsibility for the oversight and management of the company's risks, including those caused by climate change. Climate-related issues are considered in the Board's review and guidance of risk management policy, annual budgets and progress against goals and targets for addressing climate change.

Within the Board of Directors, the Corporate Governance and Social Responsibility Committee has primary responsibility for IPG's ESG-related policies and practices, including those specific to climate change. This Committee — and specifically its Chair — is responsible for overseeing and making recommendations to the overall Board regarding the company's policies and practices on issues of global corporate citizenship and social responsibility, including climate change. The Board's Audit Committee, meanwhile, holds primary responsibility on the company's risks, including those caused by climate change.

Our Board and its committees are kept informed on climate-related issues through direct communication with our Chief Financial Officer (CFO) and the Vice President (VP) of Sustainability and Communications.

- The CFO is the executive sponsor of IPG's ESG programs, and oversees the ESG steering committee. The CFO collaborates with our Chief Risk Officer and General Counsel on climate action, and reports to the Board of Directors and CEO on related risks and strategy.
- The VP of Sustainability and Communications is designated with reviewing, coordinating and promoting IPG's efforts on climate change at the consolidated corporate level. Her responsibilities include monitoring climate action performance, while assessing and managing climate-related risks and opportunities. She meets monthly with IPG's ESG Steering Committee, and quarterly with the ESG Task Force. The VP of Sustainability and Communications reports to both the Senior VP of Communications regularly, and to the Board annually.



In 2020, IPG established the ESG Steering Committee, a management-level committee, which meets regularly and is responsible for:

- Identifying and remediating operational, financial and regulatory risks to IPG and its companies that may be posed by climate change and other ESG issues;
- Assessing and managing climate-related opportunities, including financial impacts; and
- Coordinating and promoting IPG's efforts on climate-related issues, including by reviewing our annual sustainability budgets and monitoring progress toward our climate targets and other commitments.

The ESG Steering Committee is overseen by the CFO and comprises representatives from IPG's various business functions, including communications, real estate, procurement, investor relations, travel, legal and more. This mix of individuals and departments enables IPG to monitor and identify climate-related risks across all areas of our operations. The ESG Steering Committee meets monthly with the VP of Sustainability and Communications. The Committee's work ensures that climate-related issues are integrated into a multi-disciplinary, company-wide risk identification, assessment and management processes.

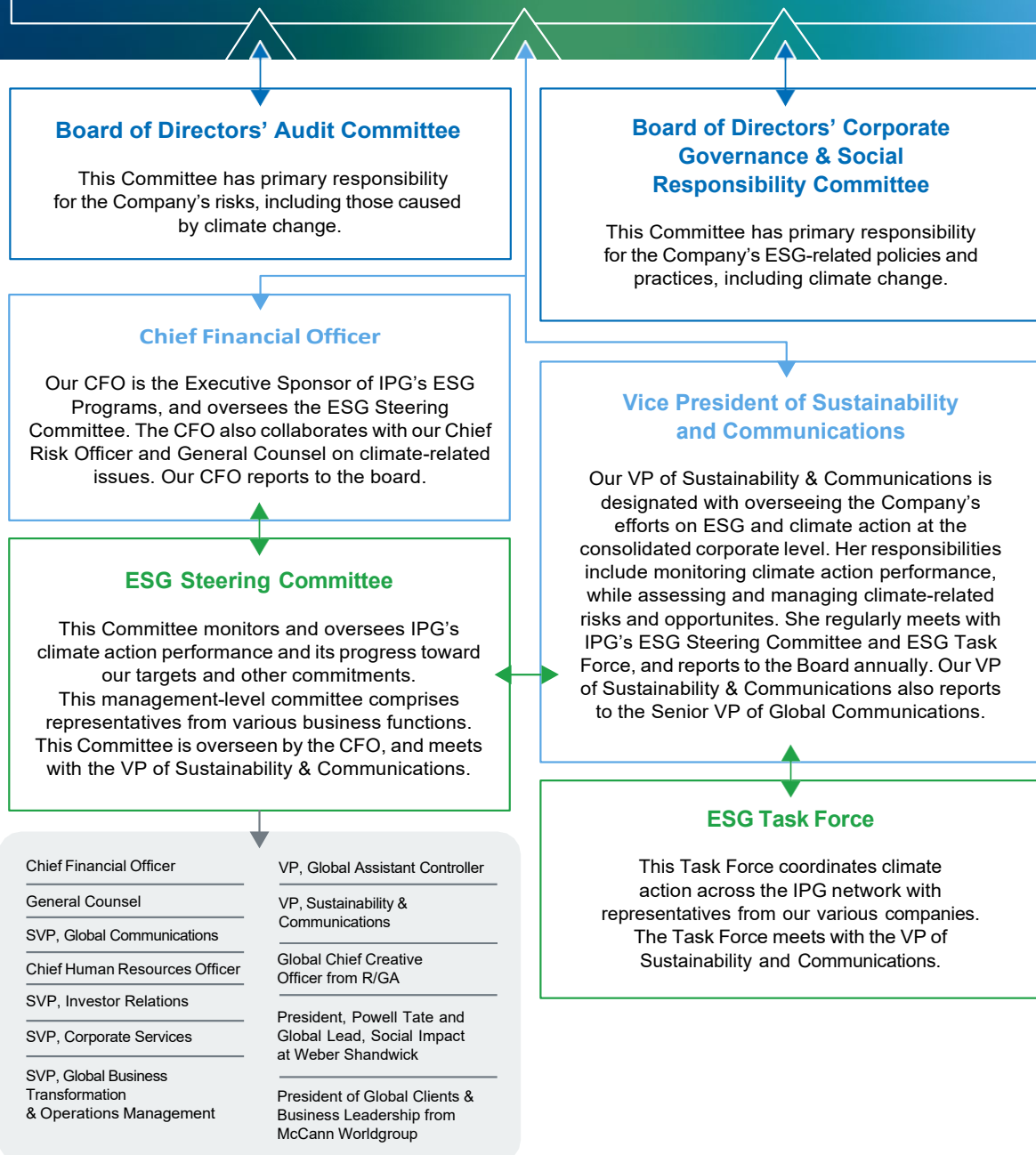
In addition to the ESG Steering Committee, an enterprise-wide ESG Task Force coordinates climate action across IPG companies. The Task Force meets quarterly with the VP of Sustainability and Communications to exchange updates on climate action and other sustainability activities. The ESG Task Force is composed of individuals throughout the IPG network who are charged by their CEOs with oversight for sustainability at their respective companies — including chief financial officers, executives, managers and facilities representatives.



# IPG Climate Oversight

## Interpublic Group of Companies Board of Directors

Our Board, including our Chairman and our CEO, has overall responsibility for the oversight and management of the Company's risks, including those caused by climate change. The Board is kept informed on climate change through several direct avenues, including reports from the Board's Audit Committee, its Corporate Governance and Social Responsibility Committee, our CFO and our VP of Sustainability and Communications.





## Programs and Initiatives

Both as a holding company and at the company level, IPG is focused on environmental protection and taking action to address climate change. This takes place on three levels: reducing the environmental impact of our operations; supporting our clients' progress to reduce their own emissions; and driving public consensus around the urgency of achieving a carbon-neutral world.

- **Promoting low-carbon business travel:** IPG's program to track travel-related carbon emissions—launched by the IPG travel department several years ago—was among the first to be instituted at a Fortune 500 company, and provides a way for IPG employees to be mindful about the impact of their business travel on the environment. IPG shares our global emissions and energy data, including business travel emissions, with employees and other stakeholders on a regular basis in IPG's annual ESG Report.

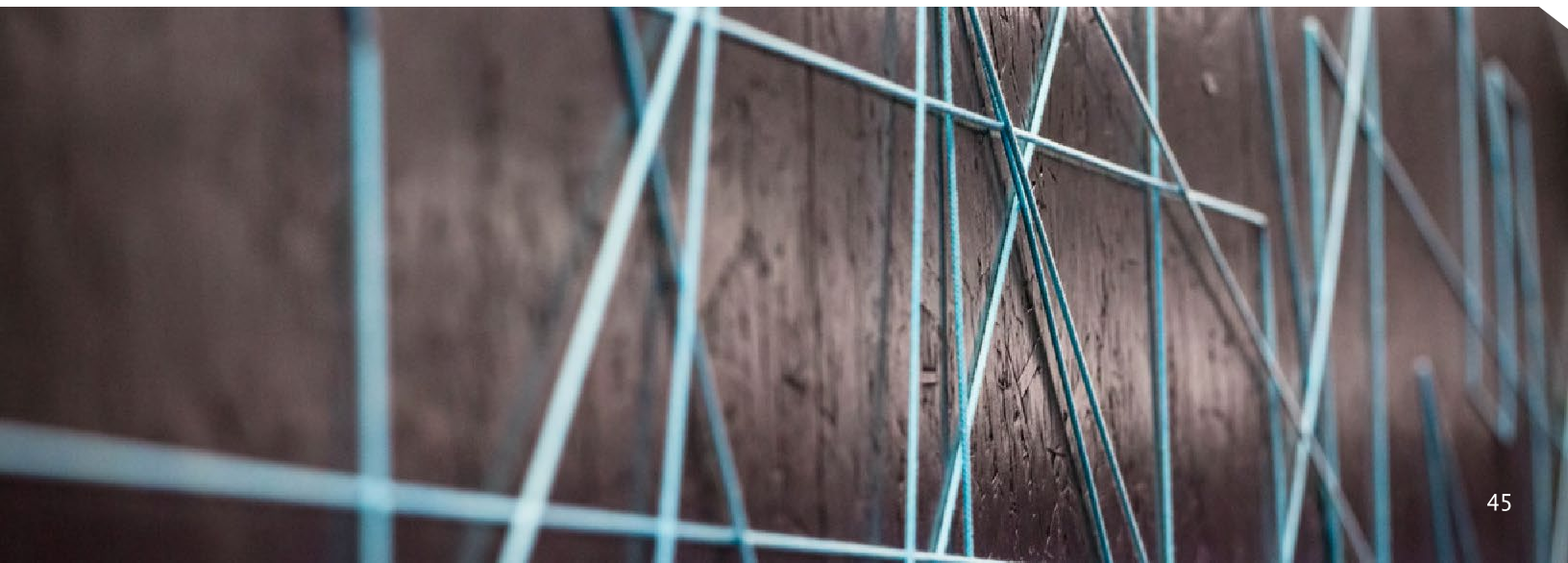
Since the pandemic began, IPG has encouraged the use of virtual meetings, telepresence applications and other technologies when possible and practical from a business perspective. As a professional services company, our work will continue to require travel, but the changes we are implementing around sustainable travel choices have led to a reduction in Scope 3 emissions.

In 2021, IPG revamped our domestic and international travel policies by adding a section specifically on sustainable business travel to reduce our carbon emissions associated with employee business travel

and commuting. Our policies aim to strike a balance between the importance of in-person communications and relationship-building with the urgency of slowing global warming. Our travel policies are available on our website [here](#).

These policy updates incorporating IPG's balanced, lower-carbon approach to travel are aided by a new enhancement to our online booking application that sorts air travel options by carbon dioxide (CO<sub>2</sub>) emissions, in addition to schedule and cost. This solution—which builds on our long-standing online tracking tool—has been launched in nearly all countries where online booking is available. We are currently rolling out this new enhancement in the U.S. market; all other international markets will be enabled throughout 2022. The process allows our business travelers to assess comparative CO<sub>2</sub> emissions among IPG preferred carriers and make travel choices that are less damaging to the environment.

We are continually working on ways to provide more information about the emissions involved in our employees' travel choices. In 2022, we introduced the Tripkicks platform that works with SAP Concur, to inform employees of eco-friendly booking options that align with our updated sustainable business travel policies. We will also be adding supplementary messaging to the SAP Concur platform to remind employees to consider more sustainable travel choices (e.g. opting for rail vs. air travel, selecting coach vs. premium class of service flights).





- **Carbon offsets:** IPG recognizes the need to balance limits on employee business travel with the relationship-building needs of a client services business, and our policies seek to neutralize unavoidable emissions with carbon offsets.
- **Energy efficiency:** IPG's gross global emissions have decreased due to energy efficiency programs and the implementation of sustainable standards in the management of our real estate portfolio. Initiatives that have also reduced operating costs, include:

**Minimum standards for new buildouts:** All new tenant buildouts since the beginning of 2016 are required to be in buildings that are LEED-certified, whenever feasible.

**Relocating for better resource use:** By moving our offices into more energy-efficient buildings, we have the opportunity to save on operating costs such as electricity, heating and air conditioning. When IPG's

Central IT (information technology) location moved from New York City to Jersey City, New Jersey, it was able to achieve Gold-level LEED certification for its new IT headquarters.

**Energy conservation:** In addition to working in ENERGY STAR and LEED-certified buildings, whenever possible, our Sustainability and Environmental Impact Policy encourages employees to save energy as they work by switching off all energy-consuming equipment when not in use and installing low-energy lighting when bulbs expire, including upgrading to those that use 75% less energy.

**Efficiency through sharing space:** Sharing facilities is another component to reducing our energy usage and carbon footprint. IPG's real estate policies require companies to seek solutions within the existing portfolio of office space before leasing additional space.

**"We are at a critical tipping point in the climate crisis and we must act intentionally and significantly."**

— Weber Shandwick "Juice Notes" newsletter

## MINDFUL Miles

IPG company, Weber Shandwick launched a business travel philosophy - *Mindful Miles* - and works with employees to evaluate the value and necessity of each potential work trip. Mindful Miles calls for careful consideration of potential business trips, whether by air, road or rail. An additional positive impact is improving work-life balance, a core component of Weber Shandwick's hybrid work model.

The new approach calls on employees to ensure all business travel results in "Moments

that Matter" - in-person presence that is truly instrumental in achieving the desired outcome, appreciating that remote interactions can often be as effective.

Under the Mindful Miles approach, client-related travel decisions must account for: client requirements, budget stewardship, Weber Shandwick's ESG policies and the client's ESG policies.

Our commitment to reducing unneeded travel will not change our intention to bringing our community together as strategically and as often as possible; it will only cause us to be more thoughtful and more innovative about how we achieve it.



**Green design and green spaces:** We encourage IPG companies to employ various “green designs” when designing offices to plan for efficient energy use of lighting, HVAC and other components. This complements our policy of occupying “green spaces” that use less energy, generate lower greenhouse gas emissions and may even contribute positively to environmental protection.

**IT efficiencies:** To improve our IT operational efficiencies and reduce energy consumption, IPG consolidated four IPG Global IT Data Centers by migrating IT infrastructure and applications operations to the state-of-the-art Scott Technology Center facilities in Omaha, Nebraska in 2008. Since this consolidation, IPG expanded the use of virtualization technologies by 80%, which has reduced power consumption in IT operations by 66%. With increased use of cloud solutions and virtualization technologies, we reduced power consumption in the primary data center by an additional 15.2% in 2020, as compared to 2019.



IPG has committed to sourcing 100% renewable electricity across our portfolio by 2030.

In 2020, IPG was able to reduce its enterprise data center square footage by 60% and is expecting additional energy reductions in the coming years. IPG has been able to continue to reduce the number of server racks and power required to run IPG’s enterprise infrastructure and applications, while continually adding new feature functionality.

IPG Mediabrands’ agency **Rapport** created an outdoor campaign to support home décor company At Home in its commitment to the environment. The campaign used an air purifying coating applied to the printed ad material, made of titanium dioxide, which removes pollutants from the air while the ad is posted. The coating uses sunlight and moisture to absorb nitrous oxide and turn it into nitrate salts, purifying the air and contributing to reduced global warming.

The At Home campaign had a total capacity to offset the pollution generated by ~1.7MM miles of driving, the equivalent to planting ~16,500 trees.\*



Rapport is a founding member of the Advertising Association’s Ad Net Zero initiative to help advertising respond to the climate crisis, and the initiative’s only member that creates out-of-home advertising. See the “Rapport Beyond” commitment statement [here](#).

\*statistics provided by VINCENT and PURETi



## Tracking and Reporting

In line with our commitment to transparency and accountability, IPG regularly monitors our global energy and emissions performance data for 100% of our operations. We publicly report on this data on a yearly basis through our annual ESG report and our annual CDP Climate Change response, both of which can be found on our website [here](#).

More details on our methodology and approach to Scope 1 and Scope 2 emission calculations are contained in the management assertion in the back of this report.

In 2021, IPG expanded our Scope 3 inventory beyond our historical air travel emissions reporting. We performed our Scope 3 inventory on the calendar years 2019 and 2020, including these material Scope 3 categories.

## External Assurance

PricewaterhouseCoopers LLP (PwC) performed a limited assurance engagement on certain greenhouse gas emissions metrics for the year ended December 31, 2020 and certain diversity metrics as of December 15, 2020.

See PwC's Report of Independent Accountants on [page 148](#).



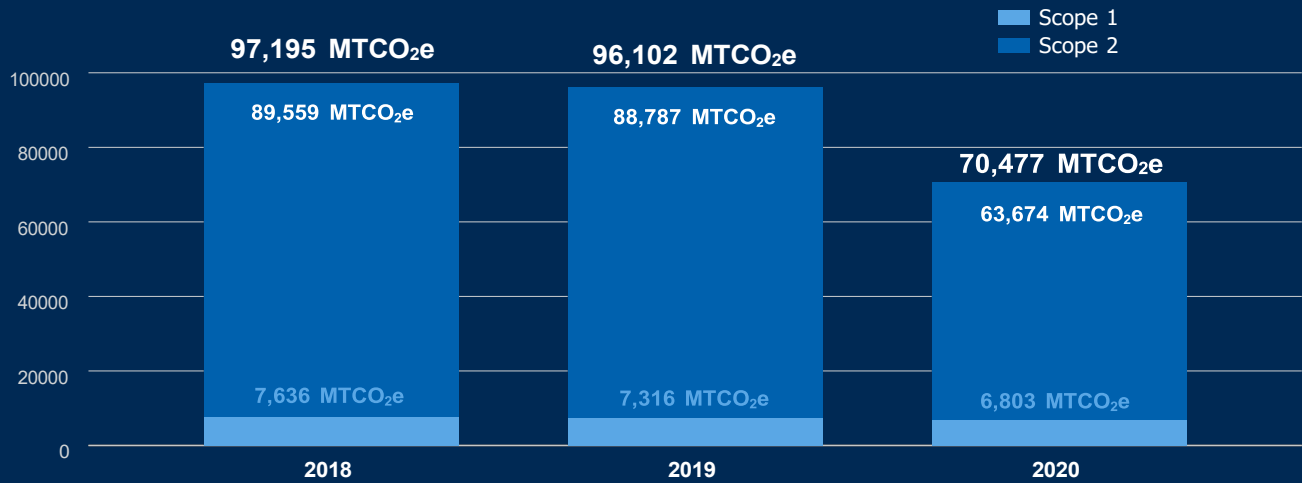
## Scope 3 Categories

- Cat 1: Purchased goods and services**
- Cat 2: Capital goods**
- Cat 3: Fuel- and energy-related activities**
- Cat 4: Upstream transportation and distribution\*\***
- Cat 5: Waste generated in operations**
- Cat 6: Business travel**
- Cat 7: Employee commuting**
- Cat 8: Upstream leased assets
- Cat 9: Downstream transportation and distribution
- Cat 10: Processing of sold products
- Cat 11: Use of sold products
- Cat 12: End-of-life treatment of sold products
- Cat 13: Downstream leased assets
- Cat 14: Franchises
- Cat 15: Investments

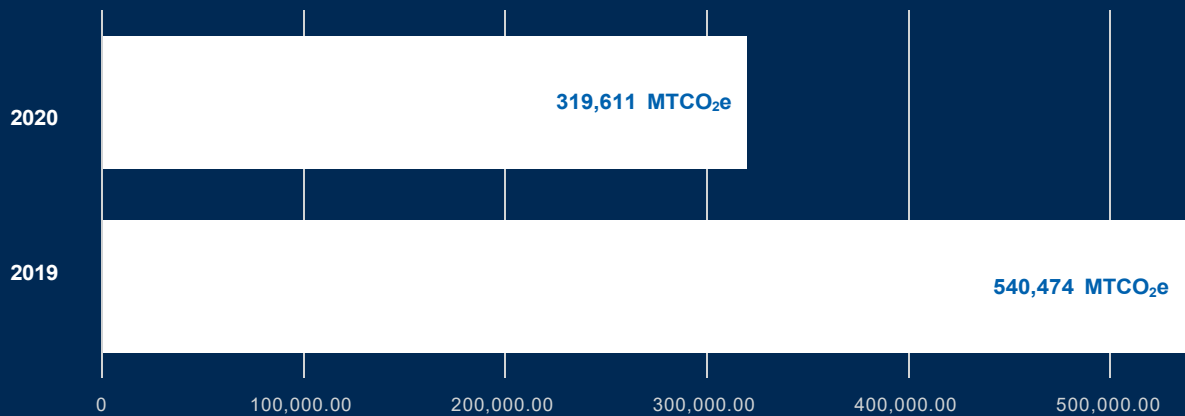
\*\*For our calculations, Category 4 emissions are included under Category 1.



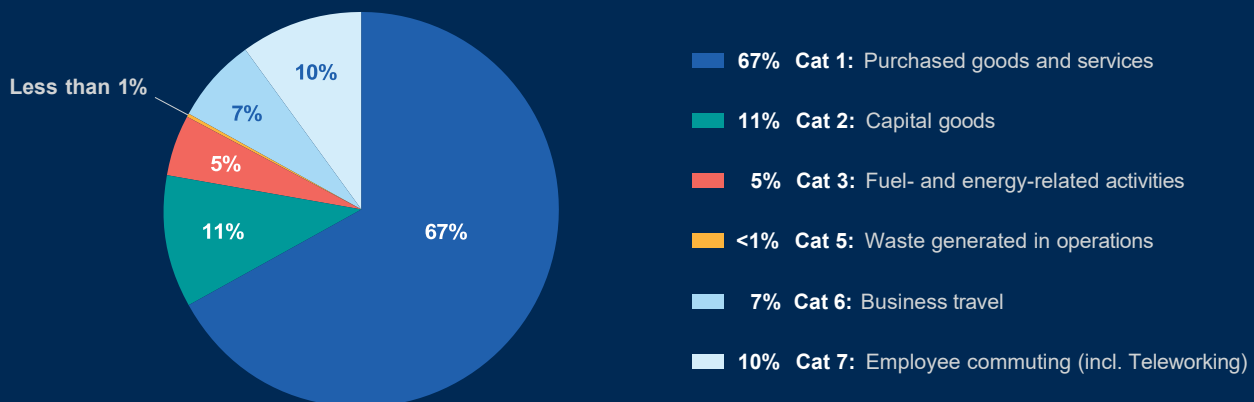
## IPG's Global Scope 1 and Scope 2 Emissions <sup>1</sup>



## IPG's Global Scope 3 Emissions



## IPG's 2020 Global Scope 3 Emissions by Category <sup>2</sup>



The 2020 GHG emissions used an updated methodology which may cause some variation in comparing year-over-year data. Additional details on our updated methodology can be found in the management assertion letter at the back of this report.

1 - Scope 2 data here represents market-based emissions.

2 - Category 4: Upstream transportation and distribution is included under Category 1: Purchased goods and services.



## Client Partnerships

IPG is proud to support our many clients who are making progress in reducing their own emissions, while also working with organizations to drive public consensus around the urgency of achieving a carbon-neutral world.

We engage with our clients on their climate action strategies to work together to reduce emissions in our operations, thus lowering overall Scope 3 emissions. IPG also engages with our clients by informing them of our environmental impact and climate commitments through commonly utilized annual reporting questionnaires, such as CDP and EcoVadis.

Additionally, IPG is exploring opportunities to evaluate the environmental impact of the advertising and marketing services we offer to clients. IPG is a founding member of [AdGreen](#), which helps advertisers mitigate the environmental impact of production. Launched by the Advertising Association, the initiative

unites the advertising industry toward a zero waste and zero carbon future through training sessions as well as renewable energy and carbon offsetting plans.

The hallmark of the initiative is a carbon calculator and certification process. These tools provide data-driven insights for agency producers, and the industry at large, to set goals and assess progress. AdGreen will invite advertising agencies to opt into a small levy on relevant parts of production spend in order to fund the initiative which, for now, is only available for productions managed through the UK.



In 2022, IPG will begin launching tools from AdGreen in some regions to help our clients calculate and mitigate the environmental impact of advertising production.

IPG is proud to support our many clients who are making progress in reducing their own emissions, while also working with organizations to drive public consensus around the urgency of achieving a carbon-neutral world.



IPG companies, **Initiative** and **UM** are founding members of a UK-based organization, IPA Media Climate Charter, which offers tools to measure and reduce the environmental impact of media buying and distribution.



**Jack Morton** is a founding member of isla, an organization that works to accelerate the event industry's transition to a sustainable future by providing the knowledge and tools for calculating and reporting the carbon emissions from event production.





# Social 3

Diversity, Equity & Inclusion

Human Capital Management

Employee Health & Safety

Responsible Supply Chain

Community Engagement



# Diversity, Equity & Inclusion

Diversity is a business imperative for IPG. We have been formally committed to diversity, equity and inclusion for nearly two decades, with a goal of being one of the world's most diverse and inclusive companies. We aim to be a workplace that is open to new ideas and fully supportive of our colleagues across all dimensions of diversity. We aim to ensure fairness, as well as opportunity and access for all of our people.

SDG MAPPING:

5 8 10

“IPG has been focused on making real changes within our ranks, and within the communities in which we live and work. The urgency around this issue has only increased during the last two years, as we’ve seen the impacts of the pandemic weigh most heavily on marginalized communities.”

- IPG CEO, Philippe Krakowsky, on Martin Luther King, Jr. Day 2022





## Governance and Oversight

IPG embraces our role and responsibility in building an inclusive and diverse workplace and broader society.

IPG's Board of Directors reviews progress on diversity metrics, including performance against goals each year. The Board is actively involved in talent management and is regularly updated on diversity as a key talent indicator for the workforce, and considers diversity when seeking and reviewing candidates to join the Board.

Overall Board responsibility for diversity and inclusion falls to our Corporate Governance and Social Responsibility Committee. In addition, IPG published our first official policy on Board Diversity, which is included in our **Corporate Governance Guidelines**.

Over a decade ago, IPG was the first company in our industry to appoint dedicated leadership on diversity, equity and inclusion when we hired a Director of Diversity and Inclusion and established the industry's first office of global diversity and inclusion.

IPG supports the Global DEI Group with staffing, resources and investments in vital measurement tools and programs to help our companies succeed on diversity-related priorities and objectives. In 2021, this department was awarded the 2021 Diversity Team Award from *Profiles in Diversity* journal.

Additionally, IPG's Global CEO Diversity Council includes chief executives from across IPG. It serves as a forum where leaders can review metrics, learn from leading experts on critical topics, share best practices and prioritize the resources required for further progress. IPG executives are also held accountable via compensation tied to diversity metrics.

## Policies and Commitments

We have long been committed to ensuring equal opportunities for all employees, and we work hard to make certain that our policies and our culture live up to these goals.

- IPG's **Code of Conduct** sets expectations for a work environment that embodies respect and dignity for all employees globally. The Code makes clear our policies that prohibit discrimination based on gender identity, race, ethnicity, nationality, religion, age, sexual orientation, disability and other dimensions of diversity. The Code also sets out our zero tolerance policies against harassment of all types including sexual and racial harassment.
- Our **Human Rights Policy** details how IPG implements its policy on diversity and non-discrimination, including through reasonable accommodation for disabilities, promoting from within the organization and prohibiting all forms of harassment. The Code of Conduct and Human Rights Policy both express our respect for the International Labour Organization (ILO) Conventions on discrimination and equal pay.
- Our detailed policy on **Anti-Harassment and Equal Employment Opportunities** aims to ensure a fair, ethical and respectful work environment for all employees. This policy states that IPG and its subsidiaries will provide equal pay for equal work. It prohibits discrimination or harassment on the basis of any protected characteristic, details the methods for employees to make complaints regarding any such conduct and protects them from retaliation. The policy also covers other priorities such as preventing sexual harassment.

*These policies are available on our [Corporate Governance](#) page.*

IPG supports the Global DEI Group with staffing, resources and investments in vital measurement tools and programs to help our companies succeed on diversity-related priorities and objectives.



## Reporting a Concern

Everyone at IPG can help ensure that our workplace is free from prohibited discrimination or harassment. Employees are encouraged to report known or suspected discrimination or harassment to a trusted manager, their local Human Resources Director, the Corporate Human Resources Officer, the IPG Legal Department, the Chief Risk Officer or the [Alertline](#).

## Training

Employees are trained regularly on the diversity-related policies discussed above. Annual training reinforces the diversity and inclusion expectations expressed in our Code of Conduct. Additionally, IPG provides anti-harassment training to all new hires in the U.S., and all employees are re-trained on the topic regularly (depending on local regulations).

*More information on anti-harassment training is provided in the [Ethics & Integrity](#) chapter.*

## Expanding Diversity on IPG Board of Directors

To combat the underrepresentation of women and people of color on corporate boards, IPG published our first official policy on Board Diversity, enforcing our commitment to have a Board that reflects not only broad professional experience — not limited to previous membership on corporate boards — but also diverse perspectives fostered by varying gender, ethnicity, skills, experience and functional, geographic or cultural background. The Board and its Corporate Governance and Social Responsibility Committee are committed to actively seeking out women and ethnically diverse candidates when identifying and evaluating director candidates. The policy is included in IPG's [Corporate Governance Guidelines](#) found on our website [here](#).

