

IPG Global Reporting Initiative Index 2015



Strategy &
Analysis



Organizational
Profile



Identified
Material
Aspects &
Boundaries



Stakeholder
Engagement



Report Profile



Governance



Ethics &
Integrity



Economic



Labor Practices
& Decent Work



Environment



Human Rights



Society

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



Global Reporting Initiative Index

Interpublic takes its role as a corporate citizen seriously. As a company that creates marketing messages for some of the world's best known brands, we have a special responsibility to operate sustainably and in sync with the long-term health of our people and our communities.

We report on our sustainability initiatives utilizing the Global Reporting Initiative (GRI) framework. Click below for more information on GRI.

<https://www.globalreporting.org/>

General Standard Disclosures: Strategy & Analysis

GRI Indicator	G4-1	Reporting Level
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Message from Michael Roth

As a company responsible for some of the world’s most iconic marketing campaigns, we understand that IPG has a special responsibility to build our business practices in line with social and environmental considerations and communicate our marketing messages in a way consistent with the long-term health of our communities. Doing so is not only key to our culture, and the right thing to do, but is, in fact, a mandate for our business success.

As a company, we define sustainability broadly, and understand it to include the long-term health of our environment as well as working to better the communities where our employees live and work and ensuring a diverse and inclusive workforce for all of our employees.

We understand that sustainability is a significant opportunity for our company as we efficiently manage resources while driving employee innovation and profitability. This past year, we have taken steps to solidify and strengthen our commitment to sustainability across our organization. Importantly, this marks the first year that we are moving toward GRI G4 compliant sustainability reporting, publishing our first sustainability report that utilizes the GRI framework. In addition, this year, our company signed onto the UN Global Compact – the first U.S.-based ad holding company to do so – and committed to the ten principles that the compact embraces in the areas of environmental sustainability, fair labor practices, human rights and anti-corruption.

Initiated in 2010, our corporate sustainability policy outlines areas of focus where we can have the greatest impact in terms of environmental responsibility – energy usage, recycling, travel and green building practices. We continue to make strides in these areas, with a 31% reduction in square foot per employee during the last decade and a 66% reduction in power consumption in our central IT operations since 2008.

Our commitment to our communities also includes employee volunteerism, broad-based pro bono work, as well as traditional cash donations and management commitment to not-for-profit leadership. These initiatives include [providing light from renewable energy sources to underserved communities](#), [to providing clean water to poor communities](#), [to helping ensure that teens stay drug-free](#). IPG’s community involvement is having a positive impact in the places around the world where we do business, and where our employees and their families make their homes.

Finally, the kinds of messages we develop to communicate on behalf of our clients’ brands in reaching consumers, are steeped in long-term thinking that reflects a commitment to the health of the environment and global community. Examples include a [partnership with](#)

Unilever to increase hand washing and save lives in India, our anti-bias work with Coca Cola around Ramadan and our LGBT pride campaign with Stoli.

We understand the importance of sustainability to our stakeholders. We will continue to strengthen and build upon our commitment to sustainability during the year ahead. It's the right thing to do for our employees, for our clients and for our business.

General Standard Disclosures: Organizational Profile

GRI Indicator	G4-4	Reporting Level 
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IPG is one of the world's premier global advertising and marketing services companies. Through our 47,400 employees in all major world markets, our companies specialize in consumer advertising, digital marketing, communications planning and media buying, public relations and specialized communications disciplines. Our agencies create customized marketing programs for clients that range in scale from large global marketers to regional and local clients. Comprehensive global services are critical to effectively serve our multinational and local clients in markets throughout the world, as they seek to build brands, increase sales of their products and services and gain market share.

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

BRANDS:

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

- McCann Worldgroup is a leading global marketing solutions network, comprised of agencies that emphasize creativity, innovation and performance. McCann Erickson is one of the world's largest advertising agency networks; MRM//McCann conducts digital marketing and relationship management; Momentum oversees event marketing and promotion; McCann Health directs professional and consumer healthcare communications; and Craft Worldwide is the network's global adaptation and production arm. UM (media), Weber Shandwick (public relations), and FutureBrand (brand consulting) align with McCann Worldgroup to deliver fully-integrated solutions.
- FCB is a global, fully integrated marketing communications company focused on changing consumer behavior for the benefit of their clients, colleagues and communities. With more than 8,000 people from 120 offices in 80 countries, the network brings a strong understanding of local markets and cultures while continuing a heritage of creativity and success dating from 1873. The company has its roots in both creative, brand-building consumer advertising and behavioral, data-driven direct marketing.
- Lowe and Partners is a global network of distinctive and diverse agencies, rich in local culture, yet able to deliver at scale. The network delivers brand strategy, communications planning and through-the-line advertising; Lowe Profero is the network's digital marketing arm; and Lowe Open is its strategic activation and shopper marketing unit. Lowe and Partners is consistently ranked among the most awarded agency networks in the world, based on both creativity and effectiveness.
- IPG Mediabrands makes investment decisions for tens of billions of dollars of client marketing budgets. Our global media agencies UM and Initiative deliver business results by advising clients on how to navigate an increasingly complex and digital marketing landscape through integrated, intelligence-driven marketing strategies. Specialist brands within IPG Mediabrands focus on areas such as media innovation, media forecasting, the

targeting and aggregation of audiences in the digital space, hyper-local marketing, media barter and a range of other capabilities. IPG Mediabrands is committed to driving automated buying, pay-for-performance and digital innovation.

- We also have exceptional global marketing specialists across a range of disciplines. Our industry-leading public relations agencies such as Weber Shandwick and Golin have expertise in every significant area of communication management. Jack Morton is a global brand experience agency, and FutureBrand is a leading brand consultancy. Octagon is a global sports, entertainment and lifestyle marketing agency. Our digital specialist agencies, led by R/GA, Huge and MRM//McCann, are among the industry's most award-winning digital agencies. Our premier healthcare communications specialists reside within our global creative networks.
- Our domestic integrated independent agencies include some of advertising's most recognizable and storied agency brands, including Carmichael Lynch, Deutsch, Hill Holliday, The Martin Agency and Mullen. The marketing programs created by these agencies incorporate all media channels, customer relationship management (CRM), public relations and other marketing activities and have helped build some of the most powerful brands in the U.S., across all sectors and industries.

Approximately 90 of IPG's companies are on the website under the "Our Agencies" section, with descriptions, case studies, social media channels and office locations for each.

<http://www.interpublic.com/our-agencies>

General Standard Disclosures: Organizational Profile

GRI Indicator	G4-6	Reporting Level
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- IPG agencies are located in over 100 countries, including every significant world market.
- In recent years, IPG has made significant investments in Brazil and India, further strengthening their leadership position in these high-growth, developing markets.
- IPG also holds a majority stake in the Middle East Communication Networks (“MCN”), MCN is headquartered in Dubai, with 65 offices across 14 countries. In China, IPG continues to invest organically in the talent of our agency brands.

Interpublic group is headquartered in New York City, with Corporate Offices in the U.S. and Europe.

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London

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

General Standard Disclosures: Organizational Profile

GRI Indicator	G4-7	Reporting Level 
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IPG is a publicly traded company. Details regarding the nature of ownership of Interpublic Group may be found within the Annual Report and the Annual Form 10K- Item 1 Business

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

General Standard Disclosures: Organizational Profile

GRI Indicator	G4-8	Reporting Level 
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Our agencies are located in over 100 countries, including every significant world market. Our geographic revenue breakdown is listed below.

% of Total Revenue			
	2014	2013	2012
Domestic	55.5%	55.8%	54.7%
United Kingdom	9.1%	8.0%	8.2%
Continental Europe	10.7%	11.2%	11.8%
Asia Pacific	12.2%	12.2%	12.0%
Latin America	6.2%	6.5%	6.5%
Other	6.3%	6.3%	6.8%

General Standard Disclosures: Organizational Profile

GRI Indicator	G4-9	Reporting Level 
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IPG has 47,400 employees around the world.

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

% of Total Revenue			
	2014	2013	2012
North America	55.5%	55.8%	54.7%
United Kingdom	9.1%	8.0%	8.2%
Continental Europe	10.7%	11.2%	11.8%
Asia Pacific	12.2%	12.2%	12.0%
Latin America	6.2%	6.5%	6.5%
Other	6.3%	6.3%	6.8%

(Taken from Part 1 10K)

Year Ended December 31 (in millions)	
2014	\$7,537.1
2013	\$7,122.3
2012	\$6,956.2

Detailed Capitalization breakdown found in the 10K:

<http://phx.corporate-ir.net/External.File?item=UGFyZW50SUQ9NTc1NjYzfENoaWxkSUQ9Mjc5MzA1fFR5cGU9MQ==&t=1>

General Standard Disclosures: Organizational Profile

GRI Indicator	G4-10	Reporting Level 
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Note this response is cross-referenced for G4-10, G4-LA1, G4-LA2, G4-LA10, and G4-LA11.

IPG Employees

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

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

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

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

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

Since we began our formal D&I programs in 2005, IPG's workforce demographics in the U.S. have changed dramatically. Through 2014, there has been an improvement of more than 45% within African American, Hispanic and Asian minority groups in the "Officials and Managers" category.

IPG exceeded the U.S. Ad Industry External Workforce Benchmark in both "Officials and Managers" and "Professionals" categories for women and total minorities in 2013 and 2014, the most recent annual filings.

Additional results from IPG's 2014 workforce data show that:

- Minorities make up 17% of US "Officials and Managers," an increase of 78% since 2005.
- The "Professional" talent base is 25% minority, an increase of 32% since 2005.
- Women make up 54% of all the company's managers – including executive, senior and mid-level management – an increase of 15% since 2005.

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

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

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

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

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

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

Educational Assistance

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

Individual Department Training

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

Global Training

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

IPG Leadership Lab

The IPG Leadership Lab is a selective global executive development program for senior-level leaders within IPG agencies. The program draws high potential executives from across IPG and provides an intensive leadership development experience featuring in-market immersion,

engagement with IPG executives, cross-agency peer coaching, and personal leadership feedback and planning. Held yearly since 2013, the IPG Leadership Lab has strengthened agency leadership while enhancing collaboration across IPG.

Internship Program

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

Transition Assistance

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

- **IPG Learning & Development Site** – This site provides a wealth of diverse online courses and provides resources at employees’ fingertips. There are multiple skill-building courses offered on management and leadership, performance management, writing & communication, diversity & inclusion, customer service, project management and personal development. Also offered are a wide variety of technical courses. Many of these courses are offered in multiple languages to meet the needs of our global population; languages include Mandarin, Japanese, Italian, German, French, Portuguese, and Spanish. The site also hosts numerous thought-provoking resources including articles, videos and free webinars addressing diverse topics.
- **Managing Day-to-Day series** – This interactive, scenario-based live webcast series complements our “Managers Quick Reference Guide: Managing Day-to-Day Employment Issues,” a resource for our IPG Corporate managers. The series addresses a multitude of management topics and participating managers are asked what they would do in certain situations. Then our Human Resources and Legal experts offer their perspectives. “Managing Day-to-Day” resources can also be found on our IPG Learning & Development Site.
- **MyLead** – MyLead is an IPG enterprise-wide offered program, targeting senior managers for leadership development. It is an interactive leadership immersion experience which includes business simulation and real-time executive coaching. The program is designed to develop areas of responsibility that are most relevant to leadership roles in our industry and include Business Leadership, Client Leadership, and People Leadership.
- **The Art and Science of Leadership (TASL)** – Like MyLead, TASL is an IPG enterprise-wide offering. This offering targets newer managers or those who need to further develop their core management skills. TASL participants learn key facets of leadership via an on-line, interactive experience. Participants are also involved in business simulations in which they face realistic skill challenges. An executive coach partners with each participant to discuss his/her activities, provides the participant with specific behavioral feedback, helps plan for future development, and helps the participant to apply the new skills back at work.

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

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

General Standard Disclosures: Organizational Profile

GRI Indicator	G4-11	Reporting Level 
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The percentage of IPG employees covered by collective bargaining is zero – 0 percent.

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

General Standard Disclosures: Organizational Profile

GRI Indicator	G4-12	Reporting Level 
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Each year, IPG spends over \$2 billion on products and services from more than 75,000 suppliers around the world.

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

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

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

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

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

General Standard Disclosures: Organizational Profile

GRI Indicator	G4-13	Reporting Level 
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Interpublic Group of Companies is a New York Stock Exchange-listed company whose shares are owned by millions of individual and institutional investors. There has been no significant change in the stock ownership of IPG in recent years.

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

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

During 2013, we completed 11 acquisitions, nine of which were included in the IAN operating segment and two of which were included in the CMG operating segment. All acquired agencies have been integrated into one of our global 57 Notes to Consolidated Financial Statements (Amounts in Millions, except per share amounts). The most significant acquisitions included a full service digital agency in India, a full service agency in the United Kingdom and a public relations consultancy in India. During 2013, we recorded approximately USD\$97.0 of goodwill and intangible assets related to these acquisitions.

During 2012, we completed 12 acquisitions, eight of which were included in the IAN operating segment and four of which were included in the CMG operating segment. All acquired agencies have been integrated into one of our global networks or existing agencies. The most significant acquisitions included a healthcare market research and consulting agency and a search marketing agency in the United Kingdom, and a digital healthcare-marketing specialist and a designer of in-store shopping experiences in the United States. During 2012, we recorded approximately \$201.0 of goodwill and intangible assets related to these acquisitions. See 10K (Page 4) "Acquisition Strategy."

In recent years, IPG has acquired agencies across the marketing spectrum, including firms specializing in digital, mobile marketing, social media, healthcare communications and public relations, as well as agencies with full-service capabilities. These acquired agencies have been integrated into one of our global networks or specialist agencies.

General Standard Disclosures: Organizational Profile

GRI Indicator	G4-15	Reporting Level 
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IPG takes its role as a corporate citizen seriously. We are a signatory of the [United Nations Global Compact](#), an initiative that encourages companies to align strategies and operations with universal principles on human rights, labor, environment and anti-corruption, and to report on the actions the company takes to advance these societal goals. Additionally, we are founding members of [Collectively.org](#), an online platform dedicated to encouraging young people to take action against climate change.

We also aim to strengthen our communities through the work we are doing that helps to protect the long-term health of the environment, as well through the work our agencies are doing in the areas of sustainability, community impact and diversity. Every day, around the world, teams from our agencies are working in their local markets on projects that include [fighting discrimination and increasing our blood supply](#), [improving the lives of those with HIV and AIDS](#), and [increasing child mortality via education](#). For a more extensive list of projects that IPG and its agencies support, please visit [STRONGER](#), IPG's corporate citizenship site.

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

- Advertising Council Inc.
- Advertising Educational Foundation
- Advertising Women of New York
- American Advertising Federation
- American Advertising Federation
- American Advertising Federation
- American Jewish Committee
- Baruch College Fund
- Baruch College Fund
- Catalyst
- Central Park Conservancy
- Central Park Conservancy
- Coalition for the Homeless
- Committee Encouraging Corporate Philanthropy
- Epilepsy Foundation of Metropolitan New York
- Hoboken Family Alliance
- Holy Apostles Soup Kitchen
- James Lenox House Association
- Lincoln Center Corporate Fund
- Lincoln Center Corporate Fund
- Naomi Berrie Diabetes Center
- National Academy Foundation
- New York City Center
- New York Presbyterian Hospital
- New York Women in Communications
- New York Women in Communications Foundation
- NYC Outward Bound Center
- Partnership for New York City

Partnership with Children, Inc.
Pratt Institute
Ron Brown Scholar Fund
Ronald McDonald House Charities, Inc.
Ronald McDonald House of NY
STRIVE
Syracuse University
T. Howard Foundation
The American Hospital of Paris Foundation
The Barbara Bush Foundation for Family Literacy, Inc.
The Fund for Public Schools, Inc.
The Lustgarten Foundation
The National Center on Addiction and Substance Abuse
The New York Pops
The One Club for Art & Copy
The Paley Center for Media
Whitney Museum of American Art
World Meeting of Families

General Standard Disclosures: Organizational Profile

GRI Indicator	G4-16	Reporting Level 
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IPG and its agencies support numerous national and international advocacy organizations that are strategic to our business. A representative list is below.

23

General Standard Disclosures: Identified Material Aspects & Boundaries

GRI Indicator	G4-18	Reporting Level 
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Interpublic completed a comprehensive materiality process with the assistance of [The Governance & Accountability Institute](#), an independent third-party. IPG examined the importance of each GRI indicator and various sustainability issues to key important stakeholder groups including our peers, largest customers, employees and investors.