### Code of Conduct training completion in 2020

New Hires:

92%

Current Employees:

98%

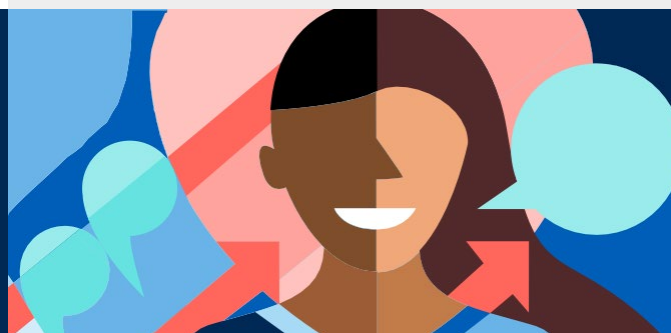
### Anti-harassment training completion rate in 2020

Employees & Supervisors:

97%

California - Employees & Supervisors:

96%



IPG is a member of the [30% Club](#), a global coalition aimed at ensuring a minimum of 30% representation of



women on corporate boards. IPG has endorsed this objective and has consistently exceeded it, with a total of 40% women members in 2020, making us a standout among Fortune 500 companies.



## Targets and Objectives

For many years, IPG's Global DEI Group has set strategic and measurable goals for our business leaders to incentivize behavior that will increase equity in our company for Black, Indigenous and People of Color (BIPOC) talent.

In 2006, IPG became the first in our industry to tie the compensation of CEOs to diversity hiring, promotions and representation. We have set annual High Priority Objectives (HPOs) for diversity and representation increases globally. This process includes standards

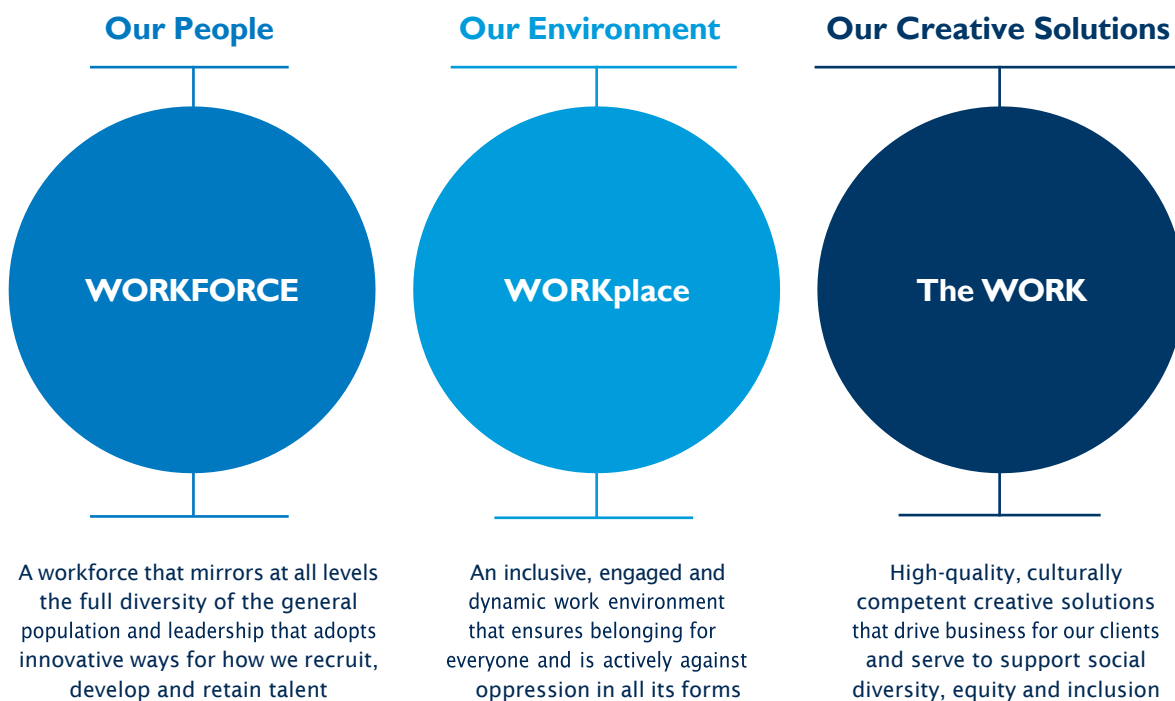
and expectations for hiring, promoting and retaining BIPOC talent, and for positive survey results on culture, leadership and career mobility as it relates to diversity. At the end of each year, the performance of each IPG company is assessed against these diversity HPOs and the results are directly tied to compensation.

IPG continues to link incentive compensation to diversity targets, advancing accountability for diversity and inclusion across our organization.

### IPG Company Spotlight

**FCB** was one of the first creative networks to require unconscious bias training for employees. Building on its focus on behavioral inclusion, FCB was prompted by events of 2020 to look deeper to identify and combat structural racism within the company. They developed goals to build DEI across three areas:

## Goals for the Future





## IPG's Approach to DEI

To make progress against our DEI objectives, IPG applies a methodical approach. A three-part continuous cycle informs our overall strategy and addresses specific opportunities:



To drive results out of our continuous cycle, we have designed holistic systems to facilitate long-run institutionalized change. Our approach is based on four pillars:

- 1 Leadership commitment and accountability** including Board responsibility, goals and compensation linkages for CEOs at both the corporate and agency level, as well as compensation linkages for other senior executives at the corporate level.
- 2 Infrastructure**, including a well-resourced and well-staffed corporate DEI Group, employee business resource groups, and the CEO Diversity Council, in addition to analytics technology.
- 3 Policies and practices**, to which we apply a diversity lens to consider potential effects on our talent and the work we produce for clients.
- 4 Dashboard** measuring trends and outcomes of specific activities. Measures include workforce diversity, mobility of various groups and employee perceptions.



## Programs and Initiatives

Diversity and inclusion are key elements in how IPG delivers extraordinary value to our stockholders, our clients and our people. We are creating a representative and highly talented workforce at every level, with a culture that drives belonging, well-being and growth for all our people and fosters the cultural insights and sensitivity to help our clients make authentic and responsible connections with their customers.

### Pay Equity

Our commitment to pay equity for women and underrepresented groups is robust. IPG is continually evaluating pay equity within our company using both analytical tools and programming strategies. IPG has been named to the Bloomberg Gender Equality Index (GEI) for our performance against a global threshold for equal pay and gender pay parity, among other aspects of gender equality.

We annually conduct pay equity reviews in conjunction with an external consultant, to compare compensation on the basis of gender and race between employees who are similarly situated with respect to factors

such as job function, experience and geography. Our analysis covers the U.S. and several key international markets, and we are gradually expanding to cover our full population. Based on our analyses to date, there were no findings of widespread pay inequalities. Any individual anomalies that have been identified have been corrected.

In 2020, IPG adopted the [UN Global Compact Women's Empowerment Principles](#) (WEPs), joining 3,000 business leaders around the world. The WEP program aims to empower women in the workplace, marketplace and community through seven actionable principles. IPG is integrating these seven principles, including by establishing a high-level pay equity task force with representatives from across the IPG network. We are also committed to integrating the [gender gap analysis tool](#) into our global framework to track measurement and scale long-term sustainable solutions.

IPG believes that practicing the WEPs with intention will lead to systemic change, creating policies and activities that bring equity into the workplace. We are asking all of IPG's companies to review the WEPs, benchmark against them and commit to them.





## Inclusive Sourcing and Business Partner Diversity

It is important to IPG to measure our progress in increasing the amount of business we do with underrepresented and economically disadvantaged groups of business owners. We have sustained a supplier diversity spend level of 20% for several years across companies owned by women, racial and ethnic minorities, veterans, people who are LGBTQ+ or people who live with disabilities. Several of our agencies are involved with Free the Work, a not-for-profit dedicated to opportunities for women and people of color to direct and provide production support for advertising campaigns.

*Supplier diversity is discussed in more detail in the [Responsible Supply Chain](#) chapter.*

## IPG Inclusion Learning and Culture Initiatives

IPG is committed to investing additional time and resources in cultivating more inclusive leadership and management through learning and practical experiences to ensure we are allies and consistent advocates for each other.

IPG and our companies provide many programs in support of diversity, equity and inclusion. Through events, training and curated content, research and tools, IPG fosters awareness and action on an array of critical issues that are vital for the recruitment, retention, advancement, well-being and belonging for people who are part of underrepresented groups.

### Our programming addresses topics including:

- Support for employees or their family members with disabilities
- Mental health and physical well-being
- Cultural and historical explorations
- Inclusive behaviors and meeting practices
- Culturally sensitive and authentic marketing and advertising
- Allyship behaviors
- Managing, mentoring and sponsoring diverse talent

Additionally, IPG conducts an annual survey to assess our “Climate for Inclusion.” This survey is conducted with IPG employees in the U.S. and, as of 2020, for some of our companies in Canada and the U.K. The survey assesses employee perceptions about their work experiences and environments, including the impact of our diversity and inclusion activities. The survey covers responsiveness to differences and other important levers for innovation, growth and belonging. It has been an important tool for accountability and actionable insights.

## Supporting Working Parents

In 2020, IPG’s Global DEI Group held a [panel](#) confronting attacks on trans youth, launched a [Parent Center website](#) to help employees manage school and daycare closures, and began developing a custom learning academy.

## Supporting Racial Justice Amid COVID-19

The urgency of making meaningful changes to better foster DEI at IPG has only increased during the last two years, as we’ve seen the impacts of the pandemic weigh most heavily on marginalized communities.

We have been providing resources and experiences to support employees and managers with DEI issues in the context of COVID-19, such as holding [bystander intervention training](#) in response to the rise in anti-Asian American and xenophobic harassment. We also joined a [coalition](#) to denounce bias.

The DEI team created a series of bespoke guides for employees on topics such as [Mental Health During a Crisis](#).





## Supporting Racial Justice

“All lives can’t matter until Black Lives Matter.”

– [film](#) launched by R/GA and the Ad Council

IPG’s DEI team hosted [neighborhood chats and ally conversations](#) for employees all over the world to discuss how they were affected by rises in racial tension, as well as long-time frustrations around these issues. Employees were given the opportunity to speak frankly and openly during these sessions, which began days after the murder of George Floyd and continued for months afterward. Meetings were held for Black and Brown employees and for allies, and provided an important and safe forum for discussion.

IPG has supported racial justice in a range of other ways, including:

- **Monetary contributions:** IPG contributed to [Campaign Zero](#), the [NAACP Legal Defense and Education Fund](#) and [Amnesty International](#) and invited employees to do the same.
- **Juneteenth observances:** In 2020, IPG began observing [Juneteenth](#) on an annual basis to mark the emancipation of the last remaining enslaved African Americans in the

Confederacy. We launched a global town hall series for all employees. The first annual event featured Professor Eddie S. Glaude Jr. of Princeton University alongside IPG leadership, and over 4,000 IPG employees registered for the program. In 2021, the Juneteenth conversation series continued with [remarks from Professor Imani Perry](#).

IPG also initiated the closing of U.S. corporate offices in observance of the Day, as part of our annual holiday schedule. Many of our companies have followed the corporate office’s lead on this issue.

- **Guide for managers:** In response to rising concerns from employees, IPG’s Global DEI Group created the [Manager’s Guide to Initial Responses to Times of Racial Turmoil](#) to support managers in having conversations about racial inequities with their teams.



## Engaging Our Employees

IPG is building strong practices to bring “inspired inclusivity” into all levels of our organization.

**IPG Inclusion Awards:** Established in 2009, the IPG Inclusion Awards formally recognize and celebrate our companies and our people who bring aspirations of progress for diversity and inclusion to life in their offices, in their work, in their business practices and in their impact on communities. The most recent Awards program introduced refined judging criteria in line with IPG’s emphasis on data-driven results and measuring outcomes, and created a new category to support IPG’s work with the Unstereotype Alliance convened by UN Women.

**Business resource groups:** IPG’s **Business Resource Groups** (BRGs) bring together employees across geographies and companies. They provide a positive forum for development, education and idea exchange, particularly pertaining to dimensions of diversity. These groups also address career development and management training, executive presence and the importance of mentors and sponsors.

In 2020, IPG committed to increasing our investment to scale up these groups in the U.S. and globally — including through technology and hands-on learning to create supportive environments that work for everyone.

### Our global BRGs include:

- Asian Heritage Group (AHG)
- Black Employee Network (BEN)
- Women’s Leadership Network (WLN)
- SOMOS (Hispanic/Latino Heritage Group)
- PLUS (LGBTQIA+ Community & Allies)

### IPG Company Spotlight

## Partnership with Clean Slate

R/GA holds a monthly event series on how brands can better serve human needs. At an event on the injustices of mass incarceration, guest speaker Vincent Bragg, Founder and CEO of the creative agency [ConCreates](#), explained how even in its DEI efforts, advertising often avoids addressing the formerly incarcerated.

R/GA is working with the [Clean Slate Initiative](#) to restore rights for the formerly incarcerated.



The **Asian Heritage Group** (AHG) promotes the professional and personal development of IPG’s Asian employees. We build connections among Asian employees by presenting programs that enhance careers and by increasing awareness of issues and opportunities related to cultural, social and economic diversity.





The **Black Employee Network (BEN)** strives to facilitate the success of IPG's Black employees by enriching their professional lives, creating connections, promoting environments that welcome, value and leverage diversity, and contributing to our communities. Our activities seek to drive results and contribute to the business success of our companies.

In February 2020, IPG's BEN co-hosted the "Black Business Icons" virtual event with the Executive Leadership Council (ELC), the preeminent membership organization for Black CEOs, board directors and senior Black executives from the world's largest organizations. In celebration of Black History Month, the discussion focused on representation and influence of Black leadership in business. Black Business Icons discussed the shifts seen in 2020, ranging from impacts of COVID-19, CEO activism, the Black Lives Matter movement and consumer and employee activism, and how these forces are leading to unprecedented changes in culture and society.

IPG's BEN also partnered with the **New York Urban League** to host town halls focused on the disproportionate impact of COVID-19 on New Yorkers of color.



The IPG **Women's Leadership Network** leverages new findings on gender equality to advocate for every colleague to contribute to creating a more inclusive workplace. The IPG Women's Leadership Network has chapters in 14 U.S. locations as well as Japan, London, Mumbai, Shanghai, Singapore and Sydney.

In 2020, the WLN launched the "She Has a Point" campaign to increase the visibility of IPG's female talent in earned and owned media. Launched in conjunction with IPG's adoption of the Women's Empowerment Principles developed through the United Nations, the campaign helped bring the seven principles to life via a social media campaign and video content.



In August 2020, the Los Angeles chapter of IPG's Women's Leadership Network hosted an event featuring women in leadership positions across IPG's agencies. They discussed their journeys, sharing advice on best practices and moving their careers forward.





**SOMOS** is a dedicated group of Hispanic and Latino leaders within IPG. The purpose is to establish an enduring BRG for IPG employees at all levels who are interested in Hispanic/Latino culture, helping them access programs that provide skills development, networking opportunities, mentoring and career enrichment.



**LGBTQIA+  
COMMUNITY  
AND ALLIES**

**PLUS** – LGBTQIA+ Community & Allies – works to ensure that IPG policies and practices are inclusive of our Lesbian, Gay, Bisexual, Transgender, Queer and more (+) employees. We also aim to provide our teams with the resources to attract and retain LGBTQ+ talent, while championing the power of our work to accurately reflect the needs and interests of LGBTQ+ consumers.

As an open group, we work with our allies and community to educate and inform all employees about issues facing the LGBTQ+ community. While delivering on this broad agenda, we look to build a tight-knit community of professionals who support each other through networking, career development and camaraderie.

In 2021 this BRG adopted “PLUS” as its name — formerly IPGBLT — to demonstrate the inclusive nature of this community and the group’s dedication to our expansive and diverse members.



## Creative Initiatives

IPG advances diversity, equity and inclusion through pro bono work and creative initiatives for our clients. Our creative product must always contribute to equity, avoid gender-based stereotypes and destigmatize people of color.

### Accessible by Design

Inclusion and access for people with disabilities is a key element of IPG's diversity and inclusion work. For example, access was incorporated in the redesign of IPG's website, with each image accompanied by a description for visually impaired users.

To further this commitment, **Current Global** established the **Accessible by Design** campaign in 2020 to ensure that every piece of communication created for the company and its clients meets the **highest accessibility standards** to be inclusive of people of all abilities. Clients can also request an Accessible by Design audit, helping to chart a path to increased accessibility.

Current Global believes it is the first global PR agency to launch such an offering, and hopes to instigate changes across the marketing industry. The offering was created alongside a company



**285 million**

People are visually impaired



**466 million**

People have a hearing disability



**200 million**

People have an intellectual disability



**18.5 million**

People have a speech voice, or language disorder

commitment on meeting these standards, a set of guidelines, and an accessibility toolkit drawing on existing technology on creating and consuming accessible content. The toolkit has been embedded into Current Global's best practices, processes and workflows.



### Unstereotype Alliance

IPG is a founding member and Vice-Chair of UN Women's **Unstereotype Alliance** to end harmful gender stereotypes in advertising. In this capacity, IPG is working toward having all our companies implement processes that make it routine to eliminate such stereotypes. IPG participates in and sponsors industry initiatives to highlight, celebrate and increase representation of women in client organizations and in media and technology industry organizations.



The following recent IPG client campaigns are examples of utilizing our creative expertise as a powerful force for inclusion:

## Racial Justice



R/GA worked with the Ad Council on a public service announcement supporting the fight for justice for Black Americans. Launched just before U.S. Independence Day 2020, the film depicts simple acts of freedom celebrated and taken for granted by non-Black Americans, in stark contrast with how Black people have been affected by systemic racism in the U.S. The campaign directs to the iconic “Love Has No Labels” campaign with actionable resources to work for equality. [See film.](#)



FCB Health New York launched “The Trial for #ClinicalEquality” campaign to educate healthcare professionals, researchers, politicians, patient advocacy groups and the public about the practices of clinical trials. The campaign calls for “clinical justice” to address disparities in the inclusion of African Americans and Hispanic communities in such trials. Cancer does not discriminate, and neither should clinical trials. [See campaign.](#)



In Michigan, Campbell Ewald introduced “MiCROWN”, a statewide campaign to abolish race-based hair discrimination. The campaign collected Michiganders’ signatures to support Michigan House Bill 4811 — the MiCrown act. [See campaign.](#)



[UM helped](#) Johnson & Johnson develop a resource guide for parents to start talking with their children about racial bias. The effort was recognized with a 2020 Adweek award.

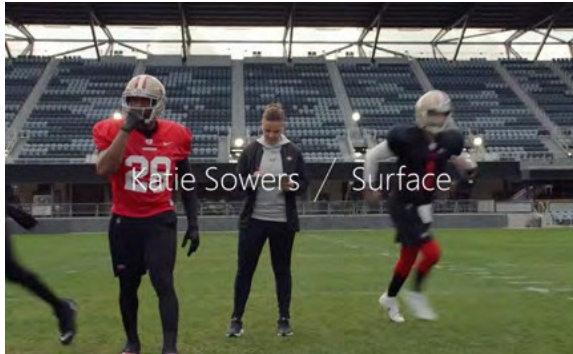
## Disabilities



FCB Canada worked with the Canadian Down Syndrome Society (CDSS) to launch a global, first-of-its-kind research study to examine whether physical and brain exercise should be an integral part of cognitive therapies for people with Down syndrome. Data has been lacking in this area for doctors and parents in the Down syndrome community. [See campaign.](#)



## Gender Equality



McCann created a Superbowl ad for Microsoft to tell the story of Katie Sowers, the first woman to coach an NFL team in the Superbowl. The spot extends a 2019 campaign featuring the line “When everybody plays, we all win.” [See Superbowl ad.](#)



FCB Canada developed a campaign to promote women’s financial empowerment for International Women’s Day. The campaign was created for the Bank of Montreal to illustrate how concepts like “gold digger” and “trophy wife” undermine confidence in women’s financial abilities. [See campaign.](#)

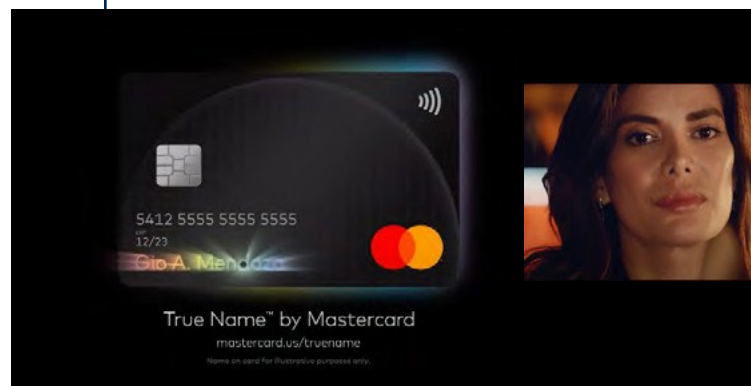
In an industry-changing effort, McCann created the “True Name” initiative with Mastercard, issuing the first credit/debit card to let people display their chosen names. The film highlights the meaning of a “secure” purchase for trans and nonbinary people at a time when many face threats and violence because of their identity. [See ad.](#)



At the three-year anniversary of the viral #MeToo movement, FCB/SIX worked with founder Tarana Burke to launch the next chapter, and created the [Act Too platform](#) to help end sexual violence. Act Too is an “action hub” built on an interactive website and crowdsourced, blockchain-powered tool that incites tangible action. The technology ensures that each user’s contribution is recorded permanently in a public ledger that can’t be silenced, altered or erased.



Deutsch NY worked with Reebok to produce a film called “Proud Notes” that was launched along with a footwear and apparel collection called “All Types of Love” for 2020 Pride celebrations. Through letters of support written by loved ones, the film honors LGBTQ+ activists and influencers fighting for equality. [See film.](#)





## Partnerships

IPG supports numerous community-based organizations and is actively involved in partnerships with leading coalitions that bring together companies to advance DEI. In addition to the [30% Club](#) and the [Unstereotype Alliance](#) discussed above, IPG's involvements include:

**CEO ACTION FOR  
DIVERSITY & INCLUSION**

 **TANENBAUM**  
COMBATING RELIGIOUS PREJUDICE  
Building a world that respects religious difference



**COQUAL**

**CATALYST**  
WORKPLACES THAT WORK FOR WOMEN

- [CEO Action](#) — IPG is a member of CEO Action for Diversity & Inclusion™, the largest CEO-driven business commitment to advance diversity and inclusion in the workplace.
- [Tanenbaum Center for Interreligious Understanding](#) — A not-for-profit dedicated to creating workplaces that support employees' religious differences.
- [PFLAG](#) — An organization helping parents, families, friends and co-workers support people who identify as LGBTQIA+.
- [Coqual](#) — IPG is a member of the global thinktank Coqual, formerly known as The Center for Talent Innovation. We partner on research studies to inform our objectives and learn about effective processes to improve representation, retention, advancement and inclusive workplace culture.
- [Catalyst](#) — IPG is a long-time member of this leading international research organization's work to advance equality and inclusion for women from all backgrounds, as well as people who are cultural and racial minorities, living with disabilities, non-conforming gender identities and all sexual orientations.

Additionally, to promote increased representation of women in client organizations and media and technology industry organizations, IPG has partnered with organizations like [Free the Bid](#), [The 3% Movement](#) and [Female Quotient](#). Free The Bid's pledge calls for ad agencies, production companies and brands to have at least one woman director on every commercial production job. Female Quotient is an "equality services company" supporting organizations committed to closing the gender gap in the workplace.



**FREE THE BID**  
GIVING A VOICE TO WOMEN FILMMAKERS  
IN ADVERTISING FILM & TV

**THE 3% movement**  
DIVERSITY = CREATIVITY = PROFITABILITY™

**FO**  
the  
FEMALE QUOTIENT



## Data and Transparency

In 2020, IPG was the first in our industry to [release](#) its statistics on diverse representation in executive ranks. We have further expanded the scope of our disclosures by becoming the first advertising holding company to release the gender and race composition of our U.S. professionals, managers and leadership, using standards set by the U.S. Equal Employment Opportunity Commission (EEOC). The diversity disclosures set a new standard for our industry and put IPG at the frontlines of a broad shift among U.S. companies toward transparency on employee diversity.

IPG's statistics showed how many Black and African Americans, Asian Americans and Hispanic Americans we have across the executive ranks of our company in the U.S., and how our breakdown compares to the sector. While much work remains to be done, we have made recent progress by hiring Black Americans at levels that are ahead of the makeup of the total U.S.

population and increasing the number of promotions of African Americans at senior levels by a factor of 50%.

IPG also released executive statistics regarding women, showing that IPG has strong gender representation across all ranks of our company. In 2020, IPG exceeded the U.S. National External Workforce Benchmark for women in the categories of senior/executive-level managers, first/mid-level managers and professionals. IPG has increased the proportion of its women at senior and executive levels by 5.8% since 2019.

IPG is committed to continuous transparency in this area. PricewaterhouseCoopers LLP (PwC) performed a limited assurance engagement on certain greenhouse gas emissions metrics for the year ended December 31, 2020 and certain diversity metrics as of December 15, 2020.

See PwC's Report of Independent Accountants on [page 148](#)

IPG has made recent progress by hiring Black Americans at levels that are ahead of the makeup of the total U.S. population and increasing the number of promotions of African Americans at senior levels by a factor of 50%.

## U.S. Equal Employment Opportunity Commission (EEOC) Data Interpublic Group Representation

BLACK OR AFRICAN AMERICAN			ASIAN			WHITE			HISPANIC OR LATINO			WOMEN		
SR./EXEC. LEVEL MANAGER	FIRST/MID LEVEL MANAGER	PROFESSIONAL LEVEL	SR./EXEC. LEVEL MANAGER	FIRST/MID LEVEL MANAGER	PROFESSIONAL LEVEL	SR./EXEC. LEVEL MANAGER	FIRST/MID LEVEL MANAGER	PROFESSIONAL LEVEL	SR./EXEC. LEVEL MANAGER	FIRST/MID LEVEL MANAGER	PROFESSIONAL LEVEL	SR./EXEC. LEVEL MANAGER	FIRST/MID LEVEL MANAGER	PROFESSIONAL LEVEL
U.S. NATIONAL 3.3%	U.S. NATIONAL 7.5%	U.S. NATIONAL 8.2%	U.S. NATIONAL 6.2%	U.S. NATIONAL 7.7%	U.S. NATIONAL 13.0%	U.S. NATIONAL 84.5%	U.S. NATIONAL 73.8%	U.S. NATIONAL 68.9%	U.S. NATIONAL 4.5%	U.S. NATIONAL 8.8%	U.S. NATIONAL 7.0%	U.S. NATIONAL 31.1%	U.S. NATIONAL 40.2%	U.S. NATIONAL 53.7%
U.S. SECTOR 2.4%	U.S. SECTOR 4.8%	U.S. SECTOR 6.7%	U.S. SECTOR 10.1%	U.S. SECTOR 15.2%	U.S. SECTOR 18.0%	U.S. SECTOR 82.5%	U.S. SECTOR 72.5%	U.S. SECTOR 66.4%	U.S. SECTOR 3.6%	U.S. SECTOR 5.4%	U.S. SECTOR 6.3%	U.S. SECTOR 29.7%	U.S. SECTOR 38.7%	U.S. SECTOR 38.9%
2019 IPG 2.6%	2019 IPG 4.3%	2019 IPG 7.2%	2019 IPG 5.5%	2019 IPG 9.4%	2019 IPG 11.4%	2019 IPG 84.9%	2019 IPG 76.8%	2019 IPG 68.7%	2019 IPG 5.2%	2019 IPG 7.1%	2019 IPG 9.2%	2019 IPG 45.4%	2019 IPG 58.0%	2019 IPG 61.1%
2020 IPG 4.2%	2020 IPG 4.5%	2020 IPG 7.6%	2020 IPG 6.5%	2020 IPG 9.6%	2020 IPG 11.6%	2020 IPG 82.3%	2020 IPG 76.0%	2020 IPG 68.2%	2020 IPG 5.0%	2020 IPG 7.4%	2020 IPG 8.9%	2020 IPG 48.1%	2020 IPG 59.0%	2020 IPG 60.0%
YOY % CHANGE 59.3%	YOY % CHANGE 6.3%	YOY % CHANGE 5.1%	YOY % CHANGE 18.1%	YOY % CHANGE 1.1%	YOY % CHANGE 2.6%	YOY % CHANGE -3.0%	YOY % CHANGE -1.0%	YOY % CHANGE -0.7%	YOY % CHANGE -4.0%	YOY % CHANGE 4.6%	YOY % CHANGE -3.5%	YOY % CHANGE 5.8%	YOY % CHANGE 1.8%	YOY % CHANGE -1.7%

Source for U.S. National and U.S. Sector: "EEOC's 2018 Job Patterns for Minorities And Women in Private Industry (EEO-1) Report".

Source for IPG Data: 2019 and 2020 EEO-1.



## DEI Honors and Awards

- IPG has been listed on the **Bloomberg Gender Equality Index (GEI)** for three consecutive years.
- For 13 years, IPG has received a perfect score of 100% on the **Human Rights Campaign Corporate Equality Index (CEI)**, which is a pre-eminent survey and report measuring of inclusive benefits, policies and activities that support LGBTQ+ employees. This ranking earns IPG, once again, a designation as one of the **Best Places to Work for LGBTQ Equality**.
- In 2021, IPG's Global DEI Group was awarded the **2021 Diversity Team Award** by Profiles in Diversity journal.
- IPG was named one of **America's Best Employers for Diversity by Forbes** for two years in a row, ranking in the top 10 in 2021 and top 5 in 2022.





# Human Capital Management

SDG MAPPING:



With over 50,200 employees across the globe, IPG is dedicated to caring for and investing in our people. We recognize that employees want to be involved in work that makes a difference, appreciated for their contributions and provided a visible career path, all in an inclusive environment. This requires effective leadership, management and talent processes, so IPG invests in training at all levels while engaging with our companies and holding them accountable for their talent practices. We are continuing to evolve our core human resources systems to help our people develop and to support their career progression.