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

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

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

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

General Standard Disclosures: Identified Material Aspects & Boundaries

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

General Standard Disclosures: Stakeholder Engagement

GRI Indicator	G4-24	Reporting Level 
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Interpublic's most important stakeholders are our clients, employees, and investors. These three key stakeholder groups have the most influence on our business and are the most critical to the continuing success of our company.

IPG and all of our agencies work day in and day out with our clients to ensure that the marketing communications programs we design for them are most efficiently and effectively moving their businesses forward. In order to ensure that our clients are successful and that we maintain our competitive positioning in the marketplace, we must always ensure that our business is aligned with clients' changing needs and the ever-changing consumer landscape.

Ours is a talent business and ensuring that we are able to recruit and retain top talent is essential to the work we do.

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

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

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

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

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

General Standard Disclosures: Stakeholder Engagement

GRI Indicator	G4-25	Reporting Level 
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Interpublic Group's most important stakeholders are our clients, employees, and investors. These three key stakeholder groups have the most influence on our business and are the most critical to the continuing success of our company.

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

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

General Standard Disclosures:

Stakeholder Engagement

GRI Indicator	G4-26	Reporting Level 
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Interpublic Group's most important stakeholders are our clients, employees, and investors. These three key stakeholder groups have the most influence on our business and are the most critical to the continuing success of our company.

IPG and all of our agencies work day in and day out with our clients to ensure that the marketing communications programs we design for them are most efficiently and effectively moving their businesses forward. In order to ensure that are clients are successful and that we maintain our competitive positioning in the marketplace, we must always ensure that our business is aligned with clients’ changing needs and the ever-changing consumer landscape.

Ours is a talent business and in ensuring that we are able to recruit and retain top talent is essential to the work we do.

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

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General Standard Disclosures: Stakeholder Engagement

GRI Indicator	G4-27	Reporting Level 
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Sustainability is a key priority for IPG as it is for our stakeholders, including employees, clients and shareholders. We regularly engage with each of these groups on these topics, as we do with all matters of mutual importance. IPG and its agencies work with clients on projects that highlight such matters of importance and many of these engagements are featured on our [STRONGER](#) website which is devoted exclusively to the coverage of sustainability.

Recent work in this area has included

[MullenLowe’s work with our Unilever India client to increase handwashing in India, thereby increasing the life expectancy of children](#)

[Weber Shandwick’s partnerships with clients focused on UN Sustainable Development Goals and issues that include span creative campaigns focused on poverty, hunger, gender equality and economic growth](#)

[McCann Health’s initiative to work with the UN on pneumonia prevention in developing countries](#)

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

General Standard Disclosures: Governance

GRI Indicator	G4-34	Reporting Level
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Detailed information on the governance structure of IPG including the committees of the highest governance body which are responsible for decision-making on economic, environmental and social impacts can be found in the "Corporate Governance" section starting on page 11 of our 2014 Proxy Statement here:
<http://phx.corporate-ir.net/External.File?item=UGFyZW50SUQ9Mjc5MzAzfENoaWxkSUQ9LTF8VHlwZT0z&t=1>

Detailed charters for several important IPG board committees are listed and linked below:

- [Audit Committee Charter](#)
- [Corporate Governance Committee Charter](#)
- [Compensation Committee Charter](#)
- [Finance Committee Charter](#)

General Standard Disclosures: Ethics & Integrity

GRI Indicator	G4-56	Reporting Level 
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Interpublic’s [Code of Conduct](#) forms the foundation of how we interact with one another, with our vendors and with our clients. It helps ensure that we operate ethically and transparently as we perform our jobs.

Each year, employees are required to take a course that reviews the code as well as focuses on particularly relevant topics in the code.

We have had great success with employee participation in these courses. Participation rates for the past two years follow:

- 2013: 97.49%, 40,075 of 41,106
- 2014: 98.06%, 39,180 of 39,954

[Interpublic Group Code of Conduct](#)
[Interpublic Alert Line](#)
[Supplier Code of Conduct](#)
[Anti-Corruption Policy](#)
[Sustainability Policy](#)
[Interpublic Amended By-Laws](#)

Specific Standard Disclosures: Economic

GRI
Indicator

G4-EC1

Report
ing Level



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

¹ The guidelines request cash taxes which is provided above

Specific Standard Disclosures: Economic

GRI Indicator	G4-EC3	Reporting Level 
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a. Where the plan's liabilities are met by the organization's general resources, report the estimated value of those liabilities.

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

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

- The extent to which the scheme's liabilities are estimated to be covered by the assets that have been set aside to meet them

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

The basis on which that estimate has been arrived at

Please See (b.) on page 33 of 10K. 10 K can be accessed at the following link: <http://investors.interpublic.com/phoenix.zhtml?c=87867&p=irol-sec>

- When that estimate was made – All estimates are as of 12/31/14

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

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

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

- We do not disclose this information

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

- We do not disclose this information

Specific Standard Disclosures: Economic

GRI Indicator	G4-EC8	Reporting Level 
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As a company that creates many of the world's most iconic advertising and marketing campaigns, we have an extra responsibility to make sure the messages we communicate and how we deliver them are in sync with the long-term health of the environment, with those who live in our communities, and with the health and well being of local economies where we operate.

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

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

Each year, around the world, IPG agencies work to make a difference in the communities where our agencies operate. These projects can be seen on the [STRONGER](#) section of our website and include [helping to provide employment for the homeless population](#), [raising funds for Syrian refugees](#), [improving the lives of those with AIDS and HIV](#), and [partnering with the United Nations on a pneumonia prevention campaign](#).

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

Specific Standard Disclosures: Labor Practices & Decent Work

GRI
Indicator

G4-LA1

Reporting
Level



IPG Employees

Note this response will be cross-referenced for G4-10, G4-LA1, G4-LA2, G4-LA10, and G4-LA11

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

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

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

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

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

Since we began our formal D&I programs in 2005, IPG's workforce demographics in the U.S. have changed dramatically. Through 2014, there has been an improvement of more than 45% within African American, Hispanic and Asian minority groups in the "Officials and Managers" category.

IPG exceeded the U.S. Ad Industry External Workforce Benchmark in both "Officials and Managers" and "Professionals" categories for women and total minorities in 2013 and 2014, the most recent annual filings.

Additional results from IPG's 2014 workforce data show that:

- Minorities make up 17% of US "Officials and Managers," an increase of 78% since 2005.
- The "Professional" talent base is 25% minority, an increase of 32% since 2005.
- Women make up 54% of all the company's managers – including executive, senior and mid-level management – an increase of 15% since 2005.

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

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

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

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

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

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

Educational Assistance

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

Individual Department Training

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

Global Training

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

IPG Leadership Lab

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

agency leadership while enhancing collaboration across IPG.

Internship Program

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

Transition Assistance

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

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

- **Managing Day-to-Day series** – This interactive, scenario-based live webcast series complements our “Managers Quick Reference Guide: Managing Day-to-Day Employment Issues,” a resource for our IPG Corporate managers. The series addresses a multitude of management topics and participating managers are asked what they would do in certain situations. Then our Human Resources and Legal experts offer their perspectives. “Managing Day-to-Day” resources can also be found on our IPG Learning & Development Site.
- **MyLead** – MyLead is an IPG enterprise-wide offered program, targeting senior managers for leadership development. It is an interactive leadership immersion experience which includes business simulation and real-time executive coaching. The program is designed to develop areas of responsibility that are most relevant to leadership roles in our industry and include Business Leadership, Client Leadership, and People Leadership.
- **The Art and Science of Leadership (TASL)** – Like MyLead, TASL is an IPG enterprise-wide offering. This offering targets newer managers or those who need to further develop their core management skills. TASL participants learn key facets of leadership via an on-line, interactive experience. Participants are also involved in business simulations in which they face realistic skill challenges. An executive coach partners with each participant to discuss his/her activities, provides the participant with specific behavioral feedback, helps plan for future development, and helps the participant to apply the new skills back at work.

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

- **Performance Management** – IPG advocates for all employees to actively participate and invest in performance management. Aligning individual goals with organizational objectives not only allows employees to better understand what is expected of them and

how important their contributions are to the business, but it also empowers them to champion their own personal development. Our corporate process is guided by a new ePerformance on-line tool. The tool is a catalyst to promote discussion between managers and employees about personal and business goals, development plans and career aspirations. Two thirds of IPG employees actively participate in our on-line performance management process.

Specific Standard Disclosures: Labor Practices & Decent Work

GRI
Indicator

G4-LA2

Reporting
Level



IPG Employees

Note this response will be cross-referenced for G4-10, G4-LA1, G4-LA2, G4-LA10, and G4-LA11

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

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

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

Since we began our formal D&I programs in 2005, IPG's workforce demographics in the U.S. have changed dramatically. Through 2014, there has been an improvement of more than 45% within African American, Hispanic and Asian minority groups in the "Officials and Managers" category.

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Specific Standard Disclosures: Labor Practices & Decent Work

GRI Indicator	G4-LA10	Reporting Level 
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IPG Employees

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agency leadership while enhancing collaboration across IPG.

Internship Program

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

Transition Assistance

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

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

- **Managing Day-to-Day series** – This interactive, scenario-based live webcast series complements our “Managers Quick Reference Guide: Managing Day-to-Day Employment Issues,” a resource for our IPG Corporate managers. The series addresses a multitude of management topics and participating managers are asked what they would do in certain situations. Then our Human Resources and Legal experts offer their perspectives. “Managing Day-to-Day” resources can also be found on our IPG Learning & Development Site.
- **MyLead** – MyLead is an IPG enterprise-wide offered program, targeting senior managers for leadership development. It is an interactive leadership immersion experience which includes business simulation and real-time executive coaching. The program is designed to develop areas of responsibility that are most relevant to leadership roles in our industry and include Business Leadership, Client Leadership, and People Leadership.
- **The Art and Science of Leadership (TASL)** – Like MyLead, TASL is an IPG enterprise-wide offering. This offering targets newer managers or those who need to further develop their core management skills. TASL participants learn key facets of leadership via an on-line, interactive experience. Participants are also involved in business simulations in which they face realistic skill challenges. An executive coach partners with each participant to discuss his/her activities, provides the participant with specific behavioral feedback, helps plan for future development, and helps the participant to apply the new skills back at work.

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

- **Performance Management** – IPG advocates for all employees to actively participate and invest in performance management. Aligning individual goals with organizational objectives not only allows employees to better understand what is expected of them and how important their contributions are to the business, but it also empowers them to

champion their own personal development. Our corporate process is guided by a new ePerformance on-line tool. The tool is a catalyst to promote discussion between managers and employees about personal and business goals, development plans and career aspirations. Two thirds of IPG employees actively participate in our on-line performance management process.

Specific Standard Disclosures: Labor Practices & Decent Work

GRI
Indicator

G4-LA11

Reporting
Level



IPG Employees

Note this response will be cross-referenced for G4-10, G4-LA1, G4-LA2, G4-LA10, and G4-LA11

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

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

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

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

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

Since we began our formal D&I programs in 2005, IPG's workforce demographics in the U.S. have changed dramatically. Through 2014, there has been an improvement of more than 45% within African American, Hispanic and Asian minority groups in the "Officials and Managers" category.

IPG exceeded the U.S. Ad Industry External Workforce Benchmark in both "Officials and Managers" and "Professionals" categories for women and total minorities in 2013 and 2014, the most recent annual filings.

Additional results from IPG's 2014 workforce data show that:

- Minorities make up 17% of US "Officials and Managers," an increase of 78% since 2005.
- The "Professional" talent base is 25% minority, an increase of 32% since 2005.
- Women make up 54% of all the company's managers – including executive, senior and mid-level management – an increase of 15% since 2005.

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

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

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

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

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

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

Educational Assistance

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

Individual Department Training

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

Global Training

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

IPG Leadership Lab

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

agency leadership while enhancing collaboration across IPG.

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Specific Standard Disclosures: Labor Practices & Decent Work

GRI Indicator	G4-LA12	Reporting Level
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Our corporate board of directors is composed of 40 percent women, making IPG one of only 12 S&P 500 Companies with 40% or higher representation of women on its board

Since we began our formal Diversity & Inclusion (D&I) programs in 2005, IPG's workforce demographics in the U.S. have changed dramatically. Through 2014, there has been an improvement of more than 45% within African-American, Hispanic and Asian minority groups in the "Officials and Managers" category.

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Specific Standard Disclosures: Labor Practices & Decent Work

GRI Indicator	G4-LA14	Reporting Level 
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Interpublic is committed to operating as sustainably as possible. And we expect the same from our suppliers. To ensure that this is the case, we have adopted a Supplier Code of Conduct. The Code is summarized below and can be viewed in its entirety at the following link:

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

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

Legal and Regulatory Compliance Practices including:

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

Business Practices including:

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

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

Employment Practices:

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

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

Sustainability

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

Diversity

IPG is committed to being among the most diverse companies in the world and we expect a

commitment to diversity from our suppliers.

We also expect that our suppliers comply with our [Code of Conduct](#).

Specific Standard Disclosures: Labor Practices & Decent Work

GRI Indicator	G4-LA16	Reporting Level 
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We provide our employees with a number of different approaches to express concerns about their work environments. As described in the [Interpublic Code of Conduct](#), which covers all employees, IPG employees may report concerns to their managers, to local Human Resources offices, to corporate Human Resources, to IPG Legal staff, or to IPG’s Chief Risk Officer. We also provide a telephone hotline, as required by U.S. law, which is called the "IPG Alertline." This hotline is available by telephone or email 24 hours a day, seven days a week. Where permitted by local law, reports to the Alertline may be made anonymously. All reports are investigated, and our policy very clearly states that there will be no retaliation against anyone who makes a report in good faith.

Specific Standard Disclosures: Environment

GRI Indicator	G4-EN3	Reporting Level
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G4-EN3 - Energy consumption within the organization

G4-EN6 - Reduction of energy consumption

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

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

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

G4-EN5 - Energy intensity

G4-EN18 - Greenhouse gas (GHG) emissions intensity

This year, Interpublic has embarked on the first step of the journey to calculate our GHG emissions. We began with an initial boundary for measurement including our largest offices in North America. We included all offices which are over 100,000 square feet (with the exception of 1114 Avenue of the Americas since this office moved at the end of 2015). Our Scope 1 and Scope 2 calculations were completed using [Measurabl](#), the online sustainability data software, which aligns its carbon accounting algorithms to the WRI/WBCSD's [GHG Protocol, Revised Edition](#) methodologies. To calculate carbon emissions, we use US EPA e-Grid emissions factors for buildings within the United States and national-level emissions factors for buildings outside the United States.

There were eleven buildings that met the criteria of our boundary definition. These 11 buildings make up 41% of our North American and 23% of our Worldwide Portfolio (square footage) and 40% of our North American and 17% of Worldwide employees.

1. 10 Bay St. Toronto, Canada (169,760 sq feet)
2. 100 West 33rd St. New York, NY (524,313 sq feet)
3. 53 State St. Boston, MA (126,131 sq feet)
4. 40 Broad St. Boston, MA (105,438 sq feet)
5. 2000 Brush St. Detroit, MI (121,787 sq feet)
6. 622 Third Ave. New York, NY (451,118 sq feet)
7. 640 Battery St., San Francisco, CA (112,000 sq feet)
8. 8687 Melrose Ave. Los Angeles, CA (191,657 sq feet)
9. 875 N. Michigan Ave. Chicago, IL (307,500 sq feet)
10. 909 Third Ave, New York, NY (231,290 sq feet)
11. One Shockoe Plaza, Richmond, VA (117,983 sq feet)

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

Scope 1:

2013: 538.64 MTCO₂e (LFL: 538.64 MTCO₂e) 2014: 528.24 MTCO₂e (LFL: 528.24 MTCO₂e)

Scope 2:

2013: 9,119 MTCO₂e (LFL: 3,134 MTCO₂e)

2014: 9,022 MTCO₂e (LFL: 3,071 MTCO₂e)

Note: Above are the estimated Scope 2 numbers. The Actual numbers are 3,134 MTCO₂e (2013) and 5,572 MTCO₂e (2014). Here is the description from Measurabl on how the estimated numbers are compiled:

First we estimate your electricity consumption by using 2 different methods: 1) If you're missing less than 6 months of data then we will fill those months using the average of your building's consumption 2) If you're missing more than 6 months of data then we use the well-known [CBECS](#) averages per property types. Once we get your estimated electricity consumption, we then calculate your Scope 2 emissions average based on your building's EPA [eGRID](#) zone and use national average for any buildings outside eGRID zones.