## Governance and Oversight

IPG's Board of Directors is actively involved in talent management. Annually, the Board reviews and analyzes how well our personnel and succession strategy aligns with our overall business strategy. This includes a detailed discussion of the company's global leadership bench and succession plans, with a focus on key positions at the senior officer level.

The Board seeks opportunities for interaction with potential leaders through formal presentations and by periodically holding meetings of the Board and its committees at various IPG operating units. In addition, the Board is regularly updated on key talent indicators for the overall workforce, including work environment, diversity, recruiting and development programs.

A standing Board Committee on Compensation and Leadership Talent is responsible for reviewing the

company's initiatives to attract, develop and retain key employees. This includes establishing performance measures and goals and verifying their achievement.

This Committee is also responsible for: establishing IPG's compensation philosophy and monitoring adherence to it; recommending compensation of the CEO and the Executive Chairman; approving other compensation awarded; overseeing equity performance incentive plans; and reviewing succession plans for key executive positions (with the full Board).

IPG's Chief Talent Officer leads the global human resources team, working with the senior corporate team and all of IPG's companies to assess needs, ensure top talent is in place and further enhance our systems to support talent initiatives.

*More information on succession planning can be found in the [Corporate Governance & Risk](#) chapter.*





## Organized Flexibility

Historically, IPG has fostered a flexible culture; even before the pandemic, many of our companies had instituted a work-from-home practice and flexible schedules, particularly for parents easing back into work after the arrival of a new child. During the pandemic, this culture provided the foundation to further evolve our approach to organized flexibility. For example, as physical workspaces reopen, we have implemented flexible work arrangements. Our approach is based on a renewed respect for and understanding of the need to work during non-traditional hours, as employees juggle home lives and work responsibilities. These arrangements are supported by our in-house “Returning to the

Workplace” guidebook that provides a blueprint for each IPG office to customize a safe return-to-work plan for their employees.

IPG’s approach aims to get the best from a combination of in-person interactions among colleagues and clients, and the benefits of remote work. In the ideal balance, offices are tools for collaboration. Being together in person allows for learning and mentorship, which can be difficult to achieve in a remote environment. It also enables creativity sparked by spontaneity and informal dialogue, and the building of personal networks, which increase a sense of belonging, job satisfaction and mental health.

“In order to maintain a sense of alignment and community, I believe it’s essential that we be together physically, at least some of the time.”

- IPG CEO, Philippe Krakowsky, August 2021

## Organized Flexibility

=

being flexible and adaptable, demonstrating empathy, problem solving and meeting an employee where they are at

+

flexible structure and clear expectations



In balance with these benefits of working at the office, regular time at home provides the space for individual work that requires deeper focus and allows for a schedule that is more responsive to our personal lives and commitments.

As we experience a combination of in-person and remote work, we are striving to ensure consistency and fairness across job types to ensure that everyone can enjoy the benefits of a combination of remote and in-person work. IPG's Inclusive@Work is a resource center providing guidance on ensuring inclusivity while working remotely.

- **Training managers on organized flexibility:**

IPG recognizes that training for managers in enabling flexibility is shown to be a primary factor in improving flexible working within a company. IPG has taken several steps to help managers adjust to leading remote teams in an effective and inclusive manner:

- **Training courses:** IPG is providing resources as well as training for our managers to support them in engaging with employees about flexibility.
- **Customized guides:** IPG's DEI team developed a guide to managing virtual teams in an inclusive way. The human resources team also released a short guide to "Managing for Work-Life Flexibility."

## IPG Company Spotlight

### Preparing Employees for the Future of Work

**United Minds**, a part of the **Weber Shandwick** collective, put together a "customized re-onboarding experience" — **(Re)Boot Camp**. The program aims to prepare leaders, managers and employees for new ways of working. It covers building inclusive teams, fostering mental and emotional well-being for employees, helping teams work together and learning new ways of serving clients. It also provides on-demand access to experts in organizational change, public health, workforce inclusion and more.

(Re)Boot Camp is a component of the Workforce Re-entry specialty United Minds crafted in partnership with Weber Shandwick and **Powell Tate** to help businesses manage the many dimensions of preparing employees for the future of work.

(Re)Boot Camp features virtual events, workplace walkthroughs and customized training modules on a core set of topics, including:

- Familiarizing employees with changes in strategic direction necessitated by COVID-19
- Introducing health screening and other operational protocols
- Re-skilling managers to handle new responsibilities, such as fostering mental and emotional well-being for employees and building inclusive teams
- Helping hybrid (on-site and remote) teams learn how to work together effectively
- Modeling new employee behaviors to build personal resilience or learn new ways of serving customers or clients

"As businesses...settle into longer-term work-from-home arrangements, ensuring both safety and emotional well-being will be crucial."



## Employee Engagement

IPG is committed to building an inclusive culture. We regularly survey employees to measure the perceptions they have about their work experiences and environments, to ensure that we are responsive to employee needs and concerns.

IPG's Climate for Inclusion Survey, another employee engagement tool, is conducted annually. The survey assesses employee perceptions about their work experiences and environments, and covers performance management, psychological safety, responsiveness to differences, and other important levers for innovation, growth and belonging.

Additional employee surveys have been especially important as IPG evolves our plans for returning to

in-person work, including assessing employees' comfort level and their desired balance of remote work with time at the office. A key finding of IPG's June 2021 survey was that employees felt that working from home has been beneficial for work-life balance, which helped to inform IPG's approach to finding the right blend of remote and in-person work going forward.

Other employee engagement initiatives have included: ensuring open communication channels through employee newsletters, town halls, regular CEO communication to provide IPG perspectives and actions regarding current events; support for connecting to self and others; team wellness events sponsored at the department level; and fostering a culture of diversity and inclusion through networking and educational events.

## Corporate Employee Survey Results:

**94%** are proud to work at IPG

**93%** would recommend the company as a good place to work

## Supporting and Engaging Employees During COVID-19

Our talent is critical to our success. When the overwhelming majority of IPG workers went fully remote in March 2020, IPG worked hard to keep the team engaged, supported and effective. This effort started with the C-suite, with town halls designed to assure IPG employees of support from the highest levels of the company, hear employee concerns, provide transparency and allow for interaction with senior management. Department heads and regional managers held additional town halls.





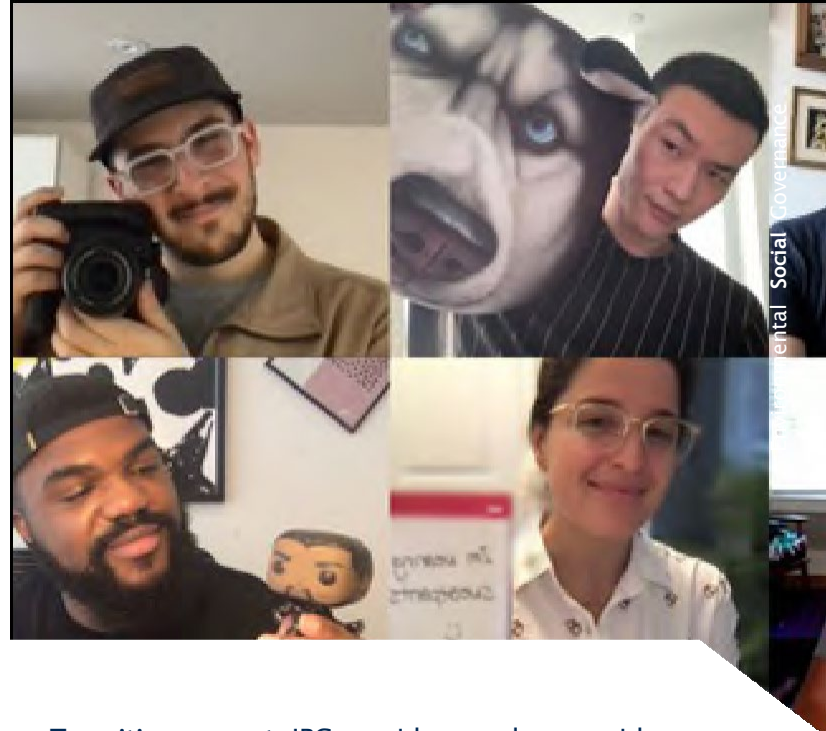
## Employment Benefits

IPG offers eligible employees a comprehensive benefits program, providing a broad range of plans from which each person can choose to meet their needs.

- **Medical benefits:** All full-time and part-time employees working 20 hours or more on a regular basis receive a full range of medical, dental and vision benefits. Temporary employees must work an average of 30 hours per week or more over a 12-month period to be eligible for the IPG Medical plan (and are excluded from all other benefits). We do not distinguish by location; if an employee is on the IPG payroll and meets the requirements, they are offered benefits.

Global medical benefits include insurance coverage for fertility services. The U.S. workforce also receives insurance coverage for egg-freezing, contraception and gender reassignment.

- **Life insurance:** Basic life and business travel accident insurance is provided at no cost to employees, and group rates are available for additional insurance, including for family members.
- **Mental health:** IPG offers access to licensed therapists and other resources for employees and their family members through our employee assistance program, CCA, as well as the Sanvello stress management app and Talkspace online therapy provided via United Healthcare. Behavioral and mental health care is also available via the medical plans offered. The benefit includes counseling and substance abuse recovery services.
- **Employee assistance program:** IPG's employee assistance program provides help with personal, financial and legal issues.
- **Legal support:** A group legal benefit allows employees to obtain legal services at a discount or be reimbursed.
- **Tax-advantaged payments:** For costs related to health care, dependent care, and commuting, plans provide employees with a tax-advantaged way to pay.



- **Transition support:** IPG provides employees with support through transitions that take place over the employment life cycle (e.g., transitioning to a new role, transitioning back to work from a leave of absence or transitioning to retirement). Such support might include retirement and financial planning resources, coaching and career guidance, work-life balance resources and flexible work arrangements.
- **Employee Stock Purchase Plan:** IPG's Employee Stock Purchase Plan (ESPP) is available for all IPG employees.
- **Retirement benefits:** IPG's retirement programs include a 401(k) savings plans to which all U.S.-based employees can contribute. For employees with less than ten years of service, IPG matches 50% of the first 6% contributed. For employees with ten or more years of service, the percentage increases to 75% of the first 6% contributed.
- **Work-life balance for families:** For IPG's working parents, we provide employees with back-up childcare and other related benefits to further support work-life balance. Other services and benefits for working parents include:
  - [Lactation rooms](#)
  - [Adoption assistance](#)
  - [Fertility services](#)
  - [Surrogacy support](#)
  - [Resources for parents of children with special needs](#)
  - [Educational resources for parenting and remote schooling](#)



## Paid Leave

IPG provides employees with paid time off to ensure opportunities to rest, regroup and/or recuperate. These include:

- **Paid time off:** All employees are offered 1 to 4 weeks of paid time off per year. Other time off includes paid holidays and leaves of absence.
- **Family leave:** IPG's Employee and Family Leave program applies equally to primary and secondary caregivers in the U.S., regardless of gender. The benefit can also be applied to care of a spouse or parent. The minimum leave benefit for U.S. employees is six weeks at 100% pay. Many employees will receive additional paid time off depending on duration of need, tenure with the company and local paid leave provisions.
- **Parental leave:** IPG's parental leave benefit is covered under our "Employee and Family Leave" program. The program applies equally to primary and secondary caregivers, along with adoptive parents, regardless of gender, making no distinction between "maternity leave" and "paternity" leave. Within the U.S., IPG companies may choose to enhance parental leave above the minimum benefit of six weeks.
- **Disability leave:** IPG provides paid disability leave for up to 26 weeks. IPG is also committed to identifying and providing reasonable accommodation for disabilities. IPG also provides long-term disability insurance for income protection.
- **Bereavement leave:** Employees can receive up to five days of paid leave in a calendar year in the event of the death or deaths in the family.

## Compensation

Fair compensation is central to our company's ESG strategy. IPG's compensation programs are intended to be balanced and treat all stakeholders equitably, and we aim to fully recognize employees for their talent and contributions.

## Health and Wellness Resources for Employees

Employee engagement in 2020 placed strong emphasis on health and wellness, with resources including:

- Ongoing support for one-on-one and group therapy, self-care workshops
- Increased communication about IPG's employee assistance program (EAP) and other benefits, with information provided regularly through employee newsletters
- Special webcasts about managing stress/anxiety, parenting and adapting personal goals during changing times
- Management training series (covering showing empathy, communication and manager best practices for work-from-home arrangements)
- Enhanced COBRA for terminated employees (100% subsidy of the COBRA benefit for three months)
- Maintaining pre-salary-reduction benefit levels for employee life insurance and disability benefits
- Information sessions on vaccine safety

Our compensation philosophy is to provide a performance-based, market-competitive total compensation program that supports our talent needs and business objectives, ties a significant portion of pay to sustaining and improving operational performance, and aligns with the interests of our stockholders. The communication and implementation of our compensation programs aims to be clear, specific and transparent.

*More information on compensation programs is discussed in IPG's proxy statements available on our website [here](#).*



## Learning and Development

IPG advocates for all employees to actively participate and invest in performance management. We also conduct programs to recruit, retain and promote great talent at IPG, which is key to our long-term success. IPG strives to provide all employees with a visible career path.

**Performance reviews:** IPG's performance review process is a structured way for employees to set objectives and understand their contributions to the organization, while also providing insight on how they can improve and develop. Our process creates opportunities for dialogue between employees and managers to facilitate action on career development ambitions and recognition for accomplishments.

The yearly performance management cycle is guided by an ePerformance online tool which promotes discussion between managers and employees about personal and business goals, development plans and career aspirations. Approximately 75% of IPG employees utilize the ePerformance online tool to set mutually agreed objectives by both the employee and manager.

**Skills training and education:** Skills training and executive development are important components of how we work with our people to ensure their success and the continued success of IPG. IPG establishes incentives for our companies to create effective training and development for employees.

We set annual High Priority Objectives (HPOs) for talent management globally, which includes standards and expectations for effective, strategic employee training and development. At the end of each year, company performance is assessed against these training and development HPOs and the results are directly tied to agency compensation.

**IPG provides a variety of training and executive development programs:**

**Tuition assistance:** IPG encourages and financially supports continuing education and development programs that meet the career goals of our employees and are aligned with the needs of our business. At some operating units, regular full-time and part-time employees can be reimbursed for up to 75% of tuition expenses once they have completed job-related courses at an accredited school, college or university. These could include a standalone course, courses towards a bachelor's or master's degree program, and either traditional-style classes or non-traditional (e.g., on-line or accelerated) programs.

**Individual department training:** It is critical for employees to maintain required credentials, gain skills with new technologies, manage department change, keep up with role-specific information, and onboard to new roles. Individual departments provide training through staff meetings, global conferences, in-house speakers, online services and colleague-to-colleague instruction.

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

IPG advocates for all employees to actively participate and invest in performance management. We also conduct programs to recruit, retain and promote great talent at IPG, which is key to our long-term success.



**IPG Learning and Development Site:** This online platform for IPG Corporate employees provides courses and resources, including skill-building courses on management and leadership, performance management, writing and communication, diversity and inclusion, customer service, project management and personal development. A wide variety of technical courses are also offered. Many of these courses are offered in multiple languages to meet the needs of our global population.

**Empowership:** Empowership is a one-year, remote-access learning and development program that helps professional women thrive by building their leadership competencies. Empowership provides 24/7 access to relevant and dynamic training resources, inspiration, practical how-to guidance and a robust female community. The program typically includes webinars, group calls, Q&A sessions with industry experts, digital resources and a peer forum. In 2020, we had 1,300 registrants enrolled in the training series from across IPG globally, with 500 women on average attending each monthly live call. The archive portal received 700+ views per month.

Additional leadership development opportunities that may be offered in a given year include: the IPG Leadership Lab, a global executive development program; MyLead, an enterprise-wide program targeting senior managers; and The Art and Science of Leadership (TASL), which is aimed at newer managers.

**Mentoring:** IPG is committed to a mentoring culture. We believe that mentoring can help all employees gain information, develop skills and make career decisions. Mentoring is also a reciprocal relationship, benefiting both mentor and mentee, and an important resource for our employees and companies.

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

Empowership helps professional women thrive by building their leadership competencies. In 2020, we had 1,300 registrants enrolled in the training series from across IPG globally, with 500 women on average attending each monthly live call. The portal received 700+ views per month.





# Employee Health & Safety

SDG MAPPING:



Ensuring the health and well-being of our employees is a top priority for IPG. This was brought to the forefront in 2020 as we prioritized managing the risks associated with the COVID-19 pandemic, including the health and safety of the communities where our employees live and work.

IPG has high standards of employee protection and safety, which are reflected in our policies and employee resources devoted to physical and mental health. As a professional services company, our employees' work-related health concerns most often relate to ergonomics, repetitive motion and stress. This chapter explains the ways IPG promotes both the occupational health and mental health of our employees and their families, including our proactive Crisis Preparedness program.

## Policies and Compliance

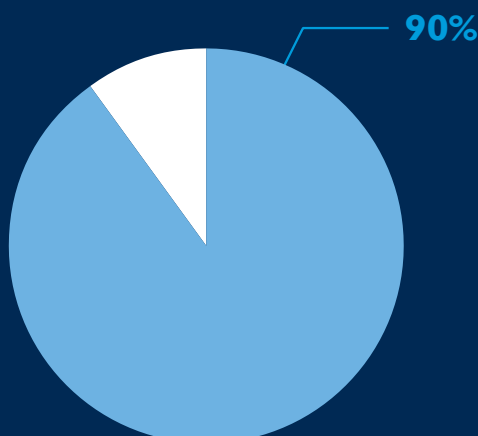
IPG is committed to continuous improvement of health and safety conditions for our employees and to following all applicable laws and regulations promoting workplace safety.

IPG's Code of Conduct discusses health and safety and requires employees to notify their manager immediately if they become aware of unsafe working conditions. IPG maintains comprehensive policies and procedures for facility-based incident response planning medical emergencies, violence and other site-specific incidents. To support compliance with the facility incident policy, we provide a dashboard planning tool for use by each IPG company's Incident Management Team, which is part of our Preparedness web platform.

In the wake of the COVID-19 pandemic, IPG has implemented policies and procedures to protect our employees against new concerns. For example, masks are required in public spaces at IPG, along with capacity limits where social distancing is not possible. Depending on local mandates, IPG is setting our own requirements regarding testing and/or vaccination in order to return to the office while ensuring safety for all employees, clients and visitors. For IPG's corporate office in New York City, government regulations require proof of vaccination to enter an office.

## Corporate Survey Results

90% of IPG employees said they believed their health and well-being were being made a priority.



Results were compiled during a COVID-19 related corporate employee survey.



IPG maintains a global Crisis Preparedness program, which takes a comprehensive approach to bolstering employee health and safety, as well as business continuity amid health-related crises. IPG's Crisis Preparedness program has been provided with dedicated resources since its creation in 2004, and ensures high-level oversight for emergency preparedness, incident management and business continuity.

Our approach to preparedness is based on three priorities: safety of employees, protection of company assets and continuity of business operations. IPG companies are required to create and maintain an approved plan for business continuity. Each year, we aim to have documented business continuity plans for at least 75% of our company.

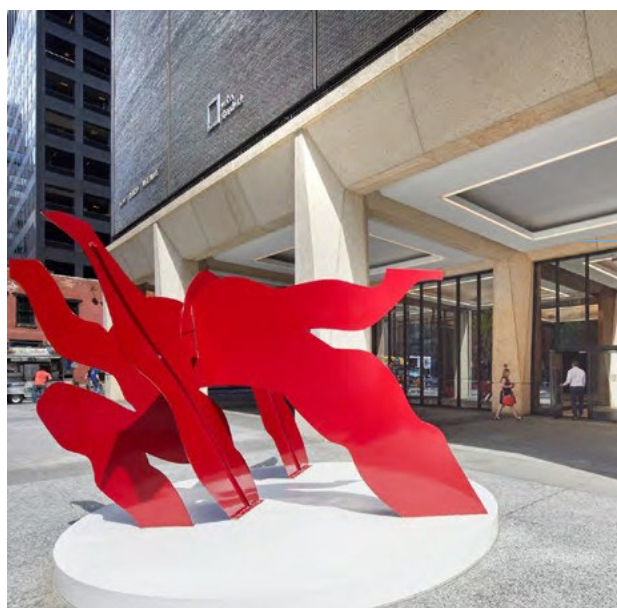
During the COVID-19 pandemic, one of our first actions was to enact work-from-home procedures and limit business travel. Our preparedness strategy

and tools enabled IPG to protect its workforce while seamlessly transitioning to new operating models.

In early 2020, IPG conducted a global audit of our companies' business continuity plans to ensure all operations were prepared for the pandemic ahead.

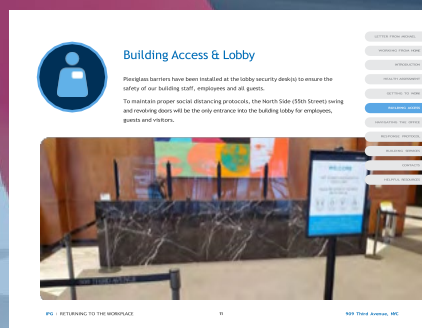
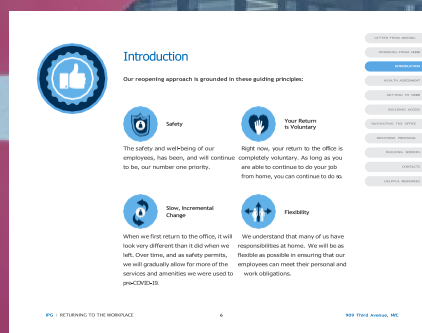
In 2020, the Crisis Preparedness program created a "Returning to the Workplace" guidebook for our global offices, providing a blueprint for customizing their individual return-to-work plans. The guidebook covers a wide range of topics including cleaning protocols, authorization processes to work in the office, contract tracing, employee behavior and travel. Each IPG company's return-to-office plan was driven by geographic location, unique business strategies and specific client needs, and was overseen by the respective senior management team.

*For more on our return-to-office approach, refer to the [Human Capital Management](#) chapter.*



## Returning to the Workplace:

909 Third Ave  
New York City





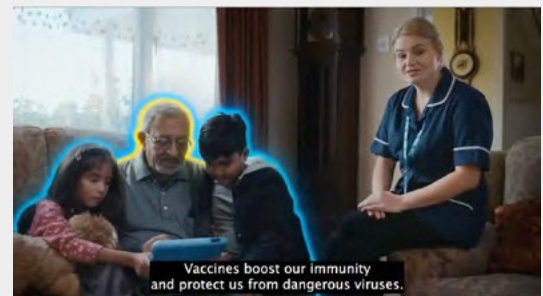
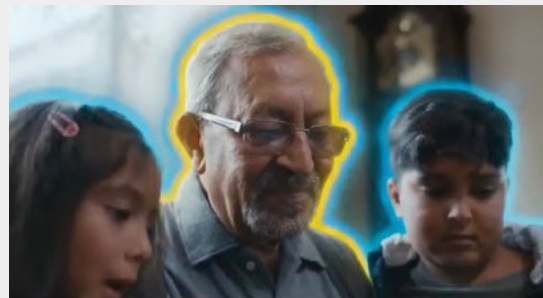
## Communications

IPG communicates essential health and safety information across our companies and offices in several ways, including ongoing consultation and communication as well as an emergency notification system. The Crisis Preparedness program has built a culture of consistent awareness and education around IPG's emergency planning and preparedness.

The Crisis Preparedness program supports an Incident Management Team at each office location, which is responsible for communicating with employees, clients and other stakeholders to ensure that health and safety guidelines are followed and that effective incident management procedures are in place and ready for use. Our Preparedness web platform allows IPG colleagues and companies to share experiences and best practices in responding to various incidents. This regular practice helps define the responsibilities for safety across the entire organization.

### IPG Company Spotlight

MullenLowe Group UK worked with the UK government to spearhead a public information campaign encouraging everyone to “get vaccinated, get boosted, get protected.” The nationwide billboard, broadcast and radio campaign is reinforced by social media and YouTube content. The campaign has been described as the largest advertising campaign in the UK since the second World War.





In 2020, IPG leveraged our crisis communications systems and tools to protect our people as COVID-19 emerged. These tools include:

#### Interpublic Preparedness:



IPG's internal employee website providing numerous employee services and resources to support our Preparedness program and workforce notification system. This includes issuing information on business travel safety advisory services and business continuity plans, as well as access to IPG's Crisis Preparedness Handbook.

**COVID-19 Watch:** As the virus emerged, IPG leveraged our existing systems and tools to ensure all operations were prepared. We audited business continuity contacts across IPG's global network, created business travel advisories, and established the COVID-19 Watch dashboard as a monitoring platform and resource for employees to stay informed on developments. Our COVID-19 Watch dashboard continues to provide real-time, destination-specific information covering a range of topics including approved vaccines, entry requirements and movement restrictions.

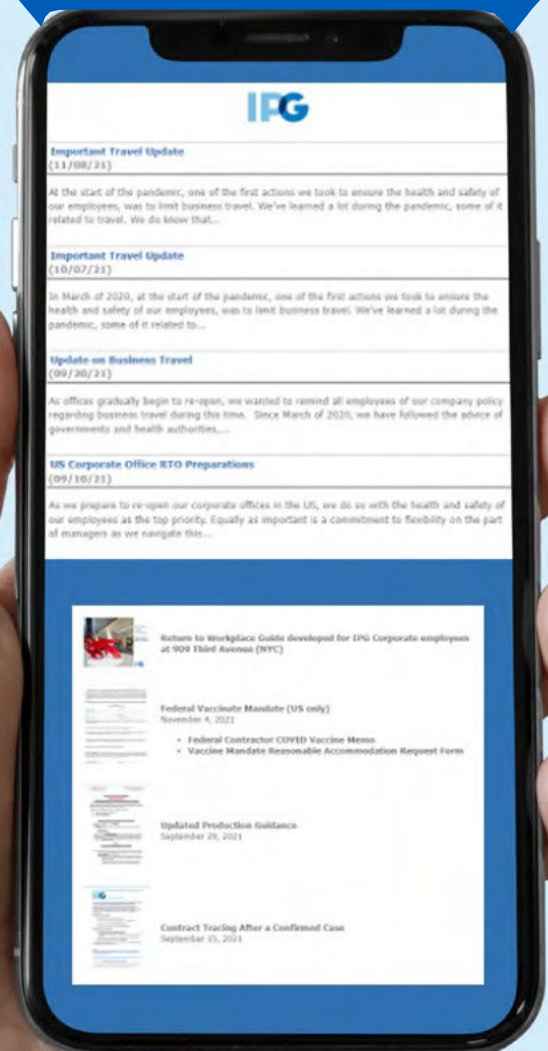
#### OnSolve - Send Word Now:

This emergency notification service provides mass alerts if other communications fail. IPG companies are trained in using the service.



**Internal Crisis Contact List:** IPG employees are informed of changes to and newly available crisis and safety resources and tools through a focused email list of 1,400 designated crisis contacts throughout the network. For example, when IPG set up the COVID-19 Watch dashboard, we informed the designated crisis contacts and location incident managers, who then disseminated this information throughout our network.

## COVID-19 Watch Page







“When we get vaccinated, we’re not only doing so for ourselves, but for the greater good.”

- IPG CEO, Philippe Krakowsky

Amid initial COVID-19 lockdowns, when IPG halted global business travel, we issued weekly travel guidance updates to all employees, as well as biweekly updates with a state-by-state report on local restrictions. Consistent with our culture of regular communication, we consistently updated companies by email to provide guidance on business continuity.

IPG’s CEO regularly updates employees through all-staff memos. Recent communications have been driven in part by pandemic-related developments, and highlight IPG’s working-from-home support, employee wellbeing resources, return-to-office plans and vaccination requirements and encouragement. IPG recently offered corporate employees the opportunity to receive their COVID-19 booster vaccinations at our headquarters office.

## Health and Safety Risk Assessment

Each year, IPG’s Chief Risk Officer develops a risk assessment for our operations around the world, with health and safety hazards included as types of potential risk. This assessment results in a “heatmap” indicating the risk rating for each IPG office and showing the status of their health and safety plans. Among other functions, this assessment is used to inform the selection of companies to be audited for crisis preparedness compliance. In 2020-2021, the risk assessment process incorporated pandemic-related concerns.

IPG is committed to continuing our proactive, global approach to enterprise risk management, including country-specific risk assessments.

*For more information on our enterprise risk management programs, refer to the [Corporate Governance & Risk](#) chapter.*



## Employee Involvement

IPG continually considers input and feedback from employees on our health and well-being programs. In surveys and conversations with their managers, IPG employees expressed the desire to know how colleagues have protected themselves from COVID-19 when returning to the office.

With the health and safety – both physical and mental – of our colleagues top-of-mind, a CEO memo on [“Moving Forward Together”](#) shared IPG’s upcoming plans with employees regarding their offices (e.g. improved ventilation, restructured office space, increased cleaning and enhanced mental health resources).



## Employee Safety Training

IPG’s annual Code of Conduct training includes a review of the Code, which covers health and safety policies. In 2020, we saw a 98% completion rate of our annual Code of Conduct training.

IPG’s Incident Management Team at each office location is responsible for pre-incident planning and coordination. In this role, the team coordinates ongoing safety-related activities and training, including: first aid training, CPR/AED training, evacuation drills, fire drills and floor warden training.

We have also offered informational trainings on topics like stress reduction and sleep disorders, to assist our employees and managers in reaching and maintaining good health and well-being.



## Promoting Occupational Health

IPG provides a range of services to promote employee health and safety. IPG employees have access to a specialist on workspace ergonomics, whether at home or at the office, to reduce the incidence of repetitive stress injury and conditions like carpal tunnel and other orthopedic issues. IPG employees also have access to an internal health and wellness website with resources to inform and optimize employees' health and wellness during necessary business travel.