2013 and 2014 uncertainty number for Scope 1 is 2% and the uncertainty for 2013 Scope 2 is 26.70% and 12.01% for 2014.

The Like-For-Like (LFL) numbers are in the parentheses above. Here's the Like-for-Like definition from Measurabl:

Like-for-Like compares the consumption for buildings with 12 months of data in 2013 and 12 months of data in 2014. Therefore, any buildings with partial data in 2013 or 2014 are not included in the Like-for-Like values. Partial data can be due to 1) Bought date is in 2013 or 2014 2) Sold date is in 2013 or 2014 3) Missing or unobtainable data for 2013 or 2014. This normalized data gives a more accurate view of how data has changed from 2013 to 2014 by removing any increases in data due to building acquisitions or sales.

Below is our Electricity and Fuel (Natural Gas) usage in these same 11 buildings:

Electricity:

2013: 12,416 MWh (LFL: 12,416 MWh) 2014: 17,695 MWh (LFL: 12,079 MWh)

Fuel (Natural Gas):

2013: 2,976 MWh (LFL: Same)

2014: 2,918 MWh (LFL: Same)

(Note: Only two of the 11 buildings were able to supply us with information about natural gas being utilized as a heating fuel.)

The LFL data above for electricity gives a more accurate view of how our data has changed from 2013 to 2014. It does this by removing any buildings with incomplete data for 2013. In our portfolio, these buildings have no or partial 2013 data, but at least 11 months of 2014 data (so they were excluded from the Like-for-Like values):

1. 2000 Brush Street
2. 875 N. Michigan
3. CMGRP - 900 Third Ave
4. One Shockoe Plaza

Energy Intensity

Based off of our LFL numbers, and the same LFL boundary described above for employees and square footage, we have calculated our Energy Intensity numbers as shown below. These numbers include electricity, and fuel (natural gas) as detailed above in our Energy calculations.

Energy Per Employee (LFL) 2013: 2.6801 MWh per Employee 2014: 2.6250 MWh per Employee

Energy Per Square Footage (LFL) 2013: .0098 MWh per Sq Ft 2014: .0089 MWh per Sq Ft

GHG Emissions Intensity

Based off our LFL numbers, and the same LFL boundary described above for employees and square footage, we have calculated our GHG emissions intensity numbers. These numbers include Scope 1 and Scope 2 emissions as detailed above in our LFL GHG Emissions numbers.

GHG Emissions Per Employee (LFL) 2013: .6394 MTCO₂e per Employee 2014: .6300 MTCO₂e per Employee

GHG Emissions Per Square Footage (LFL) 2013: .0023 MTCO₂e per Sq Ft 2014: .0021 MTCO₂e per Sq Ft

Specific Standard Disclosures: Environment

GRI Indicator	G4-EN5	Reporting Level 
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- G4-EN3 - Energy consumption within the organization
- G4-EN6 - Reduction of energy consumption
- G4-EN15 - Direct greenhouse gas (GHG) emissions (Scope 1)
- G4-EN16 - Energy indirect greenhouse gas (GHG) emissions (Scope 2)
- G4-EN19 - Reduction of greenhouse gas (GHG) emissions
- G4-EN5 - Energy intensity
- G4-EN18 - Greenhouse gas (GHG) emissions intensity

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Specific Standard Disclosures: Environment

GRI Indicator	G4-EN6	Reporting Level
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G4-EN3 - Energy consumption within the organization

G4-EN6 - Reduction of energy consumption

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

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1. 2000 Brush Street
2. 875 N. Michigan
3. CMGRP - 900 Third Ave
4. One Shockoe Plaza

Energy Intensity

Based off of our LFL numbers, and the same LFL boundary described above for employees and square footage, we have calculated our Energy Intensity numbers as shown below. These numbers include electricity, and fuel (natural gas) as detailed above in our Energy calculations.

Energy Per Employee (LFL) 2013: 2.6801 MWh per Employee 2014: 2.6250 MWh per Employee

Energy Per Square Footage (LFL) 2013: .0098 MWh per Sq Ft 2014: .0089 MWh per Sq Ft

GHG Emissions Intensity

Based off our LFL numbers, and the same LFL boundary described above for employees and square footage, we have calculated our GHG emissions intensity numbers. These numbers include Scope 1 and Scope 2 emissions as detailed above in our LFL GHG Emissions numbers.

GHG Emissions Per Employee (LFL) 2013: .6394 MTCO₂e per Employee 2014: .6300 MTCO₂e per Employee

GHG Emissions Per Square Footage (LFL) 2013: .0023 MTCO₂e per Sq Ft 2014: .0021 MTCO₂e per Sq Ft

Specific Standard Disclosures: Environment

GRI Indicator	G4-EN7	Reporting Level 
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Reductions in energy requirements of products and services

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

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

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

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

- 31% Reduction in Rentable Square Foot per Employee from year 2004 to end of year 2014.
- 10 individual agencies upgraded to U.S. LEED Certification Standards since 2007.
- USD4.8 Million in savings due to furniture recycling from 2007 to 2014.

Controlling capital expenditure ("CAPEX") costs is an important component of Interpublic's corporate sustainability policy. One of the most effective ways that we approach this is by repurposing furniture within our company portfolio. Before any new furniture is purchased, we look within the network of IPG agencies to see what can be re-utilized. From 2007 to 2014, Interpublic offset the use of USD\$4.8 million worth of office furniture, through repurposing and recycling.

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

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

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

IPG IT continues to adopt new energy efficient technology as older servers and storage age out and need replacement, and over the years, we have been able to continue to reduce the

number of server racks and power required to run IPG's enterprise infrastructure and applications while continually adding new feature functionality.

Specific Standard Disclosures: Environment

GRI Indicator	G4-EN15	Reporting Level
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G4-EN3 - Energy consumption within the organization

G4-EN6 - Reduction of energy consumption

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

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

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

G4-EN5 - Energy intensity

G4-EN18 - Greenhouse gas (GHG) emissions intensity

This year, Interpublic has embarked on the first step of the journey to calculate our GHG emissions. We began with an initial boundary for measurement including our largest offices in North America. We included all offices which are over 100,000 square feet (with the exception of 1114 Avenue of the Americas since this office moved at the end of 2015). Our Scope 1 and Scope 2 calculations were completed using [Measurabl](#), the online sustainability data software, which aligns its carbon accounting algorithms to the WRI/WBCSD's [GHG Protocol, Revised Edition](#) methodologies. To calculate carbon emissions, we use US EPA e-Grid emissions factors for buildings within the United States and national-level emissions factors for buildings outside the United States.

There were eleven buildings that met the criteria of our boundary definition. These 11 buildings make up 41% of our North American and 23% of our Worldwide Portfolio (square footage) and 40% of our North American and 17% of Worldwide employees.

1. 10 Bay St. Toronto, Canada (169,760 sq feet)
2. 100 West 33rd St. New York, NY (524,313 sq feet)
3. 53 State St. Boston, MA (126,131 sq feet)
4. 40 Broad St. Boston, MA (105,438 sq feet)
5. 2000 Brush St. Detroit, MI (121,787 sq feet)
6. 622 Third Ave. New York, NY (451,118 sq feet)
7. 640 Battery St., San Francisco, CA (112,000 sq feet)
8. 8687 Melrose Ave. Los Angeles, CA (191,657 sq feet)
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10. 909 Third Ave, New York, NY (231,290 sq feet)
11. One Shockoe Plaza, Richmond, VA (117,983 sq feet)

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

Scope 1:

2013: 538.64 MTCO₂e (LFL: 538.64 MTCO₂e) 2014: 528.24 MTCO₂e (LFL: 528.24 MTCO₂e)

Scope 2:

2013: 9,119 MTCO₂e (LFL: 3,134 MTCO₂e)

2014: 9,022 MTCO₂e (LFL: 3,071 MTCO₂e)

Note: Above are the estimated Scope 2 numbers. The Actual numbers are 3,134 MTCO₂e (2013) and 5,572 MTCO₂e (2014). Here is the description from Measurabl on how the estimated numbers are compiled:

First we estimate your electricity consumption by using 2 different methods: 1) If you're missing less than 6 months of data then we will fill those months using the average of your building's consumption 2) If you're missing more than 6 months of data then we use the well-known [CBECS](#) averages per property types. Once we get your estimated electricity consumption, we then calculate your Scope 2 emissions average based on your building's EPA [eGRID](#) zone and use national average for any buildings outside eGRID zones.

2013 and 2014 uncertainty number for Scope 1 is 2% and the uncertainty for 2013 Scope 2 is 26.70% and 12.01% for 2014.

The Like-For-Like (LFL) numbers are in the parentheses above. Here's the Like-for-Like definition from Measurabl:

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Below is our Electricity and Fuel (Natural Gas) usage in these same 11 buildings:

Electricity:

2013: 12,416 MWh (LFL: 12,416 MWh) 2014: 17,695 MWh (LFL: 12,079 MWh)

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Specific Standard Disclosures: Environment

GRI Indicator	G4-EN16	Reporting Level
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G4-EN3 - Energy consumption within the organization

G4-EN6 - Reduction of energy consumption

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

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

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

G4-EN5 - Energy intensity

G4-EN18 - Greenhouse gas (GHG) emissions intensity

This year, Interpublic has embarked on the first step of the journey to calculate our GHG emissions. We began with an initial boundary for measurement including our largest offices in North America. We included all offices which are over 100,000 square feet (with the exception of 1114 Avenue of the Americas since this office moved at the end of 2015). Our Scope 1 and Scope 2 calculations were completed using [Measurabl](#), the online sustainability data software, which aligns its carbon accounting algorithms to the WRI/WBCSD's [GHG Protocol, Revised Edition](#) methodologies. To calculate carbon emissions, we use US EPA e-Grid emissions factors for buildings within the United States and national-level emissions factors for buildings outside the United States.

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

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Note: Above are the estimated Scope 2 numbers. The Actual numbers are 3,134 MTCO₂e (2013) and 5,572 MTCO₂e (2014). Here is the description from Measurabl on how the estimated numbers are compiled:

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Specific Standard Disclosures:

Environment

GRI Indicator	G4-EN17	Reporting Level 
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IPG’s 47,400 employees around the world travel more than 200 million miles each year on airplanes. In 2014, the IPG travel department developed a new way to track carbon emissions related to that travel and a way for our business travelers to play a big part in reducing those emissions.

While we work to limit our travel where possible, in a client services business, some of our travel is absolutely essential. Smart travel policies – traveling less where possible, traveling lighter and traveling smarter – is a shared goal that we have committed to. To help ensure that travel across our organization is as sustainable as possible, we have enhanced our online booking tool to allow business travelers to sort air travel by carbon dioxide (CO2) emissions as well as by time and cost. We have tracked the annual CO2 emissions of IPG business travel in the past. And this new system – for the first time – gives us a viable, strong lever to effect change. This new tracking system has been turned on in nearly all countries where online booking is available.

CO2 emissions are one of the main contributors to global warming, with aviation and work-related travel being a significant carbon emitter. With this new enhancement to our online travel booking tool, our business travelers can now assess comparative CO2 emissions between IPG preferred carriers, allowing us to make smarter travel choices that are also less damaging to the environment.

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

In 2014, IPG employees around the world traveled a total of 254,383,694 miles, with total emissions of 52,168 tCO2e (metric tons of carbon dioxide equivalent).

Specific Standard Disclosures: Environment

GRI Indicator	G4-EN18	Reporting Level
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G4-EN3 - Energy consumption within the organization

G4-EN6 - Reduction of energy consumption

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

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Specific Standard Disclosures: Environment

GRI Indicator	G4-EN19	Reporting Level
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G4-EN3 - Energy consumption within the organization

G4-EN6 - Reduction of energy consumption

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

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Specific Standard Disclosures: Environment

GRI Indicator	G4-EN30	Reporting Level 
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As a client services business, IPG *does not* transport appreciable amounts of material, nor does IPG manufacture or ship manufactured goods. Our primary asset is our people. And, as a client services company with clients and offices located all over the world, our employees do travel frequently for business. We are working to mitigate the impact of this travel in several ways.

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

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

Specific Standard Disclosures: Environment

GRI Indicator	G4-EN32	Reporting Level 
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Interpublic is committed to operating as sustainably as possible. And we expect the same from our suppliers. To ensure that this is the case, we have adopted a Supplier Code of Conduct. The Code is summarized below and can be viewed in its entirety at the following link:

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

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

Legal and Regulatory Compliance Practices including

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

Business Practices including

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

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

Employment Practices

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

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

Sustainability

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

Diversity

IPG is committed to being among the most diverse companies in the world and we expect a

commitment to diversity from our suppliers.

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

Specific Standard Disclosures: Human Rights

GRI Indicator	G4-HR2	Reporting Level 
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We provide Code of Conduct training each year as well as anti-harassment training to all new hires in the U.S., and to senior managers outside the U.S. Every two years, we re-train California managers, and every four years, we re-train all US employees. Our Chief Executive Officer invites and encourages all employees to take these courses and we have had good success in obtaining high levels of employee participation. Specifically:

New Hire Course:

- Approx. 50 minutes x 10,237 employees completed = for a total of 511,850 minutes = 8,530 hours.
- Approximately 92% of new hires completed.

Harassment (new hires only) = approx. 35 minutes x 1422 employees completed = 49,770 min = 829.50 hours.

- CA harassment* (new hires only) = 120 minutes x 121 employees completed = 14520 min = 242 hours.
- Above combined anti-harassment courses= approximately 81.78% completion rate.
- CA Harassment is only for California. There is a legal requirement under CA State Law, AB1825 for supervisors in California to receive 2 hours of training every 2 years.

2014 Code = approx. 30 minutes x 38,043 employees completed = 1141290 = 19021.50 hours. = approx. 96% completion rate.

Total training hours = 19021.50+242+829.50+8530 = 28,623 hours total of training on code courses completed

Specific Standard Disclosures: Human Rights

GRI Indicator	G4-HR10	Reporting Level 
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Specific Standard Disclosures: Society

GRI Indicator	G4-SO3	Reporting Level 
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As we state on page 8 in our annual report, international business risks could adversely affect our operations. We are a global business. Operations outside the United States represent a significant portion of our revenues, approximately 44% in 2014. These operations are exposed to risks that include local legislation, currency variation, exchange control restrictions and difficult political or economic conditions. We also must comply with applicable U.S., local and other international anti-corruption laws, which can be complex and stringent, in all jurisdictions where we operate. In developing countries or regions, we may face further risks, such as slower receipt of payments, nationalization, social and economic instability, currency repatriation restrictions and undeveloped or inconsistently enforced commercial laws. These risks may limit our ability to grow our business and effectively manage our operations in those countries.

As stated in our Anti-Corruption Policy, SP&P 309, the company will perform periodic audits of expenditures and transactions to monitor compliance with this Policy.

And the policy further states, "To the extent any provision contained in this policy is inconsistent with applicable law, the Company will apply the policy pursuant to such legal requirements. In addition, IPG agencies and subsidiaries may maintain their own, more strict policies and procedures to reflect local law and regulations."

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

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

Specific Standard Disclosures: Society

GRI Indicator	G4-S04	Reporting Level 
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Specific Standard Disclosures: Society

GRI Indicator	G4-SO6	Reporting Level 
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Taken from IPG’s [Code of Conduct](#) (page 26) -

Political Activities

Personal Political Activities

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

Corporate Political Activities

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

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

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

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

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

Specific Standard Disclosures: Society

GRI Indicator	G4-SO9	Reporting Level 
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General Standard Disclosures: Strategy & Analysis

GRI Indicator	Reporting Level	Description	Reference/Response	UN Global Compact Principle Alignment
G4-1		Provide a statement from the most senior decision-maker of the organization about the relevance of sustainability to the organization and the organization's strategy for addressing sustainability	Message from Michael Roth, Chairman and CEO, Interpublic	








General Standard Disclosures: Organizational Profile

GRI Indicator	Reporting Level	Description	Reference/Response	UN Global Compact Principle Alignment
G4-3		Report the name of the organization	Interpublic Group of Companies, Inc.	
G4-4		Report the primary brands, products and services	IPG operates in all major world markets – our companies specialize in consumer advertising, digital marketing, communications planning and media buying, public relations and specialized communications disciplines.	
G4-5		Report the location of the organization's headquarters	909 Third Avenue New York, New York 10022	
G4-6		Report the number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report	IPG is a global company with offices in over 100 countries.	
G4-7		Report the nature of ownership and legal form	IPG is a publicly traded company.	
G4-8		Report the markets served	IPG is one of the world's premier global advertising and marketing services companies.	
G4-9		Report the scale of the organization, including: total number of employees, total number of operations, net sales or net revenues, total capitalization broken down in terms of debt and equity, quantity of products or services provided	IPG is a global company with employees and operations in more than 100 countries.	