**Our employee wellness offerings provide a layer of preventive health and support overall well-being.**

**Such opportunities include:**



Stress  
Reduction  
Trainings



Town Halls



Mental Health  
Training



Self-Care  
Emails and  
Newsletters



Yoga



Lunch  
and Learns



Themed Employee  
Awareness Campaigns

## Promoting Mental Health

Ensuring a safe and healthy workplace includes supporting our people's psychological safety. IPG provides extensive, customized resources to bolster employees' mental health, safety and wellbeing. Crises like a pandemic pose extraordinary threats to mental health, and IPG has offered curated resources to our employees.

IPG employees are encouraged to take advantage of their access to licensed therapists, who are available 24/7 through IPG's Employee Assistance Program (EAP) and the Talkspace app. Talkspace lets employees regularly communicate confidentially through text or live video with a licensed therapist. This service is covered under our employee behavioral health benefit.

Additional stress-reduction resources are available through IPG's internal employee benefits portal. Wellness resources address mindfulness, managing anxiety and the science of happiness.

CEO memos to employees regularly remind our people that we offer comprehensive mental health benefits and **resources**, which extend to employees' family members as well.





# Responsible Supply Chain

SDG MAPPING:

5 8 10 17

IPG is committed to operating our business with the highest standards of integrity and with sustainable practices, and we endeavor to work with suppliers and partners who share our values. To ensure suppliers adhere to our standards, we have adopted a **Supplier Code of Conduct** that communicates our expectations related to legal and regulatory compliance with all the applicable laws and regulations of the supplier's respective country, including laws and regulations governing anti-corruption, antitrust, data protection, environmental protection, data protection, customer privacy and human rights laws prohibiting slavery, forced labor and human trafficking.

As stated in our **Human Rights Policy**, IPG strictly commits to using voluntary labor only. The use of forced labor, whether in the form of indentured labor, bonded labor, prison labor or any other behavior constituting modern slavery or servitude, is prohibited. Engaging in human trafficking is prohibited in any part of our business or supply chain. Suppliers are expected to adhere to all other provisions in our Human Rights Policy, including but not limited to: fair working conditions, ensuring health and safety, protecting the rights to organize and vote, and providing a fair and living wage.

IPG expects our suppliers to embrace the letter and spirit of our commitment to employment practices that promote diversity, equal opportunity and a safe and healthy work environment, as outlined in IPG's Code of Conduct, Human Rights Policy and Sustainability and Environmental Impact Policy found [here](#).

# \$500M

in diverse spend annually by IPG and our companies to maintain an overall diversity spend of 20%.



## Supplier Selection and Risk Management

Each year, IPG purchases products and services from more than 75,000 suppliers around the world. The Global Sourcing & Procurement (GS&P) function at IPG leverages the collective buying power of all our companies across the world. We apply a disciplined approach to sourcing and procurement in the categories where we have significant spend, including “pass through” spend.

GS&P follows a standard process for strategic sourcing which includes due diligence to assess key criteria, including financial strength, capabilities, capacity, quality of products and services, and commitment to diversity and sustainability. With the support of the Board of Directors, IPG also implements a Third-Party Risk Management (TPRM) process to assist in identifying, assessing and managing risks that can

arise when conducting business with third parties. The TPRM process involves an initial evaluation to assess any inherent risks. Any supplier assessed as high-risk is required to answer detailed questionnaires and provide supporting documentation, which are used to make a final assessment.

In early 2020, IPG launched a new management initiative around supplier criteria and supplier management. The goal of this project is to produce and maintain a Preferred Vendor list of vetted third-party suppliers that is readily available to all of our companies. The criteria for selecting preferred suppliers relates to capability, credibility and price, as well as diversity and inclusion criteria, human rights and environmental impact.

The Global Sourcing & Procurement function leverages the collective buying power of all IPG companies across the world, and applies a disciplined approach to sourcing and procurement.





A core part of the program is the implementation of a supplier management platform for non-media suppliers using the SAP Ariba Network, which has initially been fully implemented across our U.S. companies. The use of this tool is mandatory across IPG, and includes approval of third-party supplier requests, to ensure that IPG companies are following IPG's standard onboarding process and leveraging preferred suppliers as appropriate.

Our supplier management program is also designed to increase information security and efficiency in the supplier onboarding process, and to simplify and streamline how we assess and manage suppliers. It is also expected to deliver sharpened visibility for supplier selection criteria, including diversity and inclusion categorization and other sustainability metrics. These criteria will be searchable in the sourcing process to ensure we select and promote

vendors based on criteria including capabilities, credibility, diversity and inclusion, human rights and environmental impact factors.

IPG suppliers are expected to self-monitor their compliance with the Supplier Code of Conduct, but IPG retains the right to audit suppliers at our sole discretion. IPG may request the immediate removal of any representative of a supplier who behaves in a manner that is unlawful or inconsistent with the Supplier Code of Conduct. IPG maintains a variety of resources for reporting of questionable behavior or possible violations of the Supplier Code of Conduct, including a 24-hour toll free Alertline maintained by an independent third-party and available in all major languages. Reports made to the Alertline are sent to IPG's legal and risk departments for further investigation, and IPG will not tolerate any retaliation against an individual who has in good faith reported a possible violation.





## Supplier Diversity

Supplier diversity is a strategic corporate initiative at IPG and a core element of our overall commitment to diversity. IPG is committed to working with suppliers and partners who reflect the diversity of our world, our stakeholders and our clients' customers. A diverse supplier base gives IPG a competitive advantage and helps to improve lives in our communities and around the world. To that end, we actively seek out and provide opportunities for companies owned by women, racial and ethnic minorities, veterans, LGBTQ+ people and individuals living with disabilities.

For several years in the U.S., IPG and our companies have maintained an overall diversity spend level of 20%, totaling \$500 million in diverse spend annually. In 2020, 8% of diverse spend was on women and minority-owned businesses, and 5% of diverse spend was on Black-owned businesses.

IPG was the first holding company in our industry to have a full-time Supplier Diversity Director. Our Supplier Diversity Director works closely with our companies to encourage participating in regional and national supplier diversity trade fairs, sharing information about qualified diverse suppliers being used across the IPG network, and providing agencies with tools and resources required to help them meet or exceed their clients' supplier diversity expectations.

Several IPG companies work with [FREE THE WORK](#), a not-for-profit organization committed to creating opportunities for women, people of color and members of other underrepresented groups to be hired by companies in the film, television, advertising and media industries. IPG companies, including FCB, R/GA and The Martin Agency, utilize FREE THE WORK's global talent database and other resources to identify and discover talent.

Several IPG companies work with [FREE THE WORK](#), a not-for-profit organization committed to creating opportunities for women, people of color, and members of other underrepresented groups to be hired by companies in the film, television, advertising and media industries.





IPG was the first company in our industry to become a corporate member of the **National Minority Supplier Development Council (NMSDC)** and the **Women's Business Enterprise National Council (WBENC)**. IPG is an active participant in the national and regional business opportunity trade fairs of these groups and partners with NMSDC and WBENC regional affiliates to host matchmaker meetings, lunch-and-learn sessions, and corporate supplier diversity roundtable discussions.

To support a strong pipeline of diverse suppliers, we have also participated in NMSDC's Centers of Excellence mentoring program in New York, an 18-month program that focuses on fostering minority business development and enhancing successful

business relationships between corporations and Minority Business Enterprises (MBEs) by strengthening the corporate minority supplier development processes.

IPG is also an active member of NMSDC's Advertising, Marketing, Entertainment and Sports (AMES) industry group, which focuses on sharing best practices to increase opportunities for minority-owned businesses.

IPG is a member of the **National Gay and Lesbian Chamber of Commerce (NGLCC)**, the largest advocacy organization dedicated to expanding economic opportunities and advancement for LGBT people, and the exclusive certifying body for LGBT-owned businesses.

## Supplier Diversity Categories:

IPG tracks Tier 2 diversity spend for the following categories, and we report this spend to clients quarterly:

Small Business	Small Dis-Advantage	Minority Owned: African American Hispanic American Asian Pacific American Asian-Indian American Native American LGBTQ+
Historic Black College/Universities	Hub Zone	
Veteran Owned	Service Disabled Veteran	
Disabled Owned	Woman Owned	

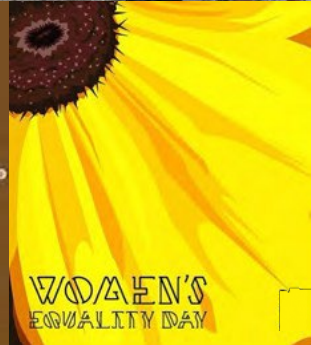




# Community Engagement

IPG is committed to strengthening the communities where we live, work and vote. As part of this commitment, we promote opportunities at our companies to engage with not-for-profit organizations on issues that matter to our communities. Each IPG company implements these programs in unique ways using their specific skills and expertise.

SDG MAPPING:





## Charitable Donations

Each year, in addition to pro bono campaigns conducted by IPG companies around the world, IPG contributes financially through in-kind donations, focusing on issues such as racial justice, environmental protection, education, the arts, healthcare, well-being and food security.

### Some organizations to which IPG contributed to in 2020:

- ANA Educational Foundation
- American Advertising Federation
- American Red Cross – Greater New York
- Baruch College
- Campaign Zero (We the Protesters)
- Catalyst
- CECP (CEOs for Corporate Purpose)
- charity: water
- Holy Apostles Soup Kitchen
- Kargo (COVID-19 Hospital Project)
- Lincoln Center Corporate Fund
- National Association for the Advancement of Colored People
- National Urban League
- New York City Center
- New York Women in Communications
- New York City Outward Bound Center
- Partnership for New York City Foundation
- Partnership to End Addiction
- RESOLVE/Mission for Masks
- Ronald McDonald House of New York
- She Runs It Foundation
- Partnership for NYC (COVID-19 protective gear)
- The Fund for Public Schools
- The New York Pops
- The Paley Center for Media
- The Whitney Museum
- World Food Program USA
- Unstereotype Alliance



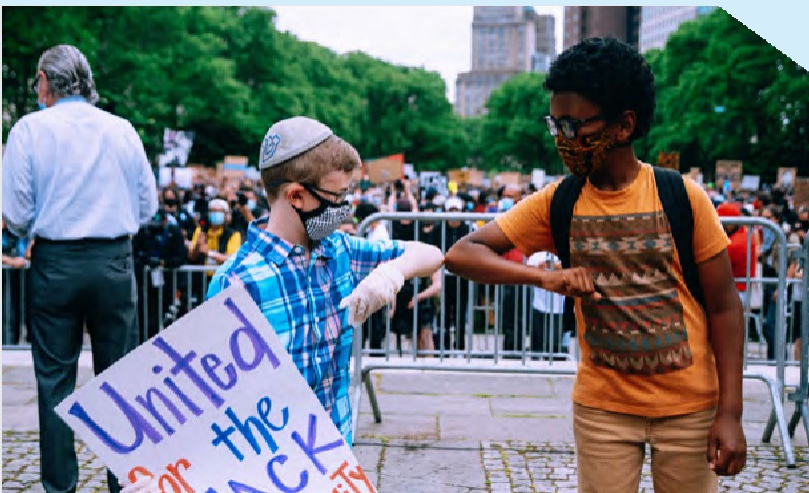
Each year, IPG and its companies around the world, contribute financially to local organizations in our communities that support a wide range of social topics, as well as environmental protection



In August 2020, an explosion in Beirut, Lebanon, led to over 200 deaths and more than 4,000 injuries, including several IPG employees who were harmed and had homes that were damaged or destroyed. IPG gave matching funds for employee donations to the [World Food Programme](#) (WFP), which provided food to people displaced or made homeless after the explosion. IPG employees reached the \$10,000 matching limit within hours, and ultimately donated \$21,385, for a total of \$31,385 with IPG's contribution.

In December 2020, rather than hosting holiday gatherings, IPG invited corporate employees to select three organizations to receive an additional end-of-year donation. The organizations chosen were [charity: water](#), [United Way of the Midlands](#), [Omaha](#) and [WFP](#).

In June 2020, following the murder of George Floyd, IPG made donations to the [NAACP Legal Defense and Education Fund](#), [Campaign Zero](#) and [Amnesty International](#).





## Clean Water Initiatives

IPG engages in work that supports the UN Sustainable Development Goals (SDGs) and has specifically committed to SDG 6: *clean water and sanitation*. Access to water and sanitation sparks a wide range of positive outcomes, such as improved nutrition, greater gender equality, better education and more economic development.

As part of this commitment, IPG has partnered with the not-for-profit organization, charity: water, which uses 100% of all donations to bring clean and safe drinking water to people around the world. Our partners have completed projects in [Mozambique](#), [Tigray](#) (Ethiopia), [Amhara](#) (Ethiopia) and [Mali](#), and they have begun one in [Cambodia](#).



In 2020, our long-standing support for providing clean water took on critical importance, making sure that people everywhere could stop the spread of COVID-19 through handwashing.



## IPG and charity: water

In November 2021, IPG Sustainability Allies invited Cara Brobst, Brand Partnerships Senior Associate of charity: water, to [speak about](#) the transformative role that water plays in communities around the world and the impact of IPG's ongoing support. Jemma Gould, IPG's VP of Sustainability & Communications, chats with Cara in the photo on the right.





## Promoting Participatory Democracy

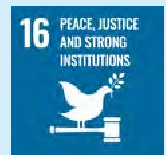
In November 2020, IPG partnered with civic associations to increase voter participation in the U.S. presidential elections.

IPG is a member of the [Civic Alliance](#), an organization that supports participatory democracy, calling for safe access to the polls for all, recognizing state and local election officials as the trusted source for certified results and encouraging patience as officials count every vote. IPG has signed onto the Civic Alliance's [100% In for Democracy](#) pledge.

Huge, an IPG company, partnered with [VoteEarlyDay.org](#), a movement of not-for-profits, businesses, election administrators and creatives working to ensure that all Americans knew how to vote early — which is shown to increase voter turnout and give more Americans a voice in elections. Huge created the “Sick of it day” campaign to reinforce the importance of early voting. Read more [here](#).



IPG also joined [Time to Vote](#), a nonpartisan coalition of businesses working to increase voter participation. In November 2020, IPG gave corporate employees the day off on Election Day, and many of our companies followed suit.



Initiative created a [voter guide](#) and stickers for employees to display that they had registered and voted.



## Pro Bono and Community Partnerships

For IPG, caring for our communities includes providing pro bono services and partnering with not-for-profit organizations and advocacy groups. In every corner of the globe, people from IPG and our companies are lending their time and talents in their local markets to causes that matter to them and to their communities. The work that we do with community partners helps build a cleaner, healthier world and more diverse and inclusive workplaces and communities. What's more, this work strengthens our organization and helps grow our business, while making us an employer of choice.

People from IPG and our companies are lending their time and talents to causes that matter to them and to their communities.



Examples of pro bono work and community partnerships by IPG companies include the following:

### Poverty and Hunger

Weber Shandwick UK partnered with international footballer and campaigner Marcus Rashford and The Food Foundation to develop the [#WRITENOW campaign](#). The campaign encouraged people to write to their members of parliament and raise awareness of child food poverty in the UK.



TENOW #WRITENOW #WRITENOW

A message from  
Marcus Rashford MBE




OW #WRITENOW #WRITENOW 95#W



### Pandemic Response

Deutsch LA created a [campaign](#) for the Ad Council to raise awareness of the COVID-19 vaccine and combat vaccine hesitancy.

McCann Global Health created a [PSA film](#) for New York State encouraging mask wearing.

The work that we do with community partners helps build a cleaner, healthier world and more diverse and inclusive workplaces and communities.

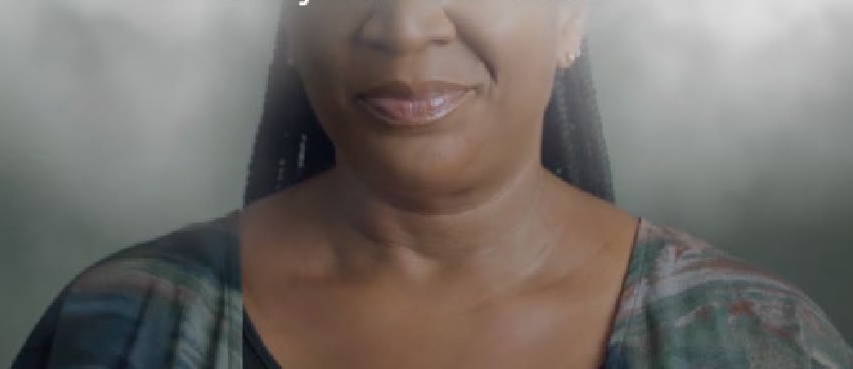


### Health and Wellness

MullenLowe Group worked with the Foundation for Alcohol Research and Education (FARE) to create Australia's first national [campaign](#) explaining the risks of drinking alcohol during every stage of pregnancy.

Hill Holliday, in partnership with the Ad Council, created a [campaign](#) for the American Lung Association to educate parents about the prevalence of teen vaping.

31% of kids vape because a friend or family member does.







## Racial Justice

IPG DXTRA launched a public education campaign in partnership with the Ad Council, the Anti-Defamation League and the anti-racism education not-for-profits, We Are, to encourage parents of white children to discuss racism. The campaign features an online hub, One Million Kids, One Million Talks, with talking guides for parents and resources to teach children about racism.

Children can begin to show signs of racial bias as early as 3-years-old. By the age of 5, they can cause race-based harm but they can also be advocates of fairness, or equity.

Source: APA, Pediatrics Nationwide, GOOP

# ONE MILLION KIDS ONE MILLION TALKS







We asked four white families to talk to their children about racism.  
Talk to your children about racism early and often.





## Welcome to New York Urban League

### Racial Justice (continued)

IPG's DEI team and our Black Employee Network (BEN) leveraged IPG's open architecture model and partnered with **New York Urban League** (NYUL) to form BEN NYUL to support NYUL communications and website redesign. This involved employees from many IPG companies, including R/GA, FCB, Initiative, Weber Shandwick, McCann and Momentum. The team also partnered with NYUL to promote its COVID-19 Town Halls focused on the disproportionate impact of COVID-19 on communities of color. BEN NYUL continues to support NYUL's virtual programming and the launch of their flagship report, *The State of Black New York*.

### Environmental Awareness

FCB first developed the Smokey Bear campaign over 75 years ago in 1944, and continues to develop this campaign and to raise awareness around wildfire prevention. This campaign is in partnership with Ad Council on behalf of the U.S.D.A. Forest Service and the National Association of State Foresters.

Only you can  
prevent wildfires.



SOBNNY  
THE STATE OF BLACK NEW YORK



# HAPPY 75TH BIRTHDAY, SMOKEY BEAR!







# Governance 4

Corporate Governance & Risk

Ethics & Integrity

Public Policy

Data Ethics & Privacy

Responsible Media & Content



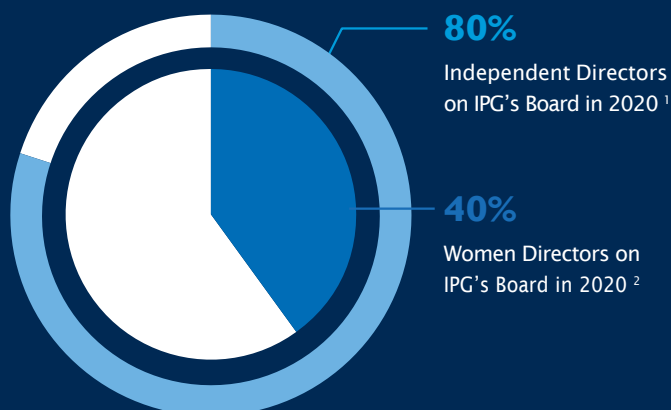
# Corporate Governance & Risk

IPG is committed to operating with comprehensive governance structures and policies that ensure transparency while fostering excellence and accountability for our Board of Directors and management team. Our governance practices also include robust programs to identify and manage enterprise risks.

SDG MAPPING:

5 16

## 2020 Board Independence & Diversity



1 - As of Jan. 1, 2022, eight of nine directors were independent following the retirement of Michael Roth from the Board. The Board elected David Thomas to serve as non-executive Chair of the Board.

2 - As of Jan. 1, 2022, four of nine directors were women following the retirement of Michael Roth from the Board.



## Board of Directors: Role and Governance

IPG's Board of Directors is responsible for oversight of the business and directly advises management on development and execution of our long-term corporate strategy. In 2020, the Board was actively involved in the oversight of the company's response to the COVID-19 pandemic, as well as initiatives to promote diversity and inclusion among our workforce and local communities.

Our Board is governed through practices including: annual election and majority voting for directors; annual self-evaluations of the Board and its committees; and stock ownership guidelines.

- **Board independence:** In 2020, eight out of ten IPG directors were independent, with our CEO and our Executive Chairman being the only members of management who served as directors. IPG's **Corporate Governance Guidelines** provide that the Board shall designate an independent Presiding Director who chairs regularly scheduled executive sessions. Moreover, the Board's standing committees consist entirely of independent directors, as required in IPG's Corporate Governance Guidelines.

To ensure that directors can serve effectively on IPG's Board, our Corporate Governance Guidelines provide that independent directors shall not serve on more than four other public company boards, and management directors shall not serve on more than two boards of other public companies. The members of IPG's Audit Committee shall not serve on the Audit Committees of more than two other public companies.

- **Board diversity:** In 2020, four out of ten directors were women. Our Board members bring a diversity of thought, skills and experience to their roles based on their extensive backgrounds in marketing, media, financial services and technology and their deep understanding of global operations, finance, strategy and management functions.



IPG is a member of the **30% Club**, which aims to reach at least 30% representation of women on corporate boards. IPG has endorsed this objective, which has informed our commitments and strategy on increasing the diversity of IPG's Board of Directors.

In 2021, the Board adopted a **Policy on Board Diversity**, which is included in the Corporate Governance Guidelines, formalizing its longstanding commitment to having a Board that reflects diverse perspectives, including those related to gender, race and ethnicity. The Board and its Corporate Governance and Social Responsibility Committee are committed to actively include and evaluate women and ethnically diverse candidates when identifying and evaluating director candidates.

- **Board succession:** Planning for director succession and refreshment is overseen by the Board's standing committee on Corporate Governance and Social Responsibility, which is discussed below. Through these plans, IPG's goal is to maintain a diversity of thought, background and experience on the Board that will support our long-term strategy.



## Board Committees: Roles and Governance

IPG's Board of Directors has three standing committees – Audit, Compensation and Leadership Talent, and Corporate Governance and Social Responsibility. The Board also has an Executive Committee that may act on behalf of the full Board between regularly scheduled meetings when time is of the essence.

**Audit Committee:** Responsible for appointment and oversight of the independent auditors of the company, including reviewing the quarterly and annual financial statements before filing with the Securities and Exchange Commission, reviewing critical accounting policies and practices, and reviewing the quality, adequacy and effectiveness of the company's internal controls over financial reporting.

The Audit Committee also oversees compliance with the company's Code of Conduct, legal and regulatory compliance, ethics programs and the internal audit function. In addition, the Audit Committee has oversight of the company's enterprise risk management processes and framework. *Enterprise risk management is further discussed on [page 105](#).*

**Compensation and Leadership Talent Committee:** Responsible for reviewing and adopting IPG's compensation practices for the executive officers and senior management of the Company to ensure that compensation is based on long-term performance and is linked to the long-term interests of stockholders. The Committee annually reviews and approves the goals and objectives relevant to determining the compensation of the company's CEO and executive officers, including equity compensation awards, and recommends action for review and approval by the full Board. IPG's executive compensation approach is further discussed on the following page.

The Committee also reviews succession plans for key executive positions and works to ensure that compensation programs support the advancement of talented employees into leadership roles. One of the highest priorities of IPG's Board is oversight of succession planning for our CEO and senior management. This oversight process includes reviews of succession scenarios, potential candidates, planned transitions and timelines. The Board devotes significant attention to identifying and developing talented senior leaders, guided by the Compensation and Leadership Talent Committee.

**Corporate Governance and Social Responsibility Committee:** Responsible for establishing criteria for membership on the Board and its committees, identifying and recommending qualified individuals to be nominated for election as directors, and planning for director succession and refreshment. The Committee undertakes an annual review of the collective performance of the Board and its committees, and it makes recommendations to the Board regarding the compensation and benefits for non-management directors, ensuring alignment of directors' interests with the long-term interests of stockholders.

The Committee also develops and recommends to the Board the Corporate Governance Guidelines for the Board, and it reviews and makes recommendations to the Board regarding governance practices generally. The Committee has direct oversight of IPG's policies and practices with respect to issues of global corporate citizenship and social responsibility, including diversity and inclusion, environmental sustainability, data ethics and privacy, charitable matters and political matters.

More information on Board oversight of IPG's sustainability programs is included in the [ESG Strategy](#) chapter.

More detailed information about our Board of Directors and our Corporate Governance Guidelines is available in our [2021 Proxy Statement](#).



## Executive Compensation Approach

IPG's executive compensation philosophy focuses on attracting, developing and retaining talented and high-performing employees. Our compensation programs ensure strong links between the company's performance and total compensation earned. A significant percentage of the compensation paid to our executive officers is performance-based and exposed to fluctuations in the price of our common stock.

IPG maintains robust share ownership guidelines for our directors and senior executives. In addition to more closely aligning the financial interests of our directors and management with stockholders, these guidelines are intended to communicate the commitment and personal investment of directors and executives in the company. Within five years of initial election to the Board, independent directors are expected to hold shares of stock and/or stock units having a value of at least five times the annual cash retainer they receive. Named executive officers and other senior executives must also satisfy ownership guidelines based on multiples of base salary within five years after joining the Company or after promotion into a position to which the guidelines apply.



In 2021, the Board adopted a Policy on Board Diversity, formalizing its longstanding commitment to having a Board that reflects diverse perspectives, including those related to gender, race and ethnicity.





## Enterprise Risk Management

IPG's Board plays an active role in the oversight of enterprise risk management activities. The Board's Audit Committee oversees many aspects of enterprise-wide risk management and reports on such matters to the Board. The Board's other Committees are also involved in risk management. Each Committee regularly informs the Board of any potential issues or concerns arising out of its risk management duties.

### The risk management activities of the Board and its Committees include:

- The Board conducts an annual review and assessment of the primary operational and regulatory risks facing IPG, and of management's plan for mitigating those risks.
- The Board and the Audit Committee have oversight of cybersecurity and associated risks, overseeing the strategy, policies and practices to mitigate such risks.
- The Audit Committee has oversight of IPG's compliance with its Code of Conduct, including matters relating to anti-corruption compliance and conflicts of interest, and establishes procedures for receiving anonymous complaints or concerns from employees regarding accounting internal controls and auditing matters.
- The Audit Committee has oversight of IPG's financial risk exposure, including IPG's credit and liquidity position, and regularly discusses with management and internal auditors the steps taken to address and mitigate financial risks.
- The Governance and Social Responsibility Committee has oversight of IPG's practices and policies to mitigate potential risks related to sustainability and corporate responsibility matters, including climate risk. The Committee also oversees potential risks related to director independence and conflicts of interest.
- The Compensation and Leadership Talent Committee oversees potential risks related to IPG's compensation philosophy, plans and practices to ensure that they do not encourage imprudent risk taking.

IPG has also created committees consisting of personnel from various IPG departments that engage in enterprise risk management efforts, such as:

- The Management Governance Committee reviews anonymous complaints reported via IPG's Alertline relating to alleged violations of company policy and ethical standards.
- The Anti-Bribery Compliance Committee assesses IPG's corruption risk, provides guidance on anti-corruption policies, and establishes priorities for employee anti-corruption training.

On a quarterly basis, IPG conducts a robust risk assessment process using best-in-class software to risk-rank all IPG companies for the purposes of efficient allocation of internal audit resources. The assessment uses criteria including country corruption perception index, fraud or Code of Conduct violations, total government revenue, percent government revenue, minority interest and other governance issues. Approximately 100 metrics are applied to identify financial, M&A, cybersecurity and crisis preparedness risks that may affect our companies.

With the support of the Board of Directors, IPG has implemented a Third-Party Risk Management (TPRM) process to assist in identifying, assessing and managing risks that can arise when onboarding and conducting business with third parties.

*More information on our TPRM process can be found in the [Responsible Supply Chain](#) chapter.*



# Ethics & Integrity

SDG MAPPING:

8 16

Operating ethically and with the highest standards of integrity is critical to IPG's continued success. Our companies take pride in the culture we have built by adhering to a set of values centered around respect for every individual and appreciation for universal principles of human rights.

## Oversight of Ethics and Integrity

IPG's commitment to high standards of ethics and integrity comes from the top of the company. Our Board of Directors, CEO and management team oversee a robust compliance program applicable to 100% of our operations.

The Board's Audit Committee has oversight responsibility of our compliance program. IPG also maintains cross-functional management committees to oversee compliance, including an Anti-Bribery Compliance Committee and a Management Corporate Governance Committee. Anti-corruption compliance is implemented by various corporate departments, including legal, internal audit, the regional controllers team and human resources.

## Board Training

# 100%

of our Board receives training on our Code of Conduct, which includes provisions about anti-corruption.



## Policies Supporting Ethical Behavior

To ensure that our global operations are carried out with integrity and respect for all stakeholders, all IPG companies around the world are expected to adhere to our corporate policies, in addition to ensuring that their employees and suppliers also comply. IPG will take corrective action (up to and including termination) for any violation of our communicated policies. IPG regularly communicates the following policies and procedures by a variety of methods. Some messages are intended for a broad audience, while other messages are targeted to specific audiences. Communications are also tailored to specific jurisdictions or in connection with circumstances that may pose increased risks.

IPG's **Code of Conduct** forms the foundation of how we interact with one another, with our suppliers and with our clients. The Code of Conduct is available in 15 languages for our global workforce. It provides guidance on performing our jobs ethically, and ensures compliance with all applicable laws and regulations in the countries where we operate.