GRI Indicator	Reporting Level	Description	Reference/Response	UN Global Compact Principle Alignment
G4-10		<p>a. Report the total number of employees by employment contract and gender.</p> <p>b. Report the total number of permanent employees by employment type and gender.</p> <p>c. Report the total workforce by employees and supervised workers and by gender</p> <p>d. Report the total workforce by region and gender.</p> <p>e. Report whether a substantial portion of the organization's work is performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors.</p> <p>f. Report any significant variations in employment numbers (such as seasonal variations in employment in the tourism or agricultural industries).</p>	<p><i>Note this response is cross-referenced for G4-10, G4-LA1, G4-LA2, G4-LA10, and G4-LA11.</i></p> <p>STRONGER</p> <p>Diversity and Inclusion In Action at IPG 09/12/2014</p> <p>Interpublic Earns Perfect Score on 2015 HRC Corporate Equality Index 11/19/2014</p> <p>IPG Takes A Stand on Bullying 10/16/2014</p> <p>IPG Named Best Place to Work on 2016 HRC Corporate Equality Index 11/19/2015</p> <p>IPG's D&I Team Hosts Programs to Foster Inclusion 02/05/2016</p>	Principle 6: Labour
G4-11		Report the percentage of total employees covered by collective bargaining agreements.	The percentage of IPG employees covered by collective bargaining is zero – 0 percent.	Principle 3: Labour
G4-12		Describe the organization's supply chain.	Understanding and Monitoring the Conduct and Impact of our Supply Chain	
G4-13		<p>a. Report any significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain, including:</p> <ul style="list-style-type: none"> • Changes in the location of, or changes in, operations, including facility openings, closings, and expansions • Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations) • Changes in the location of suppliers, the structure of the supply chain, or in relationships with suppliers, including selection and termination 	There have been no significant changes during the reporting period in IPG's size, structure, ownership, or supply chain.	
G4-14		Report whether and how the precautionary approach or principle is addressed by the organization.	The precautionary approach generally applies to manufacturing, rather than service companies. Since IPG is a provider of marketing services, we do not consider the precautionary approach.	

GRI Indicator	Reporting Level	Description	Reference/Response	UN Global Compact Principle Alignment
G4-15		List externally developed economic, environmental and social charters, principles or other initiatives to which the organization subscribes or which it endorses	<p>IPG is committed to good corporate citizenship.</p> <p>STRONGER</p> <p>IPG Volunteers Pack 1200 Meals for Those in Need 10/01/2015</p> <p>Interpublic is First U.S.-Based Ad Holding Company to Sign UN Global Compact 10/27/2015</p>	
G4-16		List memberships of associations and national or international advocacy organizations to which the organization holds a position on the governance body, participates in projects or committees, provides substantive funding beyond routine membership dues, views membership as strategic	IPG takes its role as a corporate citizen seriously.	







General Standard Disclosures: Identified Material Aspects & Boundaries

GRI Indicator	Reporting Level	Description	Reference/Response	UN Global Compact Principle Alignment
G4-17		a. List all entities included in the organization's consolidated financial statements or equivalent documents. b. Report whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report. The organization can report on this Standard Disclosure by referencing the information in publicly available consolidated financial statements or equivalent documents.	Please see Part I - Item 1, Business, page 2 of IPG 10K which can be accessed at the following link: http://investors.interpublic.com/phoenix.zhtml?c=87867&p=irol-sec&secCat01.3_rs=41&secCat01.3_rc=10	
G4-18		a. Explain the process for defining the report content and the Aspect Boundaries. b. Explain how the organization has implemented the Reporting Principles for Defining Report Content.	Interpublic completed a comprehensive materiality process.	
G4-19		List all the material Aspects identified in the process for defining report content	Click below for a list of material GRI G4 aspects that were identified in the process for defining report content which included a comprehensive stakeholder-driven materiality assessment detailed in this report.	
G4-20		For each material Aspect, report the Aspect Boundary within the organization as follows: report whether the Aspect is material within the organization; if the Aspect is not material for all entities within the organization, select one of the following two approaches and report either (the list of entities or groups of entities included in G4-17 for which the Aspect is not material, or the list of entities or groups of entities included in G4-17 for which the Aspects is material); report any specific limitation regarding the Aspect Boundary within the organization	Unless otherwise noted, the boundary for the disclosures in our report represent the entire Interpublic entity as described in our 10K annual report.	
G4-21		For each material Aspect, report the Aspect Boundary outside the organization, as follows: report whether the Aspect is material outside the organization; if the Aspect is material outside of the organization identify the entities, groups or entities or elements for which the aspect is material and describe the geographic area where the Aspect is material for the entities identified; report any specific limitation regarding the Aspect Boundary outside the organization.	Unless otherwise noted, the boundary for the disclosures in our report represent the entire Interpublic entity as described in our 10K annual report.	
G4-22		a. Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements.	There are no restatements of information provided in previous reports.	
G4-23		a. Report significant changes from previous reporting periods in the Scope and Aspect Boundaries.	The GRI framework was not used on prior reports so there is no change to report in the Scope and Aspect boundaries.	


General Standard Disclosures: Stakeholder Engagement

GRI Indicator	Reporting Level	Description	Reference/Response	UN Global Compact Principle Alignment
G4-24		Provide a list of stakeholder groups engaged by the organization.	<i>Note this response is cross-referenced for G4-24, G4-25 and G4-26.</i>	
G4-25		Report the basis for identification and selection of stakeholders with whom to engage.	<i>Note this response will be cross-referenced for G4-24, G4-25 and G4-26.</i>	
G4-26		Report the organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	<i>Note this response will be cross-referenced for G4-24, G4-25 and G4-26.</i>	
G4-27		Report key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns.	<p>Sustainability is a key priority for IPG as it is for our stakeholders, including employees, clients and shareholders.</p> <p>STRONGER</p> <p>McCann Health Partners with UN Commission on Pneumonia Prevention Campaign 12/02/2015</p> <p>Weber Shandwick Supports UN Sustainable Development Goals 12/11/2015</p> <p>Mullen Lowe Lintas Creates New Work for Lifebuoy's "Help a Child Reach 5" 12/31/2015</p>	

General Standard Disclosures: Report Profile

GRI Indicator	Reporting Level	Description	Reference/Response	UN Global Compact Principle Alignment
G4-28		Reporting period (such as fiscal or calendar year) for information provided.	We are reporting on a calendar year cycle.	
G4-29		Date of most recent previous report.	We last printed our corporate citizenship report, STRONGER , in April of 2014 and update our STRONGER website on a weekly basis.	
G4-30		Reporting cycle.	IPG will report annually.	
G4-31		Provide the contact point for questions regarding the report or its contents	Jemma Gould Senior Director, Corporate Responsibility and Communications Interpublic Group 909 Third Avenue, 25th Floor New York, New York 10022 212-704-1327	
G4-32		Report the in accordance option the organization has chosen. Report the GRI Content Index for the chosen option. Report the reference to the External Assurance Report, if the report has been externally assured. GRI recommends the use of external assurance but it is not a requirement to be in accordance with the Guidelines.	The GRI G4 Guidelines served as a guide for our reporting and our report includes a GRI content index, but we do not declare in accordance with either core or comprehensive levels.	
G4-33		Report the organizations policy and current practice with regard to seeking external assurance for the report. If not included in the assurance report accompanying the sustainability report, report the scope and basis of any external assurance provided. Report the relationship between the organization and the assurance providers. Report whether the highest governance body or senior executives are involved in seeking assurance for the organization's sustainability report.	This report has not been externally assured.	




General Standard Disclosures: Governance

GRI Indicator	Reporting Level	Description	Reference/Response	UN Global Compact Principle Alignment
G4-34		Report the governance structure of the organization, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts	Our 2014 Proxy Statement provides detailed information on our governance structure.	








General Standard Disclosures: Ethics & Integrity

GRI Indicator	Reporting Level	Description	Reference/Response	UN Global Compact Principle Alignment
G4-56		Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics	Interpublic’s Code of Conduct forms the foundation of how we interact with one another, with our vendors and with our clients. It helps ensure that we operate ethically and transparently as we perform our jobs.	Principle 10: Anti-Corruption








Specific Standard Disclosures: Economic





GRI Indicator	Reporting Level	Description	Reference/Response	UN Global Compact Principle Alignment
G4-EC1		Direct economic value generated and distributed	See detail at link below.	
G4-EC3		Coverage of the organization's defined benefit plan obligations	Please see link below for more information on IPG's defined benefit plans.	
G4-EC8		Significant indirect economic impacts, including the extent of impacts	<p>Sustainability in all its forms -- environmental responsibility, good corporate citizenship, ensuring socially-responsible business practices -- is important and integral to the way we do business around the world.</p> <p>STRONGER</p> <p>Mediabrand Promotes STEM-Based Careers to Kids in London 02/05/2015</p> <p>Social Responsibility is a Core Value at McCann Tel Aviv 12/15/2014</p> <p>FCB Ulka Helps Educate Girls in India 05/15/2015</p> <p>McCann Health Partners with UN Commission on Pneumonia Prevention Campaign 12/02/2015</p> <p>FCB and the Red Cross Use Children's Drawings to Raise Funds for Syrian Refugees 12/03/2015</p> <p>FCB Inferno Fights Homelessness with "Change Please" 12/10/2015</p>	

Specific Standard Disclosures: Labor Practices & Decent Work



GRI Indicator	Reporting Level	Description	Reference/Response	UN Global Compact Principle Alignment
G4-LA1		Total number and rates of new employee hires and employee turnover by age group, gender and region	<p><i>Note this response is cross-referenced for G4-10, G4-LA1, G4-LA2, G4-LA10, and G4-LA11.</i></p> <p>STRONGER</p> <p>Interpublic Earns Perfect Score on 2015 HRC Corporate Equality Index 11/19/2014</p> <p>IPG Named Best Place to Work on 2016 HRC Corporate Equality Index 11/19/2015</p> <p>IPG's D&I Team Hosts Programs to Foster Inclusion 02/05/2016</p>	Principle 6: Labour
G4-LA2		Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	<p><i>Note this response is cross-referenced for G4-10, G4-LA1, G4-LA2, G4-LA10, and G4-LA11.</i></p>	
G4-LA10		Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	<p><i>Note this response is cross-referenced for G4-10, G4-LA1, G4-LA2, G4-LA10, and G4-LA11.</i></p>	
G4-LA11		Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	<p><i>Note this response is cross-referenced for G4-10, G4-LA1, G4-LA2, G4-LA10, and G4-LA11</i></p>	Principle 6: Labour
G4-LA12		Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	<p>Diversity and Inclusion have been priorities for IPG for more than a decade.</p> <p>STRONGER</p> <p>IPG Sponsors 3% Conference 11/03/2014</p> <p>IPG Named Best Place to Work on 2016 HRC Corporate Equality Index 11/19/2015</p> <p>IPG Supports 2020 Women on Boards 11/20/2015</p> <p>IPG's D&I Team Hosts Programs to Foster Inclusion 02/05/2016</p>	Principle 6: Labour
G4-LA14		Percentage of new suppliers that were screened using labor practices criteria	<p><i>Note this response is cross-referenced for the following indicators: G4-EN32, G4-LA14, G4-HR10, G4-SO9</i></p>	
G4-LA16		Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms	<p>We provide our employees with a number of different approaches to express concerns about their work environments.</p>	

Specific Standard Disclosures: Environment





GRI Indicator	Reporting Level	Description	Reference/Response	UN Global Compact Principle Alignment
G4-EN3		Energy consumption within the organization	<i>Note this response is cross-referenced for G4-EN3, G4-EN5 G4-EN6, G4-EN15, G4-EN16, G4-EN 18 and G4-EN 19</i>	Principle 7: Environment Principle 8: Environment
G4-EN5		Energy intensity	<i>Note this response is cross-referenced for G4-EN3, G4-EN5 G4-EN6, G4-EN15, G4-EN16, G4-EN 18 and G4-EN 19.</i>	Principle 8: Environment
G4-EN6		Reduction of energy consumption	<i>Note this response is cross-referenced for G4-EN3, G4-EN5 G4-EN6, G4-EN15, G4-EN16, G4-EN 18 and G4-EN 19.</i> STRONGER Carmichael Lynch and Subaru Launch Zero Landfill Initiative 06/09/2015	Principle 8: Environment Principle 9: Environment
G4-EN7		Reductions in energy requirements of products and services	To streamline our operations and reduce unnecessary usage of energy, water, and natural resources, IPG focuses on our people. STRONGER IPG Puts Sustainability into Action 06/28/2012 IPG's Travel Is Getting Greener 09/12/2014 IPG is Making Sustainability a Priority 10/30/2018	Principle 8: Environment Principle 9: Environment
G4-EN15		Direct greenhouse gas (GHG) emissions (Scope 1)	<i>Note this response is cross-referenced for G4-EN3, G4-EN5 G4-EN6, G4-EN15, G4-EN16, G4-EN 18 and G4-EN 19.</i>	Principle 7: Environment Principle 8: Environment
G4-EN16		Energy indirect greenhouse gas (GHG) emissions (Scope 2)	<i>Note this response is cross-referenced for G4-EN3, G4-EN5 G4-EN6, G4-EN15, G4-EN16, G4-EN 18 and G4-EN 19.</i>	Principle 7: Environment Principle 8: Environment
G4-EN17		Other indirect greenhouse gas (GHG) emissions (Scope 3)	Smart travel policies – traveling less where possible, traveling lighter and traveling smarter – is a shared goal that we have committed to.	Principle 7: Environment Principle 8: Environment

GRI Indicator	Reporting Level	Description	Reference/Response	UN Global Compact Principle Alignment
G4-EN18		Greenhouse gas (GHG) emissions intensity	<i>Note this response is cross-referenced for G4-EN3, G4-EN5 G4-EN6, G4-EN15, G4-EN16, G4-EN 18 and G4-EN 19</i>	Principle 8: Environment
G4-EN19		Reduction of greenhouse gas (GHG) emissions	<p><i>Note this response is cross-referenced for G4-EN3, G4-EN5 G4-EN6, G4-EN15, G4-EN16, G4-EN 18 and G4-EN 19.</i></p> <p>STRONGER</p> <p>Carmichael Lynch and Subaru Launch Zero Landfill Initiative 06/09/2015</p> <p>Hyundai and Advantage International Honored for Sustainability at Super Bowl 50 02/08/2016</p>	Principle 8: Environment Principle 9: Environment
G4-EN30		Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce	As a client services company with clients and offices all over the world, our employees travel frequently for business. We are working to mitigate the impact of this travel in several ways.	Principle 8: Environment
G4-EN32		Percentage of new suppliers that were screened using environmental criteria	<i>Note this response is cross-referenced for the following indicators: G4-EN32, G4-LA14, G4-HR10, G4-SO9</i>	Principle 8: Environment

Specific Standard Disclosures: Human Rights

GRI Indicator	Reporting Level	Description	Reference/Response	UN Global Compact Principle Alignment
G4-HR2		Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	IPG understands the importance of training, particularly as it relates to ensuring a workplace that operates ethically and transparently and is also free from any type of harassment.	Principle 1: Human Rights
G4-HR10		Percentage of new suppliers that were screened using human rights criteria	<i>Note this response is cross-referenced for the following indicators: G4-EN32, G4-LA14, G4-HR10, G4-SO9</i>	Principle 2: Human Rights

Specific Standard Disclosures: Society

GRI Indicator	Reporting Level	Description	Reference/Response	UN Global Compact Principle Alignment
G4-S03		Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	We are a global business. Operations outside the United States represent a significant portion of our revenues, approximately 44% in 2014.	Principle 10: Anti-Corruption
G4-S04		Communication and training on anti-corruption policies and procedures	IPG regularly communicates its anti-corruption policies and procedures by a variety of methods	Principle 10: Anti-Corruption
G4-S06		Total value of political contributions by country and recipient/beneficiary	Although personal political activity is welcome, as employees we may not make political contributions by or in the name of IPG or any of its subsidiaries.	Principle 10: Anti-Corruption
G4-S09		Percentage of new suppliers that were screened using criteria for impacts on society	<i>Note this response is cross-referenced for the following indicators: G4-EN32, G4-LA14, G4-HR10, G4-S09</i>	