IPG's **Supplier Code of Conduct** incorporates the principles included in the IPG Code of Conduct, which we expect all of our suppliers and their employees, agents and subcontractors to adhere to while they are conducting business with or on behalf of IPG. Our suppliers are aware that we expect their compliance with IPG's Supplier Code of Conduct, as it is referenced in invoices and/or contracts. For business partners that present an elevated risk level, we include detailed provisions relating to anti-corruption in the relevant contracts.

*More information can be found in the [Responsible Supply Chain](#) chapter.*

Our **Corporate Governance Guidelines** explicitly state that IPG's Board of Directors and executive officers must comply with the Code of Conduct, and that the Board may not waive any provision of the Code of Conduct for any director or executive officer.

IPG is committed to ensuring that all marketing communications or services prepared or provided by an IPG company do not result in or contribute to harm.



In 2021, IPG adopted our first official **Human Rights Policy**, which outlines our commitment to high ethical standards and to universal principles of human rights. IPG's Human Rights Policy makes specific commitments regarding modern slavery, forced labor and child labor, providing fair and humane working conditions and living wages, diversity and non-discrimination, the rights to organize and vote, the right to clean water, and responsibility for content, among other areas.

IPG also maintains policies governing specific business practices including our Anti-Harassment and Equal Opportunity Policy and our Anti-Corruption Policy, which prohibits bribery and other corrupt payments. IPG has a zero-tolerance policy with respect to bribery and corruption in any form, and our Anti-Corruption Policy details our policies requiring compliance with all applicable anti-corruption laws and regulations worldwide. IPG has other relevant policies in place to safeguard against corrupt payments, including a Gifts Policy and Travel and Entertainment Policies.

*Our publicly available policies can be reviewed on [IPG's Corporate Governance](#) site.*



## Ethics Training and Compliance Audits

IPG understands the importance of ethics training, particularly as it relates to ensuring a workplace that operates ethically and protects human rights for every individual. Consistent with this commitment, all employees worldwide are advised of and are required to take an annual training course on our Code of Conduct. This process includes certifying their agreement with the Code and disclosing any potential conflicts. All new hires are required to receive specialized training in the Code, which includes anti-corruption training.

On an annual basis, enterprise-wide audits are performed to ensure that all IPG employees participated in the Code of Conduct training and submitted their acknowledgement, and that conflicts of interest are risk-ranked and reviewed.

IPG's anti-corruption compliance program, overseen by the Board's Audit Committee, is implemented by various corporate departments including legal, internal audit, human resources and our regional controllers team. IPG legal, risk and internal audit personnel regularly conduct live anti-corruption compliance training sessions for key personnel in significant, high-risk markets such as China, India, South Africa and Brazil. Prior to the COVID-19 pandemic, such sessions were conducted in-person; more recently these training sessions have been conducted virtually through video-conferencing technology.

IPG provides anti-harassment training to all new hires in the U.S. and to senior managers outside the U.S. Every two years, we retrain California managers, and every four years, we retrain all U.S. employees. IPG's Chief Executive Officer invites and encourages all employees to take these courses and we have maintained high levels of employee participation.

*For more information on IPG's ethics training program refer to the Human Capital Management chapter.*



## Raising Concerns

IPG seeks to engage employees, suppliers, consultants, freelancers and other business partners who share our values and human rights standards. IPG will not tolerate violations of our ethical standards. If violations to laws, regulations or company policy are suspected, we strongly encourage all IPG employees, contractors, suppliers, clients, business partners, as well as all other stakeholders, to immediately utilize our publicly available reporting mechanisms.

In accordance with IPG policy and local laws, reports can be made by contacting our toll-free [Alertline](#), a third-party operated hotline available 24 hours a day, seven days a week in more than 40 languages. Individuals may also report violations through an Alertline website operated by an independent third party.

Reports to the Alertline address topics such as employee relations issues, workplace safety and potential conflicts of interest. Reports can be made anonymously where allowed by local law, and an individual's identity will not be revealed if that person requests anonymity or confidentiality. IPG has a zero-tolerance policy against retaliation toward anyone who in good faith reports a suspected ethical violation, or who participates in any investigation.

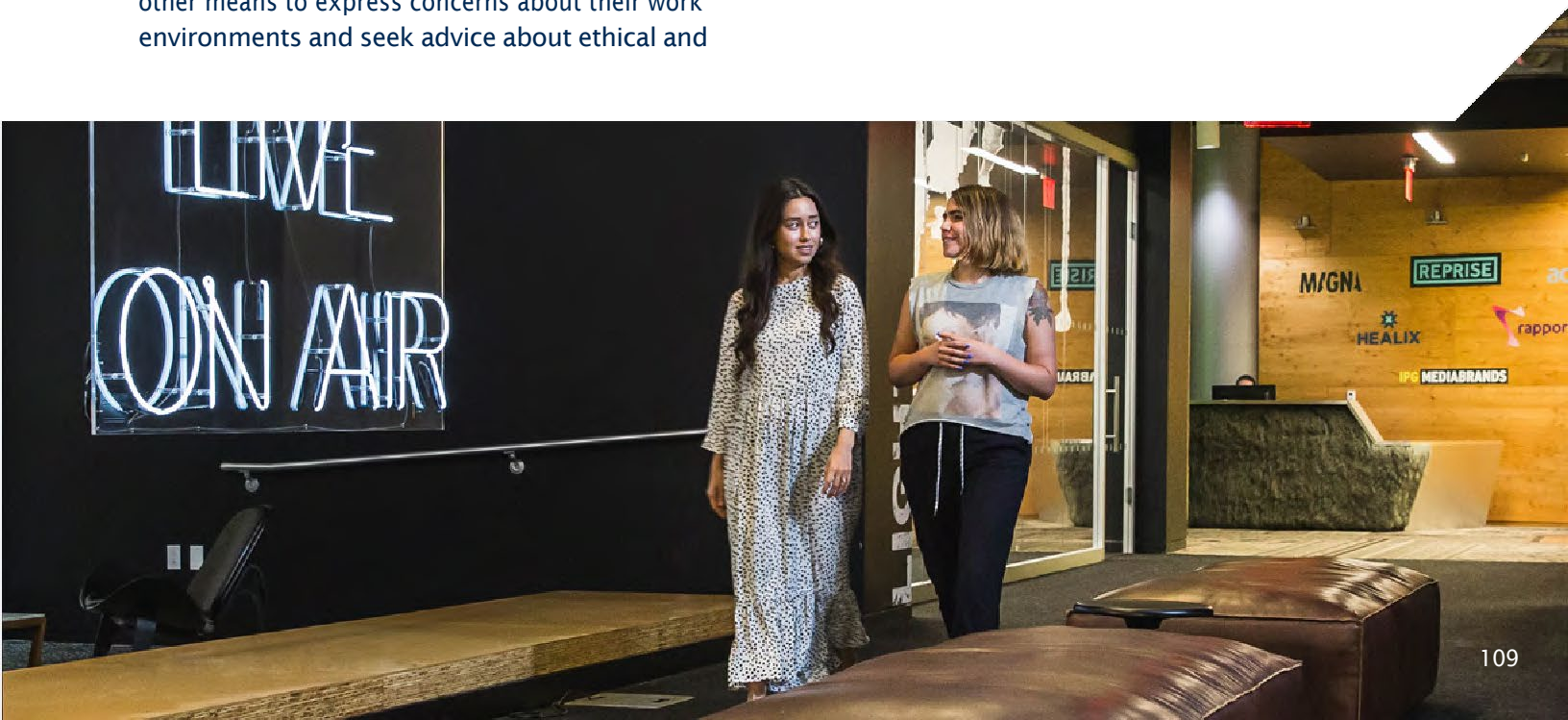
In addition, IPG provides employees with several other means to express concerns about their work environments and seek advice about ethical and

lawful behavior. As described in our Code of Conduct, IPG employees may report concerns to their direct managers, local and corporate human resources departments, the legal department or to our Chief Risk Officer. If requested, employees are expected to participate in an investigation of a report. Those who file a concern may receive follow-up information about the outcome of such an investigation, as allowed by local law.

IPG takes every single report seriously. All reports are investigated promptly and thoroughly. Appropriate corrective or disciplinary action is applied whenever necessary.

IPG communicates regularly to employees about ethics reporting mechanisms, including through employee onboarding training, the annual Code of Conduct course, regular internal communications and posters describing the Alertline at each IPG office location.

IPG employees can also raise ethical concerns or seek advice on ethical standards through our annual employee survey assessing IPG's climate for inclusion. While this survey is conducted by a third party, our Chief Talent Officer and Chief Diversity & Inclusion Officer review summaries of responses to identify any common ethical concerns. Trends that emerge through the survey provide an overview of employees' comfort with responding to ethical matters.





# Public Policy

SDG MAPPING:

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IPG is committed to the long-term health of our communities around the world and to being a responsible citizen of the communities where our people live, work and vote.

Our Board of Directors' Corporate Governance and Social Responsibility Committee is responsible for overseeing and making recommendations to the Board regarding IPG's policies and practices with respect to issues of global corporate citizenship and social responsibility.

IPG regularly takes stands on important issues affecting our world and our business, with a view to promoting empathy and wellbeing in a changing world. For example, in November 2021, the CEO of IPG company, Acxiom called attention to the need for a national privacy law that would provide increased transparency about the use of personal data.

Additionally, IPG is a signatory of America is All In — a group of businesses, investors, regulators and educational institutions who have come together to reaffirm a commitment to the Paris Agreement on climate change.

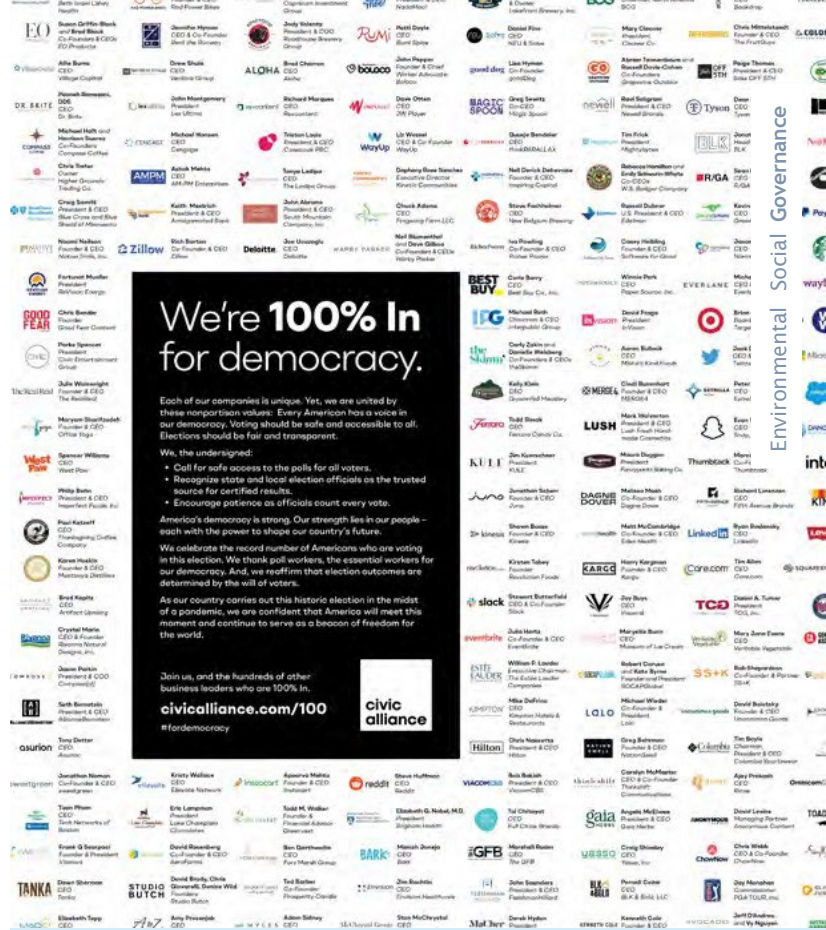


## Promoting Democracy

IPG employees are encouraged to positively support our communities by participating in political activities that interest them. Ahead of the U.S. presidential elections in 2020, IPG partnered with civic associations to encourage voter participation, including **Civic Alliance** and **Time to Vote**. IPG also signed onto Civic Alliance's "**100% In for Democracy Pledge**" and gave corporate employees the day off on Election Day, with many of our companies following suit. In 2021, IPG became a co-signatory of the **Black Economic Alliance's statement** to defend voting rights.

Although employees are welcome to participate in political activity and donate to political causes using their personal funds, IPG's **Code of Conduct** and **Anti-Corruption Policy** provide that IPG and its agencies may not contribute any company funds, facilities or services to any candidate for public office, any political party or official thereof, any political action committee, or any political initiative, referendum or other form of political campaign without prior approval from IPG's General Counsel and Chief Risk Officer (other than political marketing and communication services or lobbying activities, which are conducted by an IPG company whose regular business activities consist of such services or activities).

More information on IPG's support of participatory democracy is discussed in the [Community Engagement](#) chapter.



## Industry Advocacy

IPG is an active member in trade associations and advocacy organizations involved in issues that affect our business and our industry. Among these trade associations are the **American Advertising Federation (AAF)**, which focuses on protecting and promoting the well-being of advertising through a unique, nationally coordinated grassroots network of advertisers, agencies, media companies, local advertising clubs and college chapters. IPG is also a member and supporter of the **Advertising Educational Foundation (AEF)**, a not-for-profit foundation that creates and distributes educational content to improve the understanding and appreciation of the societal role of advertising and marketing through programs on college campuses across the country. The AEF's programs have continuously played a role in attracting high quality college graduates to our industry.

A list of our membership and leadership roles in trade associations and community organizations in which IPG is an active member is available in the [Appendix](#) of this report.

**aaf** american advertising federation

**aef** THE ANA EDUCATIONAL FOUNDATION



# Data Ethics & Privacy

SDG MAPPING:

16

IPG companies provide advertising and marketing services and solutions that help our clients connect and engage consumers. IPG has taken a strong position on transparency and ethics in all our business practices, and ensuring the privacy and security of client data is no exception. The fundamental tenets of respectful and responsible data use are core to IPG's principles and service offerings. We build privacy into our business strategies, allowing our network to create better solutions to help clients address their privacy needs. IPG aims to be the lead advertising holding company in providing privacy-compliant services to ensure the ethical use of data.



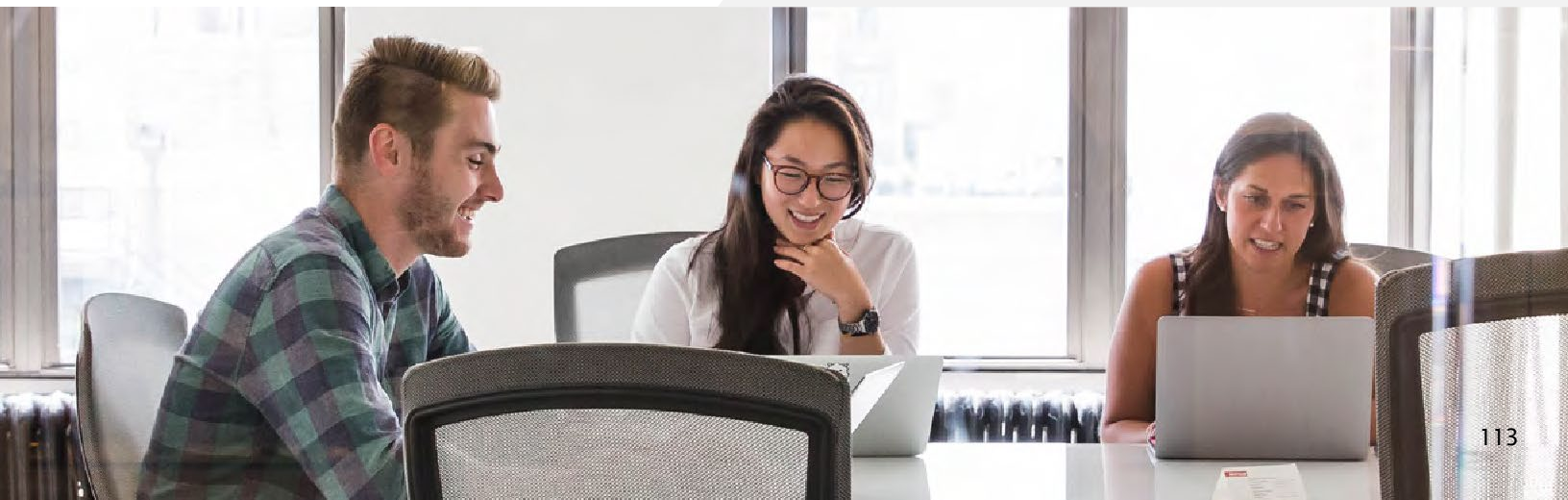
Just as our clients deserve control over their marketing and advertising campaigns, individuals deserve control over their data. IPG has policies and programs to protect and assure appropriate use of information related to individuals, including not using customer data for secondary purposes without approval, and we promote policies within the industry that do the same.

Most of the companies that are part of IPG are service providers which operate at the instruction of our clients. Certain companies, specifically **Acxiom**, **Kinesso** and **Matterkind**, develop and activate data and technology-enabled marketing and advertising solutions that help our clients recognize, understand and connect with their customers, and with people they hope to have as customers, across connected channels. This strategic part of our company is built on data ethics and digital responsibility, leveraging proprietary technology to enable confident, safe and secure uses of a wide variety of data and technology capabilities, many of which have been engineered over the past several decades.

As an organization, we are committed to transparent, accountable, responsible and ethical data use to power our marketing intelligence services. Our companies integrate privacy into their business strategies to offer compliant solutions to address client needs while navigating varying client positions and curating the best partners and data solutions for clients.

“In our ever-connected world, especially as individuals increasingly gather online for information, connection and togetherness, the amount of data available to cultivate just the right messaging for our clients is immense. It is important for IPG to continue to nurture our growing culture of privacy and data protection not only because of robust legal compliance requirements, but because being responsible data users is core to our values.”

- **Andrew Bonzani**,  
**Executive Vice President**  
**and General Counsel, IPG**





## Kinesso™

### Thought Leadership in Privacy and Data Ethics

In 2020, Kinesso published “Viewpoints Exclusive: The Future of Digital Responsibility” on marketing’s growing role in shaping the future of data privacy, regulation and policy. The publication of insights is designed to address some of our industry’s biggest questions, giving our stakeholders an inside look at how Kinesso is thinking about marketing.

In addition to featuring leaders from across IPG (Kinesso, Mediabrands, R/GA, Acxiom), we have partnered with external talent to further the discussion, and provide perspectives from clients, partners and subject matter experts.

Throughout 2020 and into 2021, Kinesso produced the “All Jargon Aside” podcast which covers pressing topics in advertising, technology and data.

### Data Ethics at Acxiom, Kinesso and Matterkind

Acxiom is a pioneer and thought leader in managing first-party data, with 50 years of expertise and leadership in ethical data use and best-in-class ethical standards on gathering data and respecting consumer privacy. Acxiom’s strong programs, coupled with IPG’s long-standing commitment to transparency in media practices, provide a differentiated offering for clients. Acxiom supports brands via its compliance with data ethics and privacy regulations, including GDPR and CCPA. Acxiom is trusted by clients to go above and beyond what is legally required to ensure that clients’ customer data and additional data Acxiom collects and makes available to clients is kept safe and used fairly. Acxiom believes that ethical collection and management of data are both a legal and moral responsibility.

Kinesso was established to serve as a responsible technology, data sciences and addressable media company, with best-in-class, people-centered solutions that are ethical, accountable, safe and secure from engineering through activation. Kinesso uses Acxiom’s ethically sourced data, and other permissible third-party data, in the development of its Kinesso Intelligent Identity services and audience solutions. These capabilities are provided to clients to enable conscious marketing and advertising across connected channels, including for addressable advertising. Kinesso provides transparency and honors people’s rights regarding their data in the [Privacy Center](#) for Kinesso and Matterkind, and provides additional helpful information in our [Kinesso People Care Center](#).

Matterkind was created by Kinesso in 2020 to focus on addressable advertising based on “conscious audience design.” Matterkind leverages the strategic data assets of Acxiom and the market-leading technology applications of Kinesso to deliver an audience-centric set of addressable activation and management solutions across the media ecosystem.

**matterkind**

**ACXIOM**



**people care**



## Information Technology (IT) Security Oversight

IPG's Chief Information Officer and Chief Information Security Officer provide a mid-year joint update to the Board of Director's Audit Committee on cybersecurity, followed by a year-end status update provided to the full Board of Directors.

Our Information Security team conducts regular exercises including technical simulations to test people, processes and tools; threat hunts to scan for secure configuration; and tabletop exercises to prepare staff who are involved with incident response.

## Data Privacy Oversight

Oversight of policies and programs on data privacy is the responsibility of IPG's Global Privacy and Data Protection Legal Team, which consists of:

- Global Chief Privacy Counsel
- EMEA Regional Privacy Counsel, Senior Counsel, Global Privacy
- Counsel, Global Privacy
- UK/EU Data Protection Officer
- GDPR Systems Manager

This team develops the regulatory compliance materials, relevant policies and guidance, and advises IPG's "Privacy Champions" at each company on their compliance obligation and requirements. The Privacy Champions are responsible for implementing policies at their respective companies on data privacy and managing compliance efforts. They bring privacy and data protection inquiries to the attention of the Global Privacy team for guidance as needed.

Within the past two years, IPG has gauged privacy policy compliance through conducting a General Data Protection Regulation (GDPR) internal audit, and in 2020, an external audit was conducted by EY. External attack and penetration testing is performed by a third



**Our commitment to responsible data use has steadily grown to become a central aspect of IPG's identity and competitive advantage.**

party on an annual basis and vulnerability scans are run on all assets within the IPG Internet Protocol range on a monthly basis. In addition, agents on all workstations and servers report back daily on state of vulnerabilities and patching status.

## Privacy Leadership

IPG has made great investments in privacy leadership roles at several of our companies, including an IPG Corporate Privacy Office led by the Global Chief Privacy Counsel. One of our IPG companies, Acxiom, is recognized as the first company in the world to appoint a Chief Privacy Officer, in 1991. Our commitment to responsible data use has steadily grown to become a central aspect of IPG's identity and competitive advantage.

In support of our commitment to the stewardship of our clients' data, partners' data and trustworthy technology, we have expanded these leadership roles in key areas of our business to include a Chief Data Ethics Officer at Acxiom and a Chief Digital Responsibility Officer at Kinesso. In 2020, our strategic media planning and buying agency UM appointed its first Chief Privacy Officer, and tasked her with leading IPG Mediabrands' new privacy task force.



## Policies and Procedures

Our use of data must be transparent, fair, appropriately permissioned, and respect individuals' preferences. The **IPG Code of Conduct**, which applies to all our companies and their employees, expresses IPG's respect for individuals' privacy, underlining the duty to protect personal information (PI) in accordance with applicable privacy and data protection laws wherever IPG conducts business. The Code underscores that PI should only be used for relevant and appropriate business purposes. In addition, IPG's companies are individually responsible for formulating policies that address their unique activities regarding data privacy and management.

IPG's commitment to protecting the PI of our employees, our clients and their customers is expressed in our comprehensive internal Privacy Policy (SP&P 605), which provides a detailed explanation of our privacy practices, including the type of PI that may be collected, used, disclosed and stored. Agencies are advised to delete customer PI of clients as soon as it is no longer needed. The policy also discusses certain data protection requirements, including organizational, physical and technical controls, as well

as how to report violations of the policy. IPG's internal data classification policy (SP&P 625) pertains to data that is accessed, processed or stored by IPG or its companies. This policy defines the responsibility of IPG's employees, companies and service providers to classify information into one of four categories (restricted, confidential, proprietary and public), and then to properly use and safeguard the information according to its classification.

All employees are prohibited from sharing proprietary or confidential information belonging to IPG, an IPG company, our clients or our partners. Confidentiality obligations on all employees are set out in the IPG Code of Conduct and internal policies including those related to responsible use of social media (SP&P 421). This means that employees may not share non-public client work, product developments, upcoming campaigns, financial or employee information, or proprietary methodologies of IPG or its companies. The improper release of confidential information could cause significant financial losses and other harm to our companies and our clients' businesses.



Observing that the marketing industry is “poised for an AI revolution,” Reprise, IPG's global performance marketing agency and part of IPG Mediabrands, has formed an Artificial Intelligence group and appointed a Global Chief AI Officer.

## Reprise Commerce

The company launched the development of new tools and approaches that harness the power of the latest AI techniques to help clients optimize their media budgets, streamline their customer experience and orchestrate the content they develop for customers along the customer journey. The team also will develop new AI solutions for **Reprise Commerce**, the company's dedicated eCommerce group.

Reprise also leads the Media Responsibility Index. The agency approaches AI with a similar emphasis on guarding fundamental rights like equality, fairness and privacy.



Additionally, IPG's data security program has prioritized seven requirements regarding the data lifecycle. These requirements cover data inventory, application criticality (for structured data that resides in apps), data classification, data treatment (includes security architecture and configuration expectations), retention/destruction, backup and data loss prevention.

IPG Corporate maintains policies and operational procedures to promote effective privacy protection and data management, including data protection impact assessments (DPIA) and privacy impact assessments (PIA), vendor assessments and additional data governance procedures. Our DPIA and PIA programs align with the U.S. Office of Management and Budget's (OMB) M-03-22 and include processes to evaluate and document the use of data and technology against applicable law and ethical standards to determine the impact to people and ensure the responsible and respectful uses of data and technology.

IPG's Physical & Environmental Security Policy (SP&P 640) requires removing sensitive data by using a secure file deletion utility before disposing, selling or donating used computers and electronic storage equipment. Employees also must ensure that commercial software is removed from the machine to ensure they are not violating the terms of any software license agreements.

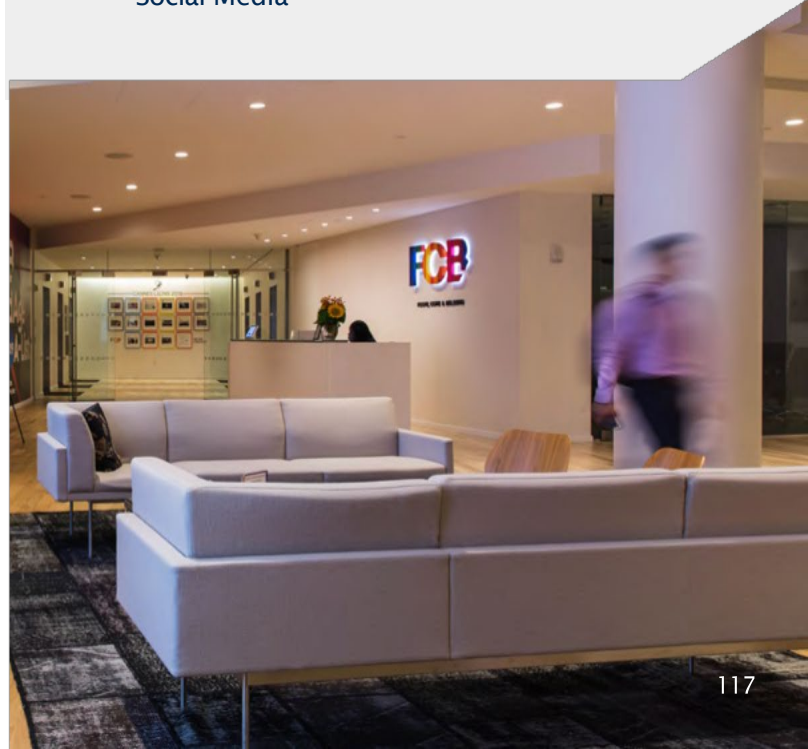
IPG Corporate also maintains policies and procedures to comply with privacy and data security laws and regulations, such as the General Data Protection Regulations ([GDPR](#)) of the European Union and UK, the California Consumer Privacy Act ([CCPA](#)), and other privacy and data protection regulations across the markets in which we operate.

IPG's [Website Privacy Notice](#) describes the types of information IPG and its companies collect about individuals on IPG websites, how the information is used and shared, and the choices available regarding IPG's use of the information. The Website Privacy Notice also describes the measures IPG

takes to safeguard personal information (PI), how long IPG retains it, and how individuals can contact IPG about its privacy practices and to exercise their rights. IPG has a dedicated team of experts that defines the requirements of each of our companies' websites and ensures that IPG standards are implemented consistently. IPG provides guidance and support to our companies to help them with their specific website practices and policies.

#### IPG has additional internal policies and procedures covering the following topics:

- Incident Response
- Information Security
- Data Classification
- Cloud Security
- Access Controls
- Remote Access
- Acceptable Use of IPG information and systems
- Information Exchange & Electronic Communications
- Internet of Things (IoT)
- Remote Access
- Social Media





## Grievances

Any violations of IPG policies on privacy and data security are required to be reported to IPG's Global Chief Privacy Counsel, other members of the Legal department or IPG's [Alertline](#). IPG's Chief Information Security Officer (CISO) and our Global Privacy Team jointly investigate incident reports involving PI. The Global Privacy Team also conducts vendor assessments; drafts and negotiates privacy and data protection agreements with clients and vendors; and conducts training and awareness at IPG and its companies.

Employees can contact [ESD@interpublic.com](mailto:ESD@interpublic.com) or call 888-IPG-8778 to report suspected violations of laws, regulations or company policy.

## Training

Employee training on data protection and information security is covered in our mandatory annual Code of Conduct training. In 2020, IPG had a 98% completion rate for this employee training. In addition, if an employee fails simulated phishing attacks, they receive escalated levels of training based on repeat failures. If an employee repeatedly fails simulated phishing attacks, managers address this through employee performance reviews or other means. Phishing campaign results reports are sent to IPG and agency leadership on a quarterly basis for visibility.





# Responsible Media & Content

As a leading global provider of marketing solutions, IPG recognizes the impact that our business activities can have on the world around us. We therefore aim to use our resources and reach to empower our communities around the world to be open and empathetic to all of humanity and the environment. As stated in our [Human Rights Policy](#), IPG strives to ensure that the marketing campaigns and media channels we use to reach people do not result in or contribute harm.

SDG MAPPING:

5 10 16 17

## IPG Mediabrands' Media Responsibility Principles



PROMOTE  
RESPECT



PROTECT  
PEOPLE



DIVERSE &  
REPRESENTATIVE



DATA COLLECTION  
& USE



CHILDREN'S  
WELLBEING



NO MISINFORMATION/  
DISINFORMATION



NO HATE  
SPEECH



ENFORCE  
POLICY



ADVERTISING  
TRANSPARENCY



ACCOUNTABILITY



IPG seeks to ensure responsible content in our marketing solutions through the integration of various principles and initiatives that result in socially and environmentally responsible, non-stereotyped and accessible content for all, including the following:

## Tracking Media Responsibility

In June 2020, IPG Mediabrands introduced its [Media Responsibility Principles](#) (MRPs) to promote industry standards around brand safety and media responsibility. In August 2020, Mediabrands released the first-of-its-kind Media Responsibility Audit, which assesses all the primary social media platforms to check their accountability to media responsibility and their alignment with each principle. In early 2021, the 4As officially adopted the Mediabrands MRPs, confirming both the need for a common set of standards, and the value of the ten principles.

IPG Mediabrands also uses the MRPs to compile the Mediabrands Media Responsibility Index, a quantitative report published twice per year to promote industry standards. The Media Responsibility Index was endorsed by the Global Alliance for Responsible Media, the leading global industry body on media responsibility governance.

In 2021, IPG's **Weber Shandwick** launched a Media Security Center to advise clients on potential risks associated with misinformation, disinformation and manipulated media, using insights from leading institutions combating disinformation and an exclusive partnership with Blackbird.AI, a threat detection platform. The Weber Shandwick Media Security Center offers immersive education and training sessions to help executives and marketing and communications teams become well-versed in how disinformation and misinformation spreads, and to provide solutions to help clients better anticipate and mitigate those threats.

IPG also participates in industry organizations focused on promoting ethical behavior, full disclosure and transparency in advertising and marketing. David Bell, IPG's former CEO, serves on the advisory council of the [Institute for Advertising Ethics](#) (IAE), a not-for-profit

organization that offers targeted training and frameworks for corporations, governments and consumer bodies. In 2021, IAE launched the first ethical certification program for advertising industry practitioners, the Certified Ethical Advertising Executive (CEAE) certification.

## Combating Stereotypes and Empowering Diverse Groups

IPG plays a leading role as a founding member and Vice-Chair of the [Unstereotype Alliance](#), an organization convened in 2017 by UN Women, the United Nations' entity for gender equality. The Unstereotype Alliance seeks to eliminate harmful stereotypes in all media and advertising content, and empower people in all their diversity to help create an equal world. In this capacity, IPG is working toward having all our agencies implement processes that make it routine to eliminate such stereotypes in marketing campaigns.

Additionally, IPG participates in and sponsors industry initiatives to highlight, celebrate and promote increased representation of women in client organizations and in media and technology industry organizations. Among ad agencies industry-wide, women typically represent less than 7% of directors, and less than 3% of creative directors. In the past, IPG has partnered with organizations like [Free the Bid](#), [The 3% Movement](#) and [The Female Quotient](#). Free The Bid's pledge calls for ad agencies, production companies and brands to have at least one female director on every commercial production job. The 3% Movement is working to increase the 3% of women creative directors to 50%. The Female Quotient provides advisory solutions and global exchanges to help organizations close gender equality gaps.



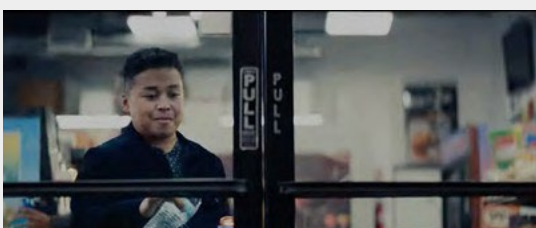
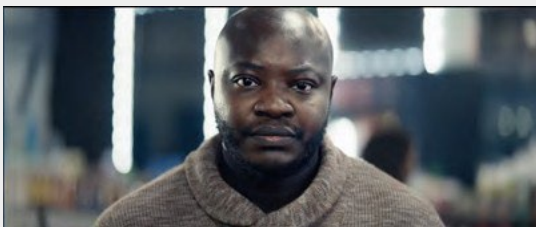
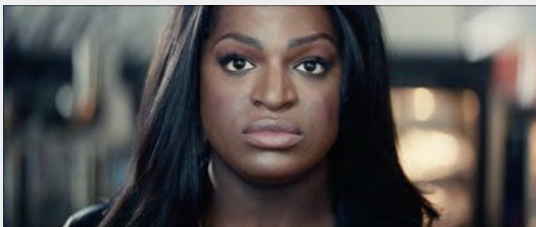
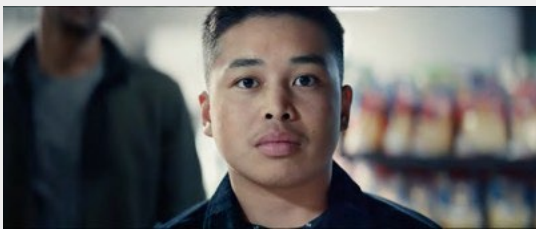
## SDG Mapping



Examples of campaigns by IPG companies that are combating stereotypes include the following:

### True Name

IPG company, McCann partnered with Mastercard to create a campaign spotlighting trans and non-binary actors to highlight their “True Name” initiative. This industry-changing effort allows anyone to reflect their true identity in a moment many of us take for granted – using a credit card.



### New AXE Effect

The Martin Agency developed the “New AXE Effect” multi-platform campaign for AXE body spray. The campaign is part of a global repositioning of the brand that taps into newer generations’ more inclusive definition of attraction which transcends gender.



## IPG@Advertising Week

IPG and our companies are partners in industry forums including Advertising Week where industry leaders share best practices. During [Advertising Week](#) New York 2021, our executives participated in sessions focused on:

*“Leveraging Data & Analytics to Drive Brand Diversity Initiatives”*  
and *“Exploring Systematized Bias Through Innovation.”*

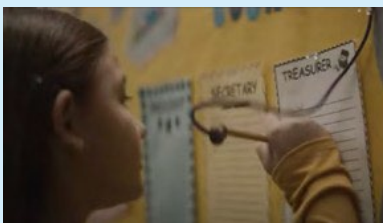
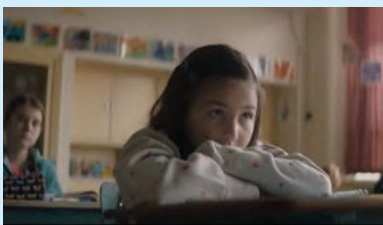


IPG@Advertising Week

IPG companies also work with clients on campaigns to promote the empowerment of women and to combat discrimination and sexual violence.

### FCB Canada

For International Women’s Day 2020, **FCB Canada** developed a [campaign](#) with its client BMO to promote women’s financial empowerment, shedding light on stereotypes and terms like “gold digger” and “retail therapy,” and the lifelong consequences of societal beliefs and messages that women are uneducated about money.



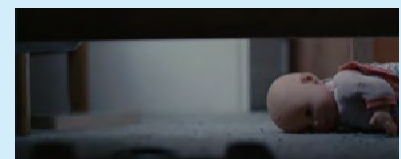
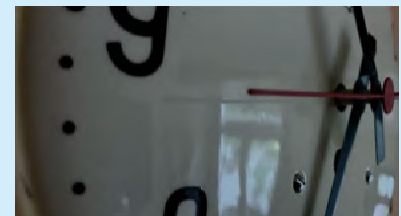
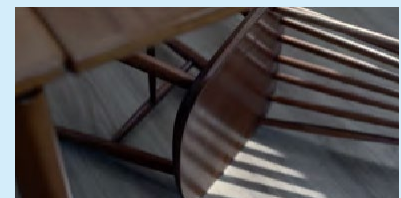
### FCB/SIX

FCB/SIX worked with the #MeToo organization to launch its next chapter with “[Act Too](#),” a breakthrough interactive technology platform using blockchain and a supporting brand campaign that engages the world to take part in ending sexual violence.



### MRM and Craft

MRM and Craft worked with UN Women’s Unstereotype Alliance to launch the “Shadow Pandemic” public awareness [campaign](#) focusing on the global increase in domestic violence amid the COVID-19 pandemic.





## Promoting Diverse Media

In 2021, IPG Mediabrands launched a first-of-its-kind **Equity Upfront™** initiative to raise visibility for Black-owned and Black-targeted media businesses. MAGNA, IPG Mediabrands' media investment and intelligence company, is hosting the Equity and Equality Strategic Initiative (EESI) as a long-term program to increase sustained investment in, and inclusion for, underrepresented media partners. As part of Equity Upfront, IPG committed to spending a minimum of 5% of our clients' total advertising spend with Black-owned and Black-targeted media businesses by 2023. MAGNA will also expand its EESI initiative to include other underrepresented media groups, including Asian, Latinx and LGBTQIA+ media properties.

## Improving Accessibility

In 2020, IPG company **Current Global** launched its **Accessible by Design** commitment and client service offering to make all content and campaigns fully accessible to people of all abilities. The Public Relations and Communications Association (PRCA), PR Council and IPG DXTRA joined the effort to help advocate and educate on how to make communications more accessible and cultivate a disability-inclusive culture, committing to hosting trainings for themselves and their member agencies.

## Pro Bono Work

IPG encourages our agencies around the world to perform pro bono work to support public education campaigns on a wide variety of issues, partnering with not-for-profit organizations and advocacy groups. People from IPG and our companies lend their time and talents in their local markets to promote causes that help build a cleaner, healthier world and more diverse and inclusive workplaces and communities.

*Examples of our pro bono work can be found in the Community Engagement chapter.*

**Hit the link to find out  
how you can help**

**#ENDCHILDFOODPOVERTY**



## Compliance

On a global basis, our policies require campaigns to adhere to industry guidelines for truthfulness in advertising and many other significant matters relating to advertising integrity. We are not aware of any incidents, material to IPG and its companies, of non-compliance by IPG or its companies with regulations and/or voluntary codes regarding marketing communications, including advertising, promotion and sponsorship occurring in 2020.





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About this Report

# About 5



# About this Report

This 2021 ESG Report is a substantial step in our sustainability journey. IPG pursues continuous improvement of our programs by contributing to the global development of sustainability practices and reporting on those practices. Therefore, we recognize the importance of transparency and are committed to reporting on our ESG disclosures on an annual basis. This report builds upon past disclosure through alignments with existing and newly utilized sustainability frameworks and standards. In addition, we have combined these various frameworks into one comprehensive report with seamless integration and new report aesthetics to better communicate our progress.

*Our historical sustainability-related reporting can be found [here](#).*

This report primarily covers data and metrics related to the 2020 calendar year from January 1, 2020 to December 31, 2020, unless otherwise noted. IPG has made great strides in our sustainability journey during 2021, and this progress is highlighted throughout the report. Please note that many images used in this report were taken before the COVID-19 pandemic began.

As a global holding company, IPG has worked diligently to increase our GHG inventory monitoring and reporting boundary to include our entire network of operations. This multi-year project has included incremental scope increases every year since 2014. In 2020, building upon IPG's annual energy and emissions boundary expansion, we officially reached 100% boundary coverage of all IPG and agency locations and offices around the world, representing over 350 facilities worldwide. This comprehensive global GHG inventory covers our entire operations and is represented in this report's reported annual energy and emissions data for 2020, 2019 and 2018. Our initial and historical energy and emissions inventory is available for prior years at a reduced scope of operations.

*Additional energy and emissions disclosures can be found in our [2021 CDP Response](#).*

IPG is continually exploring opportunities to improve the workforce and employee data tracking across our 100 companies globally. The scope of our reporting around workforce data is indicated as such throughout the report, where relevant. For example, our gender diversity data is available for our entire operations globally, while our minority and ethnicity data are provided for our entire U.S. operations only. Some workforce data may only be available at the corporate level.

Amid the global pandemic, IPG's workforce shifted to working from home and to the implementation of flexible work schedules. In 2020, IPG launched a business restructuring initiative to reduce our office space, which in turn helps to reduce our overall carbon footprint. As of year-end 2021, this initiative has resulted in a total reduction of 2.2 million square feet globally, representing an approximate 22% cut of our occupied spaces (includes leases that we have formally surrendered at lease expiry, as well as those we have vacated or sublet to third parties) since 2019.

This report was prepared in alignment with various reporting frameworks including the **Global Reporting Initiative (GRI) Standards Core option**, **Sustainability Accounting Standards Board (SASB) Advertising & Marketing Standards**, the **Task Force on Climate-related Financial Disclosures (TCFD)** recommendations, and the **UN Global Compact Ten Principles**. Our disclosures and initiatives are also mapped by relevancy to specific **UN Sustainable Development Goals (SDGs)**. As a signatory of the **UN Global Compact**, this report acts as our annual Communication on Progress commitment.

*Alignment with these reporting frameworks can be found in the [Appendix](#) of this report.*

PricewaterhouseCoopers LLP (PwC) performed a limited assurance engagement on certain greenhouse gas emissions metrics for the year ended December 31, 2020 and certain diversity metrics as of December 15, 2020.

*See PwC's Report of Independent Accountants on [page 148](#).*

We welcome your review and engagement on IPG's improved ESG reporting practices, as we look to continue enhancing our work in this area in the years to come. Please send applicable inquiries to **Jemma Gould**, IPG's Vice President of Sustainability and Communications.





# Appendix 6

[Membership List](#)

[Data Performance Tables](#)

[SASB Standards Table](#)

[TCFD Recommendations Table](#)

[External Assurance](#)

[GRI Standards Content Index](#)



# Membership List



## IPG Memberships of Associations and Organizations

Below is a list of some of the organizations IPG and its companies partnered with in 2020:

Organization	IPG Company	Position
3% Movement	FCB, Momentum, MullenLowe U.S.	Strategic Membership, Member, Advisory Board Member
4A's Business Leadership Committee	Momentum	Member
4A's Communications Committee	Deutsch NY, MullenLowe U.S.	Committee Member
4A's Greater Philadelphia Regional Board	Tierney	Board Member
4A's New England Regional Board	MullenLowe U.S.	Chairman
4A's OOH Committee	Rapport	Member
4A's Southeast Council	Mediahub	Board Member
4A's Diversity Steering Committee	Weber Shandwick	Member
4A's Strategy Committee	MullenLowe U.S.	Board Member
A Place Called Home	MullenLowe U.S.	Member
AAA School of Advertising	MullenLowe South Africa	Board Member
600 & Rising	Deutsch NY, Hill Holliday	Member

### A

Account Planning Group (APG)	LOLA MullenLowe	Senior Member
Account Planning Group Germany (APG Deutschland)	GGH MullenLowe	Member
ADC	GGH MullenLowe	Member
ADCOLOR	Deutsch	Board Member
Adcraft Club of Detroit	Campbell Ewald	Board Member
AdFed	Carmichael Lynch	Board Member
Ad Club of Boston	MullenLowe U.S., Mediahub	Member, Board Member, Committee Member
Ad Club of Mumbai	MullenLowe Lintas Group	Member
Ad Club of New England	Hill Holliday	Board Member
Ad Net Zero	McCann Worldgroup	Member
Ad Ops	MAGNA	Advisory Council
Advertising Council	Campbell Ewald, FCB, Hill Holliday, McCann, R/GA, Weber Shandwick	Member, Board Member, Strategic Membership, Member, Council Member, Board Member
Advertising Hall of Achievement	FCB	Committee Member
Advertising Hall of Fame	FCB	Committee Member, Chairman
Advertising Research Foundation (ARF)	Huge	Member
Advertising Standards Council of India (ASCI)	Mediabrand	Board of Directors, Member
Agency Circle	303 MullenLowe	Member
Alex's Lemonade Stand Foundation	Tierney	Chair, Board Member
Alzheimer's Association	UM	Member
AME Awards	Huge	Advisory Council
American Advertising Federation (AAF)	Campbell Ewald, FCB, R/GA	Committee Member, Board Member, Chair
American Association of Advertising Agencies (4As)	Campbell Ewald, Carmichael Lynch, Deutsch NY, FCB, Hill Holliday, Huge, Identity, Jack Morton, MAGNA, New Honor Society, McCann, Rapport, R/GA, Society, The Martin Agency, Tierney, Weber Shandwick	Committee Member, Board Member, Strategic Membership, Board of Directors, Committee Member, Committee Member, Council Member, Chairperson, Member



Organization	IPG Company	Position
American Library Association	Huge	Committee Member
American Marketing Association	Carmichael Lynch, R/GA	Member, Board Member
American News Women's Club	Octagon Talent+Properties	Member
American Red Cross	Tierney	Committee Member
ANA's Educational Foundation (Advertising Educational Foundation)	FCB, Deutsch NY, IW Group, McCann, Weber Shandwick, R&CPMK	Exec Member/Board Member, Board Member, Chairman, Vice Chair, Member
Annual Benefit for Boston Community Development	MullenLowe U.S.	Chair
APG Consultancy Ltd Tokyo	Octagon Talent+Properties	Advisory Board
ARF Analytics Council	Hill Holliday	Member
Arizona State University College of Law Sports	Octagon Talent+Properties	Advisory Board, Member
Arkansas Association of Colleges and Employers	Acxiom	Board Member
Arkansas Research Alliance (ARA)	Acxiom	Board of Directors
Arthur W. Page Society	Golin, IW Group, Weber Shandwick	Member, Board of Trustees
Artists for Humanity	MullenLowe U.S.	Member
ArtsBoston	MullenLowe U.S.	Board Member
Asian & Pacific Islander American Chamber of Commerce & Entrepreneurship	IPG, IW Group	Board Member, National Chairman
Asian & Pacific Islander American Scholarship Fund	IW Group	Advisory Member
Asian American Advertising Federation	IW Group	Board Member
Asian Americans Advancing Justice	IW Group	Board Member
Asian Real Estate Association of America	IW Group	Advisory Council
ACT (Asociación de Creatividad Transformadora)	LOLA MullenLowe	Board Member
Asociación Española de Anunciantes (AEA)	LOLA MullenLowe	Board Member
Association Communication Publique (Public Communication Association)	MullenLowe Group France	Member
Association for Communication and Advertising, South Africa (ACA SA)	MullenLowe South Africa	Board Director and Chair
Association of Advertising and Marketing Singapore	MullenLowe APAC	Second Vice President
Association of National Advertisers (ANA)	McCann Worldgroup	Member
Association of National Advertisers - Alliance for Inclusive and Multicultural Marketing (ANA-AIMM)	Campbell Ewald, IW Group	Committee Member, Board Member
Association of the British Pharmaceutical Industry (ABPI)	Virgo Health	Member
ATAS	R&CPMK	Member
ATP	Octagon Talent+Properties	Member
Ayuda en Acción Colombia	MullenLowe LATAM	Board of Directors

## B

Batsheva	MRM//McCann	Board of Advisors
Biblioamigos	MullenLowe LATAM	Board of Directors
BIC Program at CCNY	Golin	Board Member
BIMA, A MITX Organization	Huge, Hill Holliday	Board Member, Member



Organization	IPG Company	Position
Black Sports Professionals	Octagon Marketing & Events	Board Member
Bloom UK	The Brooklyn Brothers, MullenLowe Group UK	Fellow, Committee Member, Leadership Team Member
Boston Youth Symphony Orchestra	MullenLowe U.S.	Member
Brand Activation Association	FCB/RED, FCB X	Board Member
Braven	Hill Holliday	Member
BrighamHealth	Hill Holliday	Board Member
Brighter Futures Zambia	MullenLowe Open	Trustee
British Chamber of Commerce, Singapore Sustainability Business Group	MullenLowe salt	Chair, Committee Member
Brixton Finishing School	Momentum	Member

## C

Cameron K. Gallagher Foundation	The Martin Agency	Board Member
Canadian Foundation for Pharmacy	McCann Health	Executive Committee
Carolina Performing Arts (CPA)	FCB	International Advisory Board, Marketing & Communications Committee, Co-Chair
Center for Asian American Media	IW Group	Board Member
Center for Asian Pacifics United for Self-Empowerment	IW Group	Board Member
Chamber RVA (formerly Greater Richmond Chamber)	The Martin Agency	Board Member
Chicago Foundation for Women	FCB/RED	Board Member
CHIEF	FCB	Executive Member
Chief Executives' Club of Boston	Hill Holliday	Board of Governors
Circumnavigators Foundation	Weber Shandwick	Vice President
Citizens Climate Lobby	UM	Member
City and County of San Francisco - Mayor's Small Business Advisory Council	IW Group	Member
City Center	McCann	Board Member
City Year Boston	Jack Morton	Board Member
Civic Alliance	Interpublic Group, R/GA, UM, Carmichael Lynch	Member
Climate Ventures	FutureBrand São Paulo	Partner/Mentor
Club de Creativos (CdeC)	LOLA MullenLowe	Member
CMA	Reprise, Initiative, UM	Member
Coalition of Asian Pacifics in Entertainment	IW Group	Board Member
College of Social Innovation	Jack Morton	Advisory Board
Colombia Cuida a Colombia	MullenLowe LATAM	Board of Directors
Colombian Association of Advertising Agencies	MullenLowe LATAM	Board of Directors
COMMB	UM	Member
Comms Council	303 MullenLowe	Member
Consejo del Claustro Universidad Sergio Arboleda	MullenLowe LATAM	Board of Directors
Conservation Lands Foundation	Cassidy & Associates	Board Member
Council on Foreign Relations	Weber Shandwick	Member
Creative Alliance	Huge	Committee Member



Organization	IPG Company	Position
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**D**

D&AD	Huge	Board Member
D&AD Impact Council	MRM//McCann	Member
Dallaglio Foundation	The Brooklyn Brothers	Trustee
DePaul University	Golin	Board Member
Direct Marketing Association	FCB	Executive Member
Direct Marketing Association of Detroit	Campbell Ewald	Board Member
Diversity Action Alliance	Weber Shandwick	Founding Member
Duke COVID Gap	Weber Shandwick	
Duke Global Health Institute	Weber Shandwick	Board Member

**E**

Eat, Learn, Play	Octagon Talent+Properties	Board of Directors
Effie Awards Dominican Republic	MullenLowe LATAM	Committee Member
El Sol Festival	LOLA MullenLowe	Advisory Board
Elizabeth Glaser Pediatric AIDS Foundation	Weber Shandwick	Chairman, Board of Directors
Epilepsy Foundation of America	Carmichael Lynch	Board Member

**F**

Facebook Creative Council	R/GA	Member
Federal Reserve Duke University	Golin	CFO Panel
Feed More	The Martin Agency	Board Member
Fenway Health	MullenLowe U.S.	Board Member
Film2Future	Deutsch	Partner
Forbes Agency Council	Carmichael Lynch, The Martin Agency	Member
Free The Bid	Huge, New Honor Society	Member
French Agencies Association (AACC)	MullenLowe Group France	Board Member
Friends of Chester Arthur	Tierney	Board Member
Fort Hays State University Entrepreneurship Advisory Council	IW Group	Member
Fundación Acción Interna	MullenLowe LATAM	Director
Fundacion Compaz Centro de Recursos para La Paz	Weber Shandwick	Founder, Council Member
FUNPRES	MullenLowe LATAM	Board Member
FUSADES	MullenLowe LATAM	Board Member

**G**

GAIN/USAID	McCann Health	Consulting Advisor
GeoPath	Rapport	Board Member
Girlstart	Acxiom	Board Member
Global MindedEd	FCB	Board Member
Global Workspace (GWA)	GGH MullenLowe	Member
Goleadoras Project	MRM//McCann	Board of Advisors
Google Global Creative Assembly	FCB	Executive Member
Greater Boston Chamber of Commerce	Hill Holliday, MullenLowe U.S.	Board Member, Board of Directors, Member



Organization	IPG Company	Position
Greater Portland Boys & Girls Club	Octagon Talent+Properties	Director
Gun Safety Alliance	UM	Member
Green The Bid	The Martin Agency	Board Member

## H

Healthcare Consultancies Association	Virgo Health	Finance Committee
History of Advertising Trust (HAT)	MullenLowe Group UK	Trustee
Honorary Prize Corazon Verde	MullenLowe LATAM	Jury
Humans for Humans Foundation	MullenLowe LATAM	Founder, President

## I

IATSE Publicist and Cinematographer Guild	R&CPMK	Member
I-COM Chief Data Officer Council	Huge	Member
I Love Venezuela Foundation	Octagon Talent+Properties	Member
Idesam	FutureBrand São Paulo	Strategic Partner
In for 13	Hill Holliday, MullenLowe U.S.	Member
India Advertising Association	Lodestar UM	Chairperson
Institute for Public Relations (IPR)	Golin	Board Member
Institute of Practitioners in Advertising (IPA)	Rapport	President
Institute Without Boundaries	Huge	Committee Member
Interactive Advertising Bureau (IAB)	Ansible, R/GA, Deutsch NY, Media Experts, Kinesso, Orion	Board Member, Member, Committee Member, Member, Member, Member
Intercity Muslim Action Network	Octagon Marketing & Events	Board Member
International Advertising Association	McCann	Committee Member
International Agencies Council for the EACA (European Association of Communication Agencies)	McCann Worldgroup, MullenLowe Group UK	Member
International Pharmaceutical Federation (FIP)	McCann Health	Board Member
International Society for Medical Publication Professionals (ISMPP)	Virgo Health, McCann Health	Member, Board Member
International Tennis Hall of Fame	Octagon Talent+Properties	Exec Board, Board of Governors, Committee Member
IPA Council	MullenLowe Group UK	Member
IPA Effectiveness Leadership Group	MullenLowe Group UK	Member
IPA Finance Committee	MullenLowe Group UK	Member
Isla	Momentum	Member
IxDA Latin America	Huge	Member

## J

Japan Advertising Agency Association	McCann	Committee Member
Japanese American Citizens League	IW Group	Board Member, Regional Governor
Japanese American Cultural & Community Center	IW Group	Board Member
Japan Magazine Advertising Association	McCann	Committee Member
John A. Reisenbach Foundation	UM	Board Member
Journal of Communication in Healthcare	Virgo Health	Board Member



Organization	IPG Company	Position
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## K

Kindred	The Martin Agency	Member
Kingston University Marketing Experts Committee	MullenLowe Open	Member
Kizuna	IW Group	Board Member
Korean Youth and Community Center	IW Group	Board Member

## L

LAGRANT Foundation	IW Group, Weber Shandwick, Golin	Board of Directors, Board Member
Latino Policy Leadership Forum	The Axis Agency	Board Member
LeaderMom	MullenLowe U.S.	Exec in Residence
Level Field Fund/Ross Powers Foundation	Octagon Talent+Properties	Director
Live Out Loud	Deutsch	Member
LoopMe Client Advisory Council	Mediahub	Council Member
Loyola School of Mass Communications	MullenLowe U.S.	Advisor

## M

M-School: Institute of Marketing at LMU	Deutsch	Member
MAIP	Carmichael Lynch, Deutsch, New Honor Society	Member
Maine Sports Hall of Fame	Octagon Talent+Properties	Director
Make-A-Wish Foundation of Greater Virginia	The Martin Agency	Committee Member
Make-A-Wish Foundation of Japan	McCann	Committee Member
Malaysia Digital Association	Reprise	Council Member
March of Dimes	R&CPMK	Board Member
Marriott Foundation	Golin	Board Member
Mas Mujeres Creativas (More Creative Women)	LOLA MullenLowe	Member
Massachusetts Women's Forum	Hill Holliday	Board Member
MassART	MullenLowe U.S.	Member
Media Agency Association of Thailand (MAAT)	Mediabrand	President
Media Federation of Australia	Mediabrand	Board of Directors
Media Federation of Australia - Finance Committee	Mediabrand	Chairperson
Media Ratings Council	Campbell Ewald	Board Member
Media Research Users Council India (MRUC India)	Mediabrand	Chairman
Media Specialists Association of the Philippines (MSAP)	Mediabrand	President, Board Member
Medinge Group	MullenLowe salt	Member
Meet Minneapolis, Convention and Visitors Association	Carmichael Lynch Relate	Board Member
MFA5+	Mediabrand, UM	Chairperson/Board Member, Council Member
Miami Ad School	R/GA	Chairperson
Michael Phelps Foundation	Octagon Talent+Properties	Chief Spokesperson
Minneapolis Community Alliance	Carmichael Lynch Relate	Member
Minneapolis Downtown Council	Carmichael Lynch Relate	Committee Member
Minorities in Sports	Octagon Marketing & Events	Advisory Board



Organization	IPG Company	Position
Mosaic Council	FCB	Chairperson
MMA Global	UM	Member
Mpls MadWomen	Carmichael Lynch	Member

## N

National 4-H Council	Dailey	Board Member
National Association for Corporate Directors, New England Chapter	Hill Holliday	Advisory Council
National Association of Asian American Professionals	IW Group	Board Member
National Education Executive Committee (NEEC)	FCB	Executive Committee Member
National Sports Marketing Network	Octagon Marketing & Events	Executive Board
National Student Advertising Competition	FCB	Board Member
National Student Advertising Competition - Marist College	Mediahub	Faculty Advisor
NetBase Customer Advisory Board	Carmichael Lynch Relate	Advisory Board
New York Festivals Advertising Awards	Huge	Advisory Board
New York Women in Communications (NYWICI)	FCB, UM	Executive Member/Board Member, Member
New Zealand Chamber of Commerce Sustainability Committee	MullenLowe salt	Committee Member
Ngee Ann Polytechnic School of Film & Media Studies	MullenLowe APAC	Advisory Member
NHS Blood and Transplant Liver Advisory Group	Virgo Health	Lay Advisor
NHS Research, Innovation and Novel Technologies Advisory Group	Virgo Health	Chairman
Nielsen	IW Group	Advisory Council
Numeris	Mediabrand	Member

## O

OCA National	IW Group	Advisory Council
Off the Street Club	FCB/RED, Golin	Board Member
One Club for Creativity	FCB, The Martin Agency, McCann, R/GA	Board of Directors/Executive Member, Board Member, Board Member, Member

## P

PA Women's Forum	Tierney	Treasurer
Paley Center for Media	Deutsch, McCann Worldgroup	Board Member, Committee Member
Paley Center Media Council	UM	Member
Panamanian Association of Advertising Agencies	MullenLowe LATAM	President
Paraguayan Association of Advertising Agencies	MullenLowe LATAM	Member
Partnership for Responsible Addressable Media	UM	Member
Pathology Quality and Clinical Governance Committee	Virgo Health	Committee Member
PBS	IW Group	Board Member
Philadelphia Ad Club	Tierney	Board Member, Committee Member
Phoenix International School of the Arts	Golin	Board Chair
Pinterest	Mediahub	Advisory Board Member



Organization	IPG Company	Position
Please Touch Museum	Tierney	Board Member
POCAM	Initiative	Member
Point Foundation	MullenLowe U.S.	Emeritus Board Member
PR Council	Carmichael Lynch, Current, Devries Global, Golin, Huge, Weber Shandwick	Board of Directors, Board Member, CFO Roundtable, Member
PRCA	Current Global	Committee Member
President's Commission on Asian Americans and Pacific Islanders	IW Group	Commissioner
Project Healthy Minds	Weber Shandwick	Board Member
PRSA Foundation	Campbell Ewald, Carmichael Lynch Relate, Weber Shandwick	Member, Board Member, Past President
PRSA Los Angeles	IW Group	Member
PRSA Chicago	Current Global	Board Member
Producers Guild of America	Golin	Member
PRVBLC Foundation	MRM//McCann	Board of Directors

## R

Radio Mercury Awards Advisory Council	Campbell Ewald	Board Member
Right to Play	Octagon Talent+Properties	Board of Directors
Ron Brown Scholar Program	Weber Shandwick	Board Member, Advisory Board
Ron Burton Training Village	Hill Holliday	Board of Advisors
Ronald MacDonald House	McCann	Chairman
Roosevelt University	Golin	Board Member
Route - The Audience Research Body for Outdoor Advertising	Rapport	Board Member, Committee Member
Ryan Banks Academy	Current Global	Board Member
Rutgers University — Big Data Advisory Board	FCB	Board Member

## S

Salvadorean Association of Advertising Agencies	MullenLowe LATAM	Vice President
Santa Monica YMCA Camp Big Bear	Mediagub	Committee Member
Scarab Club of Detroit	Campbell Ewald	Board Member
School of Advertising, Marketing and Public Relations, QUT School of Business at the Queensland University of Technology	Mediabrand	Visiting Fellow
School of Visual Arts	Deutsch NY	Partnership
SEEN	Octagon Talent+Properties	Member
She Runs It	FCB, UM	Executive Member, Member
SheSays Abu Dhabi	MullenLowe Profero	Founder
Soar365	The Martin Agency	Board Member
Society for Diversity	Golin	Member
Sport Integrity Global Alliance	Octagon Marketing & Events	Committee Member
Sports Biz Cares	Octagon Marketing & Events	Board Member
Sports Innovation Lab Fluid Fan Leadership Board	Octagon Marketing & Events	Board Member
Sports Innovation Lab Womens Leadership Board	Octagon Marketing & Events	Board Member



Organization	IPG Company	Position
Stanford School of Earth, Energy & Environmental Sciences	Cassidy & Associates	Board Member
Sundance Brand Storytelling	UM	Member
Super Bowl 52	Carmichael Lynch Relate	Committee Member
Superbrands Council	Jack Morton	Member
Syracuse University Alumni Association (SUAA)	FCB	Executive Member

## T

Television Academy	Campbell Ewald	Member
TFL Advertising Steering Group	MullenLowe Group UK	Committee Member
The Advertising Standards Council of India (ASCI)	MullenLowe Lintas Group	Member
The Associated Chambers of Commerce and Industry of India (ASSOCHAM)	MullenLowe Lintas Group	Member
The Brand Lab	Carmichael Lynch, Mediahub	Board Member, Committee Chair
The Christie NHS Trust	McCann Health	Board Member
The College of New Jersey Foundation (TCNJ)	Weber Shandwick	Board Member
The Community College of Philadelphia Foundation	Tierney	Committee Member
The Concussion Legacy Institute	Octagon Talent+Properties	Advisory Board
The Conway Area Chamber of Commerce	Acxiom	Board of Directors
The Economic Club of Washington	Octagon Talent+Properties	Board of Directors
The Greater Philadelphia Chamber of Commerce	Tierney	Board Member
The International Academy of Digital Arts & Sciences	Huge	Member
The National Institute for Health and Care Excellence (NICE)	Virgo Health	Board Member
The Path to Purchase Institute	FCB/RED	Member
The Point Foundation	R&CPMK	Board Member
The Seminar	IW Group	Member
The Trade Desk	Mediahub	Committee Member
The United Way	FCB	Sub-Committee Member
The United Way of Central Arkansas (UWCA)	Acxiom	Board of Directors
The United Way of Southeastern PA and Southern New Jersey	Tierney	Board Member, Committee Member, Secretary
ThinkLA	Deutsch, UM	Board of Directors, Committee Member
ThinkLA DIG	UM	Co-Chair
ThinkNW	The Martin Agency	Board Member
Thirty Club	MullenLowe Group UK	Member
Time to Vote	Acxiom Corporation, Campbell Ewald, Carmichael Lynch, Carmichael Lynch Relate, Deutsch LA, Deutsch NY, Hill Holiday, Huge, Initiative, Interpublic Group, IPG Mediabrands, Kinesso, Matterkind, McCann Worldgroup, Momentum, Momentum Worldwide, MRM, MullenLowe U.S., Orion Worldwide, Orion's Sports, R/GA, The Martin Agency, UM	Member
Time's Up Advertising	The Martin Agency, McCann, MullenLowe U.S., UM	Member, Founding Member
Tokyo Advertising Health Insurance Association	McCann	Committee Member
Turkish Advertising Association	MullenLowe Istanbul	Board Member



Organization	IPG Company	Position
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## U

UCLA Communications Dept	R&CPMK	Board Member
UN Commission on Lifesaving Commodities for Women and Children	McCann Health	Member
UN Every Woman Every Child Initiative	McCann Health	Supporting Member
UN Foundations Communications Corps Advisory Panel	McCann Health	Advisory Panel
UN Global Compact	Interpublic Group, McCann Worldgroup	Member
UN Private Sector Constituency of the Partnership for Maternal, Newborn and Child Health	McCann Health	Member
UN Program for Private Sector Partnerships	McCann Health	Supporting Member
UN Women / Turkish Unstereotype Alliance Committee	MullenLowe Istanbul	Member
UNC Hussman School of Journalism & Media	FCB	Board of Advisors
UNHCR Advisory Council	Weber Shandwick	Advisory Council, Co-Chair
Universidad Jorge Tadeo Lozano	MullenLowe LATAM	Board of Directors
University of Delaware Alfred Lerner College of Business & Economics	Octagon	Leadership Advisory Board
University of Florida Public Relations Advisory Council	IW Group	Member
University of Georgia's Grady School	Golin	Board Member
University of Iowa Tippie School of Business Professional Accounting Council	Golin	Member
University of Minnesota Journalism School	Carmichael Lynch Relate	Member
University of Minnesota's National Diversity Board	Carmichael Lynch	Board Member
University of Oregon Master's Degree in Advertising and Brand Responsibility Program	The Martin Agency	Advisory Board
University of Southern California PR Advisory Council	Golin, IW Group	Member
University of Wisconsin	Golin	Board Member
University of Wisconsin - Madison, School of Journalism and Mass Communications	MullenLowe U.S.	Board of Visitors
U.S. African Development Foundation	Weber Shandwick	Chairman, Board of Directors
U.S. Ultimate Association	Jack Morton	Board of Directors
USC Center for Public Relations	Golin	Board Member

## V

VCU Brandcenter	MullenLowe U.S., The Martin Agency	Advisor, Council Member
VCU Robertson School of Media & Culture	The Martin Agency	Board Member
Venture Richmond	The Martin Agency	Board Member
Video Marketing Association	UM	Member
Virginia Center for Investigative Journalism	The Martin Agency	Advisory Board
Virginia Kids Below	The Martin Agency	Board Member
Vividata	Media Experts, Mediabrands	Member
VOX Media Agency Council	UM	Member



Organization	IPG Company	Position
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## W

Water.org	Weber Shandwick	Board Member
We Are All Human	MRM//McCann	Board of Advisors
Weave Youth & Community Services	Jack Morton	Board Member
Western Connecticut State University Marketing Advisory Council	IW Group	Member
Wharton School of Business: Wharton Future of Advertising Program	Deutsch NY	Global Advisory Board
Williams College	Deutsch	Board Member
Women in Advertising and Communications for Michigan State University	Campbell Ewald	Member
Women in Sports & Events	Octagon	Member, National Chairperson
Women of Tomorrow	MRM//McCann	Board Member
Women's Foundation of Arkansas	Acxiom	Executive Sponsor
Women's Leadership Network	Deutsch	Member
Women With Ideas UAE	MullenLowe Profero	Member
Women's Tennis Association	Octagon Talent+Properties	Board of Directors

## Y

YMCA	Tierney	Committee Member
YMCA of Greater New York	UM	Member
YPO Washington DC	HUGE	Committee Member
YW Boston	Hill Holliday	Board Member



# Data Performance Tables



## IPG Environmental Data Table<sup>1</sup>

Environmental Data	Unit	2020	2019	2018	GRI Link
Total Revenue	\$ in Millions	\$9,061	\$10,221.3	\$9,714.4	—
Total Employees	#	50,200	54,300	54,000	
Total Locations	#	408	368	354	
Total Square Footage	sq ft	11,116,946	10,443,054	10,235,359	
GHG Emissions Data					
Total Scope 1 Emissions	MTCO <sub>2</sub> e	6,803	7,316 <sup>2</sup>	7,636 <sup>2</sup>	305-1
Natural Gas	MTCO <sub>2</sub> e	4,672	4,669	4,872	
Fuel Oil	MTCO <sub>2</sub> e	31	59	58	
Refrigerant Losses	MTCO <sub>2</sub> e	2,099	2,443	2,536	
Total Scope 2 Emissions (location-based)	MTCO <sub>2</sub> e	60,385	85,205 <sup>2</sup>	85,842 <sup>2</sup>	305-2
Electricity	MTCO <sub>2</sub> e	58,723	83,673	84,403	
District Heat (Steam)	MTCO <sub>2</sub> e	1,662	1,483	1,382	
Total Scope 2 Emissions (market-based)	MTCO <sub>2</sub> e	63,674	88,787 <sup>2</sup>	89,559 <sup>2</sup>	305-2
Electricity	MTCO <sub>2</sub> e	62,012	87,254	88,120	
District Heat (Steam)	MTCO <sub>2</sub> e	1,662	1,483	1,382	
Total Combined Scope 1 + 2 Emissions (location-based)	MTCO <sub>2</sub> e	67,188	92,521	93,478	305-1; 305-2
Total Combined Scope 1 + 2 Emissions (market-based)	MTCO <sub>2</sub> e	70,477	96,102	97,195	
Total Scope 3 Emissions <sup>3</sup>	MTCO <sub>2</sub> e	319,611	540,474	N/A	305-3
GHG Emission Intensity <sup>4</sup>					
GHG Emissions (Scope 1+2) per employee	MTCO <sub>2</sub> e per employee	1.40	1.77	1.80	305-4
GHG Emissions (Scope 1+2) per square feet	MTCO <sub>2</sub> e per sq ft	0.0063	0.0092	0.0095	
GHG Emissions (Scope 1+2) per total revenue	MTCO <sub>2</sub> e per \$ (USD)	0.0000078	0.0000094	0.00001	
Energy Data					
Total Direct Energy Consumption	MWh	191,049	253,288 <sup>2</sup>	257,581 <sup>2</sup>	302-1
Electricity	MWh	155,533	217,940	221,531	
District Heat (Steam)	MWh	9,629	8,421	7,851	
Natural Gas	MWh	25,781	25,764	26,886	
Fuel Oil	MWh	106	222	215	
Refrigerant Losses	MWh	/	/	/	
Energy Intensity					
Energy Consumption per employee	MWh per employee	3.81	4.66	4.77	302-3
Energy Consumption per square feet	MWh per sq ft	0.017	0.024	0.025	
Energy Consumption per total revenue	MWh per USD (\$)	0.000021	0.000025	0.000027	

**Note:** Reported data has been rounded to the nearest whole number.

1. The 2020 GHG emissions used an updated methodology which may cause some variation in comparing year-over-year data. Additional details on our updated methodology can be found in the management assertion letter at the back of this report.
2. This total includes a small amount of emissions from diesel, gasoline and chilled water.
3. In 2021, IPG expanded its Scope 3 inventory beyond its historical air travel emission reporting. An expanded value chain Scope 3 inventory was performed on the calendar years 2019 and 2020, including the following material Scope 3 categories: (1) Purchased goods and services, (2) Capital goods, (3) Fuel and energy-related activities, (4) Upstream transportation and distribution, (5) Waste generated in operations, (6) Business travel and (7) Employee commuting.
4. GHG Emissions Intensity metrics were calculated using Scope 2 market-based emissions.



## IPG Workforce Productivity Data Table

Workforce Productivity	Unit	2020	2019	2018
Total Global Employees	#	50,200	54,300	54,000
<i>Total U.S. Employees</i>	#	21,100	22,400	22,500
Total Assets	\$ (USD)	\$18,042.7	\$17,751.9	\$15,620.3
Total Revenue	\$ (USD)	\$9,061	\$10,221.3	\$9,714.4
Net Revenue	\$ (USD)	\$8,064.5	\$8,625.1	\$8,031.6
<i>Domestic</i>	\$ (USD)	\$5,211.4	\$5,386.1	\$4,825
<i>United Kingdom</i>	\$ (USD)	\$664.3	\$727	\$711.7
<i>Continental Europe</i>	\$ (USD)	\$683.6	\$742.4	\$737.5
<i>Asia Pacific</i>	\$ (USD)	\$710.5	\$858.3	\$896.8
<i>Latin America</i>	\$ (USD)	\$323.4	\$389.9	\$350.1
<i>Other</i>	\$ (USD)	\$471.3	\$521.4	\$510.5
Net Revenue per FTE	\$ (USD)	\$160,647.41	\$158,841.62	\$148,733.33
Adjusted Net Income (Available to IPG Common Stockholders)	\$ (USD)	\$680.2	\$756	\$724.5
Adjusted Net Income per FTE	\$ (USD)	\$13,549.80	\$13,922.65	\$13,416.67
Adjusted Operating Expenses <sup>4</sup>	\$ (USD)	\$7,062.3	\$7,505.2	\$7,022.8
Total Employee-related Expenses <sup>5</sup>	\$ (USD)	\$5,345	\$5,568.8	\$5,298.3
Salaries as a % of Adjusted Operating Expenses	%	76%	74%	75%
USD amounts presented in Millions, except "per FTE" amounts				

## IPG Employee Training Data Table

Training Course	2020 Employee Completions	2020 Training Hours	2020 Completion Rate: from required employee groups
<b>Code of Conduct</b>			
New Hires	8,209	5,272	92%
Current Employees	47,922	23,930	98%
Data Protection & Information Security	47,922	23,930	98%
<b>Anti-Harassment Training<sup>6</sup></b>			
Employees & Supervisors	14,391	12,985	97%
California Employees & Supervisors	1,248	1,733	96%
More information on training, learning and development are available in the <a href="#">Human Capital Management</a> chapter of this report.			

4. IPG's reported 'Adjusted Operating Expenses' represent adjustments for our Billable Expenses each year and FY20 Restructuring Expense and Q1-19 Restructuring Expense.

5. IPG's reported 'Total Employee-related Expenses' includes base salaries, benefits and payroll tax, incentive expense, severance expenses, temporary help and all other salaries and related expenses.

6. IPG provides anti-harassment training to all new hires in the U.S. and to senior managers outside the U.S. Every two years, we retrain California managers, and every four years, we retrain all U.S. employees.



# SASB Table



## IPG 2021 SASB Table: Advertising and Marketing Standard

This is IPG's second year reporting using the Sustainability Accounting Standards Board (SASB) Standards for the Advertising and Marketing Industry. The below 2021 SASB Table discloses information from the 2020 calendar year, and has been published in conjunction with IPG's 2021 ESG Report. These report publications are supplementary to one another, disclosing on the same calendar year.

### SASB Topic: Data Privacy

SDG MAPPING: 16

SASB Code	SASB Accounting Metric	2020	2019	2018	IPG's Detailed Response
SV-AD-220a.1	Discussion of policies and practices relating to behavioral advertising and consumer privacy				Information on this disclosure can be found in the <a href="#">Data Ethics &amp; Privacy</a> chapter of our <a href="#">2021 ESG Report</a> .
SV-AD-220a.2	Percentage of online advertising impressions that are targeted to custom audiences				<p>IPG does not track this data across all areas of its business in a manner conducive to a precise and verifiable response to this metric at this time.</p> <p>IPG believes understanding data and our related obligations and responsibilities is critical to the current and future success of our Company. The incorporation of data expertise and responsibility into the core of the Company has been and continues to be a key market strategy of the Company. IPG's approximately 100 companies operate in all major world markets. These companies include our Media, Data and Technology offerings, comprised of Mediabrands' global media services, Acxiom's data and technology capabilities, Kinesso's data-driven marketing solutions, and Matterkind, an innovative media investment offering. We intend to continue to enhance the data and technology layer within all of our offerings and to build data and tech-enabled marketing solutions, informed by a holistic understanding of audiences. This will allow us to deliver personalized user experiences and more accountable marketing for brands. As a fundamental part of this strategic vision, we believe in an ethical and conscious approach that respects consumer privacy and promotes brand safety.</p> <p>While the data we presently collect might permit estimates of targeted digital spend as a percentage of total spend across certain digital specialist agencies or groups, any such calculation would not capture total digital spend across all IPG companies and the geographies in which they operate, nor would such calculations of spend necessarily correspond to impressions. We continue to explore methods to expand our reporting boundary of this calculation.</p>
SV-AD-220a.3	Total amount of monetary losses as a result of legal proceedings associated with consumer privacy			No material monetary losses.	<p>In light of the global scope and scale of operations, IPG, and its clients, are at times involved in various legal proceedings, and subject to investigations, inspections, audits, inquiries and similar actions by governmental authorities, arising in the normal course of business. Although uncommon, these may include proceedings related to consumer privacy. IPG management evaluates all such proceedings for materiality, whether individual or in the aggregate, and when appropriate records liabilities and makes public disclosures.</p> <p>For each of the periods presented, IPG recorded no monetary losses as a result of legal proceedings associated with allegations of consumer privacy that it believes were material.</p>



## SASB Topic: Advertising Integrity

SDG MAPPING: 16

SASB Code	SASB Accounting Metric	2020	2019	2018	IPG's Detailed Response
SV-AD-270a.1	Total amount of monetary losses as a result of legal proceedings associated with false, deceptive, or unfair advertising	No material monetary losses.			<p>In light of the global scope and scale of operations, IPG, and its clients, are at times involved in various legal proceedings, and subject to investigations, inspections, audits, inquiries and similar actions by governmental authorities, arising in the normal course of business. Although uncommon, these may include proceedings related to allegations of false, deceptive, or unfair advertising. IPG management evaluates all such proceedings for materiality, whether individual or in the aggregate, and when appropriate records liabilities and makes public disclosures.</p> <p>For each of the periods presented, IPG recorded no monetary losses as a result of legal proceedings associated with allegations of false, deceptive, or unfair advertising that it believes were material.</p>
SV-AD-270a.2	Percentage of campaigns reviewed for adherence with the Advertising Self-Regulatory Council (ASRC) procedures, percentage of those in compliance	-	-	-	<p>On a global basis, our policies require campaigns to adhere to industry guidelines for truthfulness in advertising and many other significant matters relating to advertising integrity. We are not aware of any incidents, material to IPG and its companies, of non-compliance by IPG or its companies with regulations and/or voluntary codes regarding marketing communications, including advertising, promotion, and sponsorship occurring in 2020.</p>
SV-AD-270a.3	Percentage of campaigns that promote alcohol or tobacco products	2.0%	2.2%	2.1%	<p>Alcohol clients make up the majority of this percentage, while revenue associated with tobacco products was negligible and focused on transitioning current smokers to smoke-free tobacco products.</p>



## SASB Topic: Workforce Diversity & Inclusion

SDG MAPPING: 5 10

The below diversity data is focused on the required SASB disclosures. For more information around IPG's workforce diversity and inclusion data, disclosures, strategy and initiatives can be found in the [Diversity, Equity & Inclusion](#) chapter of this report.

SASB Code	SASB Accounting Metric	2020		2019		2018	
SV-AD-330a.1	Percentage of gender representation for:						
	Global Employees	Female	Male	Female	Male	Female	Male
	(1) management	55%	45%	54%	46%	53%	47%
	(2) professionals	58%	42%	58%	42%	58%	42%
	(3) all other employees	66%	34%	61%	39%	61%	39%
	U.S. Employees	Female	Male	Female	Male	Female	Male
	(1) management	58%	42%	56%	44%	55%	45%
	(2) professionals	60%	40%	61%	39%	61%	39%
	(3) all other employees <sup>1</sup>	70%	30%	57%	43%	58%	42%
	Percentage of minority <sup>2</sup> representation for: <sup>3</sup>						
	(1) management	23%		22%		22%	
	(2) professionals	32%		31%		29%	
	(3) all other employees	26%		24%		24%	

SASB Code	SASB Accounting Metric					
SV-AD-330a.1	Percentage of 2020 racial/ethnic group representation of U.S. employees: <sup>4</sup>					
		Asian	Black or African American	Hispanic or Latino	White	Other
	(1) management	9.1%	4.5%	7.1%	76.8%	2.4%
	(2) professionals	11.6%	7.6%	8.9%	68.2%	3.7%
	(3) all other employees	3.0%	11.8%	8.3%	73.5%	3.4%

## SASB Topic: Activity Metrics

SASB Code	SASB Accounting Metric	2020	2019	2018
SV-AD-000.D	Number of full and part-time employees, globally <sup>5</sup>	46,688	50,233	48,567
	Number of U.S. full and part-time employees <sup>5</sup>	21,139	22,359	22,492

1 - In 2020, our IPG company, Acxiom, underwent a restructuring of EEO job categories, including the professional and technician job codes. The company moved a large group of employees from technicians to professionals. This resulted in reducing the overall count of male employees in the "Other" EEO category, causing a large change in our female to male ratio from the prior year (2019).

2 - Minority data includes all racial / ethnic group representation excluding "White" employees.

3 - Our reported racial / ethnicity data represents the IPG U.S. workforce only.

4 - Our overall diversity data is in accordance with the Equal Employment Opportunity Commission's (EEOC) Employer Information EEO-1 report (EEO-1 Survey). "Other" includes the following EEO classifications: American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander, and "Two or More Races".

5 - Our SASB workforce reporting metrics encompass approximately 99% of our U.S. workforce, and approximately 92% of our global workforce. Due to this scope the data reported here differs from other references throughout the ESG Report.



# TCFD Table



## IPG 2021 TCFD Table

SDG MAPPING: 13

This is IPG's first year reporting using the Task Force on Climate-Related Financial Disclosures (TCFD) recommendations. The below 2021 TCFD Table discloses information from the 2020 calendar year, and has been published in conjunction with IPG's 2021 ESG Report. These report publications are supplementary to one another, disclosing on the same calendar year.

Topic	Disclosure	IPG Reference	Response
Governance	a) Describe the board's oversight of climate-related risks and opportunities.	2021 ESG Report Climate Action, Pages 43-44	<p>IPG's Board of Directors, including our CEO and Chairman, has overall responsibility for the oversight and management of the company's risks, including those caused by climate change and other implications of climate change as it affects IPG. Within the Board of Directors, the Corporate Governance and Social Responsibility Committee has primary responsibility for IPG's ESG-related policies and practices, including those specific to climate change. Our Board and its committees are kept informed on climate-related issues through direct communication with our CFO and the Vice President of Sustainability and Communications.</p> <p>IPG's ESG Steering Committee, a management-level committee, is overseen by the CFO and comprises representatives from IPG's various business functions, including communications, real estate, procurement, investor relations, travel, legal and more. This mix of individuals and departments enables IPG to monitor and identify climate-related risks across all areas of our operations. The ESG Steering Committee meets monthly with the VP of Sustainability and Communication, who is designated with reviewing, coordinating and promoting IPG's efforts on climate change at the consolidated corporate level. Her responsibilities include monitoring climate action performance, while assessing and managing climate-related risks and opportunities. Refer to <a href="#">Climate Action</a> chapter for more details.</p>
	b) Describe management's role in assessing and managing climate-related risks and opportunities.		
Strategy	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	2021 ESG Report Climate Action, Pages 41-42	<p>IPG's has identified a wide range of climate-related risks with the potential to impact our business. Our disclosures discuss both our physical and transitional risks, as well as climate-related opportunities in more detail in our <a href="#">Climate Action</a> chapter.</p>
	b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.		
Risk Management	a) Describe the organization's processes for identifying and assessing climate-related risks.	2021 ESG Report Climate Action, Pages 41-47	<p>IPG has a robust framework for evaluating a wide range of risks and opportunities, including risks and opportunities related to climate change, and whether they have a substantive financial impact. At IPG, climate-related issues are integrated into multi-disciplinary company-wide risk management processes, including monitoring and overseeing progress against related goals and targets.</p> <p><i>This approach to climate risk is described more in our <a href="#">Climate Action</a> chapter.</i></p>
	b) Describe the organization's processes for managing climate-related risks.		
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.		
Metrics and Targets	a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	2021 ESG Report Climate Action, Pages 39, 48-49	<p>In 2021, IPG made great strides in our climate action strategy. Our overall climate goal is to become net-zero carbon across our global operations by 2040. To ensure we reach this goal, we are committed to reaching a number of targets by 2030 along our journey, including sourcing 100% renewable electricity, and our science-based targets of reducing 50% of our Scope 1 and Scope 2 emissions (2019 baseline), and reducing 30% of our Scope 3 emissions (2019 baseline).</p> <p>IPG is committed to tracking our performance against our targets and reporting on our progress annually to our stakeholders. IPG monitors the following metrics to track performance against these targets: Scope 1, Scope 2, Scope 3 emissions, along with related energy usage. Refer to <a href="#">Climate Action</a> chapter for more details.</p> <p><b>2020 Data:</b>            Scope 1: 6,803 MTCO<sub>2</sub>e            Scope 2: 60,385 MTCO<sub>2</sub>e (location-based)            Scope 3: 319,611 MTCO<sub>2</sub>e</p> <p><i>More detailed GHG emissions data is available in our <a href="#">Environmental Data Performance Table</a>.</i></p>
	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Environmental Data Table, Page 140	



# External Assurance





## Report of Independent Accountants

To the Board of Directors of The Interpublic Group of Companies, Inc.

We have reviewed the accompanying The Interpublic Group of Companies, Inc. (IPG) management assertion that the greenhouse gas (GHG) emissions metrics for the year ended December 31, 2020 and the diversity metrics as of December 15, 2020 (collectively, the “metrics”) in management’s assertion are presented in accordance with the assessment criteria set forth in management’s assertion. IPG’s management is responsible for its assertion and for the selection of the criteria, which management believes provide an objective basis for measuring and reporting on the metrics. Our responsibility is to express a conclusion on management’s assertion based on our review.

Our review was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants (AICPA) in AT-C section 105, *Concepts Common to All Attestation Engagements*, and AT-C section 210, *Review Engagements*. Those standards require that we plan and perform the review to obtain limited assurance about whether any material modifications should be made to management’s assertion in order for it to be fairly stated. The procedures performed in a review vary in nature and timing from, and are substantially less in extent than, an examination, the objective of which is to obtain reasonable assurance about whether management’s assertion is fairly stated, in all material respects, in order to express an opinion. Accordingly, we do not express such an opinion. Because of the limited nature of the engagement, the level of assurance obtained in a review is substantially lower than the assurance that would have been obtained had an examination been performed. We believe that the review evidence obtained is sufficient and appropriate to provide a reasonable basis for our conclusion.

We are required to be independent and to meet our other ethical responsibilities in accordance with relevant ethical requirements related to the engagement.

Our firm applies the Statements on Quality Control Standards established by the AICPA and, accordingly, maintains a comprehensive system of quality control.

The procedures we performed were based on our professional judgment. In performing our review, we performed inquiries, read policies to understand terms related to relevant information about the metrics, performed tests of mathematical accuracy of computations on a sample basis, and reviewed supporting documentation in regard to the completeness and accuracy of the data comprising the metrics on a sample basis.

GHG emissions quantification is subject to significant inherent measurement uncertainty because of such things as GHG emissions factors that are used in mathematical models to calculate GHG emissions, and the inability of these models, due to incomplete scientific knowledge and other factors, to accurately measure under all circumstances the relationship between various inputs and the resultant GHG emissions. Environmental and energy use data used in GHG emissions calculations are subject to inherent limitations, given the nature and the methods used for measuring such data. The selection by management of different but acceptable measurement techniques could have resulted in materially different amounts or metrics being reported.

As discussed in management’s assertion, IPG has estimated GHG emissions for certain emissions sources for which no primary usage data is available.



Only the GHG emissions metrics, percentage of gender representation for U.S. employees metric, and the information included in the “Racial/ethnic group representation of U.S. employees (self-reported)” column for the percentage of 2020 racial/ethnic group representation of U.S. employees metric is part of our limited assurance engagement. The information in the “Racial/ethnic group representation of U.S. employees as reported on page 145 in the IPG ESG Report” column for the percentage of 2020 racial/ethnic group representation of U.S. employees has not been subjected to the procedures applied in our limited assurance engagement, and accordingly, we do not express a conclusion or provide any assurance on such information.

Based on our review, we are not aware of any material modifications that should be made to IPG’s management assertion in order for it to be fairly stated.

A handwritten signature in cursive script that reads "PricewaterhouseCoopers LLP".

**PricewaterhouseCoopers LLP**  
New York, New York  
June 15, 2022



## Management Assertion

With respect to the greenhouse gas (GHG) emissions metrics for the year ended December 31, 2020 and the diversity metrics as of December 15, 2020 (collectively, the “metrics”) presented in the tables below, management of The Interpublic Group of Companies, Inc. (IPG) asserts that such metrics are presented in accordance with the assessment criteria set forth below. Management is responsible for the selection of the criteria, which management believes provide an objective basis for measuring and reporting on the metrics, and for the completeness, accuracy, and validity of the metrics.

The metrics include the office and data center locations of IPG and its operating subsidiaries (collectively referred to as “locations”) unless otherwise defined in the assessment criteria.

**Table 1- Metrics - GHG Emissions**

Metric	Definition of Metric and Assessment Criteria <sup>1,2,3,4</sup>	Metric Quantity <sup>5</sup>
Total Scope 1 GHG emissions	Direct GHG emissions from natural gas, fuel oil, and refrigerant losses. <sup>6</sup>	6,803 MTCO <sub>2</sub> e
Total Scope 2 GHG emissions (location-based)	Indirect emissions from purchased electricity and district heat (steam) (location-based). <sup>7</sup>	60,385 MTCO <sub>2</sub> e
Total Scope 2 GHG emissions (market-based)	Indirect emissions from purchased electricity and district heat (steam) (market-based). <sup>7</sup>	63,674 MTCO <sub>2</sub> e

## GHG emissions disclosures

1. IPG considers the principles and guidance of the World Resources Institute (WRI) and the World Business Council for Sustainable Development’s (WBCSD) *The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard, Revised Edition*, and *GHG Protocol Scope 2 Guidance: An amendment to the GHG Protocol Corporate Standard* (together, the “GHG Protocol”) to guide the criteria to assess, calculate, and report direct and indirect GHG emissions.

2. GHG emissions quantification is subject to significant inherent measurement uncertainty because of such things as GHG emissions factors that are used in mathematical models to calculate GHG emissions, and the inability of these models, due to incomplete scientific knowledge and other factors, to accurately measure under all circumstances the relationship between various inputs and the resultant GHG emissions. Environmental and energy use data used in GHG emissions calculations are subject to inherent limitations, given the nature and the methods used for measuring such data. The selection by management of different but acceptable measurement techniques could have resulted in materially different amounts or metrics being reported.

3. Carbon dioxide equivalent (CO<sub>2</sub>e) emissions are inclusive of carbon dioxide (CO<sub>2</sub>), nitrous oxide (N<sub>2</sub>O), methane (CH<sub>4</sub>), and industrial gases, which include hydrofluorocarbons (HFCs). The other GHGs of sulfur hexafluoride (SF<sub>6</sub>), perfluorocarbons (PFCs), and nitrogen trifluoride (NF<sub>3</sub>) are not emitted by IPG’s locations. Emissions data by individual gas is not disclosed as a majority of CO<sub>2</sub>e relates to CO<sub>2</sub>. These CO<sub>2</sub>e emissions utilize Global Warming Potentials (GWPs) defined by the Intergovernmental Panel on Climate Change’s (IPCC) Fifth Assessment Report (AR5 - 100 year). CO<sub>2</sub>e are calculated by multiplying actual or estimated energy and fuel usage and refrigerant losses by relevant emission factors taking into account the equivalent GWP.

4. IPG excludes the following from its Scope 1 and 2 GHG emissions reporting per the GHG Protocol definition of operational control: serviced space (WeWork), apartments, subleased space, storage locations, and parking.

5. MTCO<sub>2</sub>e = metric tons of carbon dioxide equivalent.

6. Related to total Scope 1 GHG emissions:

- Annual usage of natural gas was collected from third-party invoices for a sample of IPG locations in the U.S. and Canada through surveys.
- If annual usage data was not collected, the following methodologies were applied to estimate usage:
  - For natural gas, a natural gas average intensity factor (by square footage) was determined separately for office and data center locations based on data received for 5 office and 1 data center locations, which was then multiplied by the square footage of each office and data center location.
  - For office locations, a distribution of heating source use according to the U.S. Energy Information Administration 2012 Commercial Buildings Energy Consumption Survey



(CBECS) was used. Thus, it is assumed that 47% of office location floorspace uses natural gas.

- For data center locations, it is assumed natural gas is the sole heating consumption source.
- For fuel oil, the 2012 CBECS fuel oil intensity factor for office locations was used, which was then multiplied by the square footage of each office location.
  - For office locations, a distribution of heating source use according to the 2012 CBECS survey was used. Thus, it is assumed that 2% of the office location floorspace uses fuel oil.
  - For data center locations, it is assumed that natural gas is the sole heating consumption source and no fuel oil was estimated.
- Refrigerant losses are estimated for all office locations based on their square footage and using the following assumptions:
  - 1 kg of refrigerant charge is used for each 500 square feet;
  - There is a 10% annual estimated loss ratio; and
  - All locations use HFC-134a.
- Emission factors:
  - Natural gas: U.S. Environmental Protection Agency (EPA) Emission Factors for Greenhouse Gas Inventories 2021.
  - Fuel oil: United Kingdom (UK) Government GHG Conversion Factors for Company Reporting, Department for Business, Energy & Industrial Strategy / Department for Environmental Food & Rural Affairs (DEFRA) 2020.
- Estimated emissions from the sources above account for approximately 86% of total Scope 1 GHG emissions.
- Excluded Scope 1 GHG emissions: IPG excluded GHG emissions resulting from diesel and gasoline usage, which are estimated to represent less than 5 percent of IPG's reported total Scope 1 GHG emissions.

#### 7. Related to total Scope 2 GHG emissions:

- Annual usage of purchased electricity was collected from third-party invoices for a sample of IPG locations in the U.S. and Canada through surveys.
- If annual usage data was not collected, the following methodologies were applied to estimate usage:
  - For purchased electricity, an electricity average intensity factor (by square footage) was determined separately based on data received for 10 office and 1 data center locations, which was then multiplied by the square footage of each office and data center location. It is assumed that all locations use electricity.
  - For district heat (steam), the 2012 CBECS district heat (steam) intensity factor for office locations was used, which was then multiplied by the square footage of each office location.
    - For office locations, a distribution of heating source use according to the 2012 CBECS survey was used. Thus, it is assumed that 11% of the office location floorspace uses district heat (steam).
    - For data center locations, it is assumed natural gas is the sole heating consumption source and no district heat (steam) was estimated.
- Emission factors: Location-based:
  - Purchased Electricity:
    - Australia: Australian Government Department of Industry, Science, Energy and Resources - National Greenhouse accounts factors 2020, Table 5 - Indirect (scope 2) emission factors for consumption of purchased electricity or loss of electricity from the grid.
    - Canada: Environment Canada, National Inventory Report 2020, Part 3, Annex 13.
    - U.S.: U.S. EPA Emissions & Generated Resource Integrated Database (eGrid) 2019 factors by sub-region (2021).
    - All other countries: International Energy Agency (IEA) Emission Factors 2020 edition.



- District Heat (Steam): UK Government GHG Conversion Factors for Company Reporting (DEFRA) 2020.
- Emission factors: Market-based:
  - Purchased Electricity:
    - European Economic Area (EEA): Association of Issuing Bodies (AIB), European Residual Mixes 2018 is used for EEA countries when available. When EEA countries do not have an emission factor for 2018, the 2016 version is used.
    - All other countries: Same as the location-based emission factors.
  - District Heat (Steam): UK Government GHG Conversion Factors for Company Reporting (DEFRA) 2020.
- Estimated emissions from the sources above account for approximately 64% and 66% of total Scope 2 (location-based and market-based, respectively) GHG emissions.
- Excluded Scope 2 GHG emissions: IPG excluded the following sources of GHG emissions, which are estimated to represent less than 5 percent of IPG's reported total Scope 2 GHG emissions:
  - GHG emissions resulting from chilled water usage.
  - Renewable energy credits purchased by a selection of locations.

**Table 2 - Metrics - Diversity**

Metric	Definition of Metric and Assessment Criteria	Metric Quantity	
Percentage of gender representation for U.S. employees	The gender representation of IPG's United States (U.S.) employees by job category, as self-reported by the employee, and recorded in IPG's Human Resource systems as of December 15, 2020. <sup>8</sup>	(1) <u>Management</u> :  Female: 58% Male: 42%  (2) <u>Professionals</u> :  Female: 60% Male: 40%  (3) <u>All other employees</u> :  Female: 70% Male: 30%	
Percentage of 2020 racial/ethnic group representation of U.S. employees	The racial/ethnic group representation of IPG's U.S. employees by job category, as self-reported by the employee, and recorded in IPG's Human Resource systems as of December 15, 2020. <sup>8</sup>	<b>Racial/ethnic group representation of U.S. employees (self-reported)</b>  <b>(subject to assurance)</b>	<b>Racial/ethnic group representation of U.S. employees as reported on page 145 in the IPG ESG Report</b>  <b>(not subject to assurance)</b>
		(1) <u>Management</u> :  Asian: 7.5%  Black or African American: 3.8%  Hispanic or Latino: 6.1%  White: 57.9%  Other: 2.0%  Did not self-report: 22.7%	(1) <u>Management</u> <sup>9</sup>  Asian: 9.1%  Black or African American: 4.5%  Hispanic or Latino: 7.1%  White: 76.8%  Other: 2.4%



		<p>(2) <u>Professionals</u>:</p> <p>Asian: 9.1%</p> <p>Black or African American: 6.1%</p> <p>Hispanic or Latino: 7.6%</p> <p>White: 50.1%</p> <p>Other: 3.2%</p> <p>Did not self-report: 23.9%</p> <p>(3) <u>All other employees</u>:</p> <p>Asian: 1.9%</p> <p>Black or African American: 7.3%</p> <p>Hispanic or Latino: 6.6%</p> <p>White: 34.5%</p> <p>Other: 2.5%</p> <p>Did not self-report: 47.2%</p>	<p>(2) <u>Professionals</u>:</p> <p>Asian: 11.6%</p> <p>Black or African American: 7.6%</p> <p>Hispanic or Latino: 8.9%</p> <p>White: 68.2%</p> <p>Other: 3.7%</p> <p>(3) <u>All other employees</u>:</p> <p>Asian: 3.0%</p> <p>Black or African American: 11.8%</p> <p>Hispanic or Latino: 8.3%</p> <p>White: 73.5%</p> <p>Other: 3.4%</p>
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### Diversity disclosures

8. Related to the diversity metrics, the workforce includes full-time (employees working at least 35 hours per week) and part-time (employees working less than 35 hours per week) U.S. employees.

- IPG's diversity metrics include the following U.S. employees by job category: (1) management, (2) professionals, and (3) all other employees.
  - Management includes executive/senior-level officials and managers and first/mid-level officials and managers as defined within IPG's Human Resource systems.
  - Professionals include professional level employees as defined within IPG's Human Resource systems.
  - All other employees include personnel other than management and professionals as defined within IPG's Human Resource systems.
- Racial and ethnic diversity
  - The other race/ethnicity category includes the following classifications: American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander, and Two or More Races.
  - Racial and ethnic diversity as self-reported by the employee and recorded in IPG's Human Resource systems is included in the column "Racial/ethnic group representation of U.S. employees (self-reported)" for the percentage of 2020 racial/ethnic group representation of U.S. employees metric. The information included in this column is subject to the limited assurance engagement.
  - For the purposes of Equal Employment Opportunity (EEO) Component 1 reporting (EEO-1) included in column "Racial/ethnic group representation of U.S. employees as reported on page 145 in the IPG ESG Report" for the percentage of 2020 racial/ethnic group representation of U.S. employees, the racial and ethnic diversity was identified by IPG Human Resources following an internal process aligned with the 2019 and 2020 EEO-1 Component 1 Data Collection Instruction Booklet, which allows use of employment records or observer identification to identify an employees' race and ethnicity if an employee declines to self-report. The information included in this column is not subject to the limited assurance engagement.

9. The percentages in this management category do not equal 100% due to rounding.



# GRI Content Index



## IPG 2021 GRI Standards Content Index

GRI Disclosure	IPG Reference Location	SDGs	UN Global Compact
<b>GRI 102: General Disclosures 2016</b>			
<b>Organizational profile</b>			
102-1 Name of the organization	Interpublic Group of Companies, Inc. (IPG)		
102-2 Activities, brands, products, and services	<b>2021 ESG Report:</b> About IPG, pages 8-14 Responsible Media & Content, pages 119-123		
102-3 Location of headquarters	909 Third Avenue, New York, NY 10022		
102-4 Location of operations	<b>2021 ESG Report:</b> About IPG, page 10  <b>2020 Annual Report:</b> Our People, page 5		
102-5 Ownership and legal form	<b>2020 Annual Report:</b> Business, page 2-10 Security Ownership of Certain Beneficial Owners & Management & Related Stockholder Matters, page 103		
102-6 Markets served	<b>2021 ESG Report:</b> About IPG, pages 8-10 Responsible Media & Content, pages 119-123		
102-7 Scale of the organization	<b>2021 ESG Report:</b> About IPG, pages 8-12 Data Performance Tables, page 141  <b>2020 Annual Report:</b> Business, pages 2-8 Financial Statements & Supplementary Data, pages 51-61		
102-8 Information on employees and other workers	<b>2021 ESG Report:</b> Diversity, Equity & Inclusion, page 67 Data Performance Tables, page 141 SASB Table, page 145	 	<b>Principle 6:</b> Labour
102-9 Description of the organization's supply chain	<b>2021 ESG Report:</b> Responsible Supply Chain, pages 85-89		
102-10 Significant changes to the organization and its supply chain	<b>2021 ESG Report:</b> About this Report, page 124  <b>2020 Annual Report:</b> Acquisitions, pages 75-78		
102-11 Precautionary Principle or approach	The precautionary approach generally applies to manufacturing, rather than service companies. Since IPG is a provider of marketing services, we do not consider the precautionary approach.		
102-12 External initiatives	<b>2021 ESG Report:</b> ESG Strategy, pages 18-19		






GRI Disclosure	IPG Reference Location	SDGs	UN Global Compact
102-13 Membership of associations	2021 ESG Report: Membership List, pages 127-138		
Strategy			
102-14 Statement from senior decision-maker	2021 ESG Report: CEO Letter, pages 4-7		
Ethics and integrity			
102-16 Values, principles, standards, and norms of behavior	2021 ESG Report: ESG Strategy, pages 15-20 Ethics & Integrity, pages 106-109		Principle 10: Anti-Corruption
102-17 Mechanisms for advice and concerns about ethics	2021 ESG Report: Ethics & Integrity, page 109  <u><a href="#">Alertline Document</a></u>		
Governance			
102-18 Governance structure	2021 ESG Report: Corporate Governance & Risk, pages 101-103  <u><a href="#">2021 Proxy Statement:</a></u> Election of Directors, pages 4-8 Our Corporate Governance Framework, pages 9-17		Principle 10: Anti-Corruption
102-20 Executive-level responsibility for economic, environmental, and social topics	2021 ESG Report: ESG Strategy, page 17 Climate Action, pages 43-44 Corporate Governance & Risk, page 103		
102-21 Consulting stakeholders on economic, environmental, and social topics	2021 ESG Report: ESG Strategy, pages 21-23		
102-22 Composition of the highest governance body and its committees	2021 ESG Report: Corporate Governance & Risk, page 102-103  <u><a href="#">2021 Proxy Statement:</a></u> Election of Directors, pages 4-8 Our Corporate Governance Framework, pages 9-17	 	
102-23 Chair of the highest governance body	<u><a href="#">2021 Proxy Statement:</a></u> Board Leadership Structure, pages 14		
102-24 Nominating and selecting the highest governance body	<u><a href="#">2021 Proxy Statement:</a></u> Election of Directors, pages 4-8 Our Corporate Governance Framework, pages 9-17	 	
102-25 Conflicts of interest	2021 ESG Report: Corporate Governance & Risk, page 105 Ethics & Integrity, pages 108-109  <u><a href="#">2021 Proxy Statement:</a></u> Board's Role in Risk Oversight & Transactions with Related Persons, pages 6-7		



GRI Disclosure	IPG Reference Location	SDGs	UN Global Compact
102-26 Role of highest governance body in setting purpose, values, and strategy	<p><b>2021 ESG Report:</b> ESG Strategy, page 17 Corporate Governance &amp; Risk, pages 101-105</p> <p><b><u>2021 Proxy Statement:</u></b> Board's Role in Risk Oversight, page 15</p> <p><b><u>Corporate Governance &amp; Social Responsibility Committee Charter</u></b></p>		
102-27 Collective knowledge of highest governance body	<p><b><u>2021 Proxy Statement:</u></b> Election of Directors, pages 4-8</p>		
Stakeholder engagement			
102-40 List of stakeholder groups	<p><b>2021 ESG Report:</b> ESG Strategy, pages 21-23</p>		<b>Principle 10:</b> Anti-Corruption
102-41 Collective bargaining agreements	<p>In the United States, IPG has not had any labor union organizing activity at our offices, nor do we have employees who are covered by collective bargaining agreements. In Europe, some IPG offices do have employee-led, Works Councils. At these locations, IPG management teams and the Works Councils collaborate and cooperate, as applicable, on labor relations.</p> <p>The percentage of IPG employees covered by collective bargaining is 0%.</p>	 	<b>Principle 3:</b> Labour
102-42 Identifying and selecting stakeholders	<p><b>2021 ESG Report:</b> ESG Strategy, pages 21-23</p>		<b>Principle 10:</b> Anti-Corruption
102-43 Approach to stakeholder engagement	<p><b>2021 ESG Report:</b> ESG Strategy, pages 21-23</p>		
102-44 Key topics and concerns raised	<p><b>2021 ESG Report:</b> ESG Strategy, pages 21-23</p>		
Reporting practice			
102-45 Entities included in the consolidated financial statements	<p><b>2021 ESG Report:</b> About IPG, pages 8-12</p> <p><b><u>2020 Annual Report:</u></b> Business, pages 2-9 Selected Financial Statements, page 20</p>		
102-46 Defining report content and topic Boundaries	<p><b>2021 ESG Report:</b> ESG Strategy, pages About this Report, page 124</p>		
102-47 List of material topics	<p><b>2021 ESG Report:</b> ESG Strategy, page 16</p>		<b>Principle 10:</b> Anti-Corruption



GRI Disclosure	IPG Reference Location	SDGs	UN Global Compact
102-48 Restatements of information	<b>2021 ESG Report:</b> About this Report, page 124		
102-49 Changes in reporting	<b>2021 ESG Report:</b> About this Report, page 124		
102-50 Reporting period	<b>2021 ESG Report:</b> About this Report, page 124		
102-51 Date of most recent report	March 2021		
102-52 Reporting cycle	Annual basis		
102-53 Contact point for questions regarding the report	IPG, Vice President of Sustainability & Communications		<b>Principle 10:</b> Anti-Corruption
102-54 Claims of reporting in accordance with the GRI Standards	In Accordance - Core		
102-55 GRI content index	<b>2021 ESG Report:</b> GRI Content Index, pages 155-164		
102-56 External assurance	<b>2021 ESG Report:</b> External Assurance, pages 148-154		
<b>Economic Topics</b>			
<b>GRI 2021: Economic Performance 2016</b>			
201-1 Direct economic value generated and distributed	<b>2021 ESG Report:</b> About IPG, pages 8-14 Performance Data Tables, page 141  <b>2020 Annual Report:</b> Business, pages 2-9 Selected Financial Statements, page 20		<b>Principle 10:</b> Anti-Corruption
201-2 Financial implications and other risks and opportunities due to climate change	<b>2021 ESG Report:</b> Climate Action, pages 41-42 TCFD Table, pages 146-147		<b>Principle 7:</b> Environment
201-3 Defined benefit plan obligations and other retirement plans	<b>2021 ESG Report:</b> Human Capital, pages 74-75  <b>2020 Annual Report:</b> Consolidated Statements of Operations, page 56		<b>Principle 6:</b> Labour



GRI Disclosure	IPG Reference Location	SDGs	UN Global Compact
GRI 205: Anti-corruption 2016			
103-1; 103-2; 103-3:Management Approach 2016	2021 ESG Report: ESG Strategy, pages 15-23 Corporate Governance & Risk, pages 101-105 Ethics & Integrity, pages 106-109 About this Report, page 124		Principle 2: Human Rights  Principle 10: Anti-Corruption
205-1 Operations assessed for risks related to corruption	2021 ESG Report: Corporate Governance & Risk, pages 103, 105 Ethics & Integrity, pages 107-108		
205-2 Communication and training about anti-corruption policies and procedures	2021 ESG Report: Corporate Governance & Risk, page 105 Ethics & Integrity, pages 106, 108		
GRI 206: Anti-competitive Behavior 2016			
206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	In 2020, IPG did not have any legal and/or regulatory fines, penalties, or other legal action associated with violations of anti-competitive behavior, anti-trust, or monopoly practices. Additionally, in 2020, IPG did not have any legal and/or regulatory fines, penalties, or other legal action associated with violations of bribery or corruption standards.		Principle 10: Anti-Corruption
GRI 207: Tax 2019			
103-1; 103-2; 103-3: Management Approach 2016	<u><a href="#">Tax Strategy</a></u>		Principle 10: Anti-Corruption
207-1 Approach to tax	<u><a href="#">Tax Strategy</a></u>		
207-2 Tax governance, control, and risk management	<u><a href="#">Tax Strategy</a></u>		
Environmental Topics			
GRI 302: Energy 2016			
103-1; 103-2; 103-3: Management Approach 2016	2021 ESG Report: ESG Strategy, pages 15-23 Sustainable Operations, pages 32-37 Climate Action, pages 38-50 About this Report, page 124	  	Principle 8: Environment  Principle 9: Environment
302-1 Energy consumption within the organization	2021 ESG Report: Environmental Data Table, page 140		
302-3 Energy intensity	2021 ESG Report: Environmental Data Table, page 140		
302-4 Reduction of energy consumption	2021 ESG Report: Environmental Data Table, page 140		



GRI Disclosure	IPG Reference Location	SDGs	UN Global Compact
GRI 305: Emissions 2016			
103-1; 103-2; 103-3: Management Approach 2016	2021 ESG Report: ESG Strategy, pages 15-23 Sustainable Operations, pages 32-37 Climate Action, pages 38-50 About this Report, page 124	  	Principle 8: Environment  Principle 9: Environment
305-1 Direct (Scope 1) GHG emissions	2021 ESG Report: Climate Action, pages 48-49 Environmental Data Table, page 140		
305-2 Energy indirect (Scope 2) GHG emissions	2021 ESG Report: Climate Action, pages 48-49 Environmental Data Table, page 140		
305-3 Other indirect (Scope 3) GHG emissions	2021 ESG Report: Climate Action, pages 48-49 Environmental Data Table, page 140		
305-4 GHG emissions intensity	2021 ESG Report: Environmental Data Table, page 140		
305-5 Reduction of GHG emissions	2021 ESG Report: Climate Action, pages 39, 48-49 Environmental Data Table, page 140		
GRI 307: Environmental Compliance 2016			
103-1; 103-2; 103-3: Management Approach 2016	2021 ESG Report: ESG Strategy, pages 15-23 Sustainable Operations, pages 32-37 Climate Action, pages 38-50 About this Report, page 124	 	Principle 8: Environment  Principle 9: Environment
307-1 Non-compliance with environmental laws and regulations	In 2020, IPG did not have any significant fines, violations, or other non-monetary sanctions for non-compliance with environmental laws and/or regulations.		
GRI 308: Supplier Environmental Assessment 2016			
103-1; 103-2; 103-3: Management Approach 2016	2021 ESG Report: ESG Strategy, pages 15-23 Responsible Supply Chain, pages 85-89 About this Report, page 124	 	Principle 1: Human Rights  Principle 6: Labour
308-1 New suppliers that were screened using environmental criteria	2021 ESG Report: Responsible Supply Chain, pages 85-89		



GRI Disclosure	IPG Reference Location	SDGs	UN Global Compact
Social Topics			
GRI 401: Employment 2016			
103-1; 103-2; 103-3: Management Approach 2016	2021 ESG Report: ESG Strategy, pages 15-23 Human Capital, pages 69-77 About this Report, page 124		Principle 6: Labour
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	2021 ESG Report: Human Capital, pages 74-75		
401-3 Parental leave	2021 ESG Report: Human Capital, page 75	 	
GRI 403: Occupational Health and Safety 2018			
103-1; 103-2; 103-3: Management Approach 2016	2021 ESG Report: ESG Strategy, pages 15-23 Employee Health & Safety, pages 78-84 About this Report, page 124	 	Principle 1: Human Rights
403-2 Hazard identification, risk assessment, and incident investigation	2021 ESG Report: Employee Health & Safety, pages 79, 82		
403-3 Occupational health services	2021 ESG Report: Employee Health & Safety, pages 78-84		
403-4 Worker participation, consultation, and communication on occupational health and safety	2021 ESG Report: Employee Health & Safety, pages 81-84		
403-5 Worker training on occupational health and safety	2021 ESG Report: Employee Health & Safety, pages 83-84		
403-6 Promotion of worker health	2021 ESG Report: Employee Health & Safety, page 84		
GRI 404: Training and Education 2016			
103-1; 103-2; 103-3: Management Approach 2016	2021 ESG Report: ESG Strategy, pages 15-23 Human Capital, pages 76-77 About this Report, page 124		Principle 1: Human Rights
404-1 Average hours of training per year per employee	2021 ESG Report: Human Capital, pages 76-77 Data Performance Tables, page 141		



GRI Disclosure	IPG Reference Location	SDGs	UN Global Compact
404-2 Programs for upgrading employee skills and transition assistance programs	2021 ESG Report: Human Capital, pages 76-77		Principle 1: Human Rights
404-3 Percentage of employees receiving regular performance and career development reviews	2021 ESG Report: Human Capital, page 76		
GRI 405: Diversity and Equal Opportunity 2016			
103-1; 103-2; 103-3: Management Approach 2016	2021 ESG Report: ESG Strategy, pages 15-23 Diversity, Equity and Inclusion, pages 52-68 Human Capital, pages 69-77 About this Report, page 124		Principle 6: Labour
405-1 Diversity of governance bodies and employees	2021 ESG Report: Diversity, Equity and Inclusion, pages 53-54, 67 Corporate Governance & Risk, pages 101-102 SASB Table, page 145		
405-2 Ratio of basic salary and remuneration of women to men	2021 ESG Report: Diversity, Equity and Inclusion, page 57		
GRI 413: Local Communities 2016			
103-1; 103-2; 103-3: Management Approach 2016	2021 ESG Report: ESG Strategy, pages 15-23 Community Engagement, pages 90-99 About this Report, page 124		Principle 1: Human Rights
413-1 Operations with local community engagement, impact assessments, and development programs	2021 ESG Report: Pandemic Response, pages 24, 28-29 Community Engagement, pages 90-99	 	
GRI 414: Supplier Social Assessment 2016			
103-1; 103-2; 103-3: Management Approach 2016	2021 ESG Report: ESG Strategy, pages 15-23 Responsible Supply Chain, pages 85-89 About this Report, page 124		Principle 1: Human Rights Principle 2: Human rights Principle 6: Labour
414-1 New suppliers that were screened using social criteria	2021 ESG Report: Responsible Supply Chain, pages 85-89	 	
414-2 Negative social impacts in the supply chain and actions taken	2021 ESG Report: Responsible Supply Chain, pages 85-89		



GRI Disclosure	IPG Reference Location	SDGs	UN Global Compact
GRI 415: Public Policy 2016			
103-1; 103-2; 103-3: Management Approach 2016	2021 ESG Report: ESG Strategy, pages 15-23 Public Policy, pages 110-111		Principle 10: Anti-Corruption
415-1 Political contributions	2021 ESG Report: Public Policy, pages 110-111		
GRI 417: Marketing and Labeling 2016			
103-1; 103-2; 103-3: Management Approach 2016	2021 ESG Report: CEO Letter, page 7 ESG Strategy, pages 15-23 Responsible Media & Content, pages 119-123 About this Report, page 124		Principle 2: Human Rights
417-3 Incidents of non-compliance concerning marketing communications	2021 ESG Report: Responsible Media & Content, page 123 SASB Table, page 143		Principle 10: Anti-Corruption
GRI 418: Customer Privacy 2016			
103-1; 103-2; 103-3: Management Approach 2016	2021 ESG Report: CEO Letter, page 7 ESG Strategy, pages 15-23 Data Ethics & Privacy, pages 112-118 About this Report, page 124		Principle 2: Human Rights  Principle 10: Anti-Corruption
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	2021 ESG Report: SASB Table, page 143		
GRI 419: Socioeconomic Compliance 2016			
103-1; 103-2; 103-3: Management Approach 2016	2021 ESG Report: ESG Strategy, pages 15-23		Principle 2: Human Rights  Principle 10: Anti-Corruption
419-1 Non-compliance with laws and regulations in the social and economic area	In 2020, IPG did not have any significant fines or non-monetary sanctions for non-compliance with laws or regulations in the social and economic area.		





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