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Global Reporting Initiative Index 2020

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

 Organizational Profile
Universal Standards

GRI Indicator	Reporting Level
102-1	Complete

Report the name of the organization

Interpublic Group of Companies, Inc. (IPG)

GRI Indicator	Reporting Level
102-2	Complete

Report the primary activities, brands, products and services

Interpublic Group (IPG) is one of the world’s premier global advertising and marketing services companies. IPG is a holding company consisting of more than 54,300 employees and operations in all major world markets through more than 100 companies. Our companies specialize in advertising, digital marketing, communications planning, media, public relations, specialized marketing, and data management.

Our companies create customized marketing solutions 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.

Examples of recent campaigns from IPG companies can be found [here](#).

IPG believes that each and every client is unique, with a finely tuned set of passions, behaviors, and motivations. We turn these disparate data points into human understanding and create more relevant and effective marketing.

We call this approach human-centered marketing. Thinking beyond demographics to connect, engage and interact with humans on a personal level to drive performance. Using data to identify real people and build engaging marketing experiences across all touchpoints.

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. IPG lists more than 100 of our companies on our website under the “[Our Companies](#)” section, with descriptions, capabilities, and office locations for each.

The role of our holding company is to provide resources and support to ensure that our agencies can best meet clients’ needs and to selectively facilitate collaborative client service among our agencies.

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

Our Recognitions

In 2019, IPG ranked as one of the best-managed companies, according to The Management Top 250 ranking, and was the only company from the advertising industry included in the list.

Developed by the Drucker Institute and ***The Wall Street Journal***, the ranking measures corporate effectiveness by examining performance in customer satisfaction, employee engagement and development, innovation, social responsibility, and financial strength.

Additionally, IPG was named a top company to work for and was the highest-ranked company in the advertising sector on LinkedIn's Top Companies. This lists the 50 most sought-after companies where Americans want to work and develop their careers.

2020 was also a year in which IPG and our companies were recognized for consistent and effective creative work as we saw FCB and The Martin Agency take top honors in the [Adweek Agency of the Year competition](#) as U.S. Agency of the Year and Global Agency of the Year, respectively. IPG was also named [Most Effective Holding Company](#) at 2020 U.S. Effie Awards and named Creative Holding Company of the Year, where McCann Worldgroup was named Most Effective Creative Network, McCann New York Named Most Effective Agency Office and FCB New York's "Whopper Detour" for Burger King won the Grand Effie. IPG was also named Holding Company of the Year at the 2020 One Show Awards, where FCB was also named Global Network of the Year.

IPG continued to lead the industry on the [Age A-List](#), where McCann, R/GA, Mediapoint, FCB and The Martin Agency all were honored. At the 2020 [Campaign U.S. Agency of the Year Awards](#), IPG took home eight honors, more than any other holding company and the **Campaign U.S.** 2020 [Female Frontier Awards](#), women from IPG companies made up one quarter of the entire honoree list. **PRovoke** named Weber Shandwick Agency of the Year in LATAM and Global Agency of the Decade in 2020 and the agency was named Purpose Agency of the Year and U.S. Large Agency of the Year by **PRWeek**. Octagon won Best in Corporate Consulting, Marketing and Client Services for a record fourth time at the 2020 Sports Business Awards. **Campaign U.S.** 2020 Power of Purpose awards recognized McCann Worldgroup, FCB, FCB/SIX, Golin and Huge. At the 2020 ANA Multicultural Excellence Awards, the FCB Canada, Golin, IW Group and McCann all took home a Grand Prize. **Ad Age** named Carmichael Lynch, UM and FCB to its Best Places to Work in 2020 list. **Fast Company** named MRM to its 2020 Best Workplace Innovators list. Gartner named Huge, MRM and R/GA to its 2020 Magic Quadrant for Global Marketing Agencies.

Adweek named UM its U.S. Media Agency of the Year and awarded Carmichael Lynch, Mediapoint, UM Canada, UM Los Angeles and UM New York winners of Media Plan of the Year. Initiative LATAM won Festival of Media's 2020 Agency Network of the Year.

MM&M named FCB Health New York and FCBCURE to its 2020 Best Places to Work list, with FCB Health New York winning for the third consecutive year. And in **MM&M's** Agency 100 List, FCB Health New York, McCann Health and AREA 23 were all featured in the top 12. The 2020 Manny Awards celebrated excellence in healthcare communications, awarding AREA 23, FCB Health Network, McCann Health and McCann Health Managed Markets.

IPG's newly appointed CEO Philippe Krakowsky was named "Executive of the Year" by **Mediapoint** and AAF National Marketing appointed Michael Roth to the Advertising Hall of Fame 2020 class.

Our Brands

IPG is home to some of the world's best-known and most innovative communications specialists. Our Media, Data and Technology offerings are comprised of Mediabrands' global media services, Acxiom's data and technology capabilities, and Kinesso's data-driven marketing solutions. Additionally, we have three global networks: McCann Worldgroup, Foote, Cone & Belding (FCB) and MullenLowe Group, which provide integrated, large-scale advertising and marketing solutions for clients. We also have a range of best-in-class global specialized communications assets as well as premier domestic integrated and global digital agencies that are industry leaders.

- Media, Data and Technology offerings provide strategic media planning and buying services as well as data management and leading marketing technology services. Our media services agencies manage tens of billions of dollars in marketing investment on behalf of their clients, providing strategic counsel and advisory services to navigate the fast-evolving consumer and media landscape. Full-service global media agencies within the Mediabrands network include UM and Initiative. Additional leading brands and specialist business units include Healix, IPG Media Lab, MAGNA, Orion Holdings, Rapport, and Reprise. Media solutions are developed and executed through integrated, data-driven marketing strategies.
- Recent additions include Acxiom and Kinesso. In 2018, IPG acquired, Acxiom, which provides the data foundation for many of the world's largest and most sophisticated marketers. Acxiom's solutions help clients organize, cleanse and store data in a responsible and ethical manner, and enhances our ability to provide data-driven marketing insights to our clients. In 2019, IPG launched Kinesso, a marketing technology company, providing the tools and services required to help marketers make traditional and addressable media activation faster, better and more effective through the use of data.
- McCann Worldgroup is a leading global marketing solutions network united across 100+ countries by a single vision: to help brands play a meaningful role in people's lives. The network is comprised of various agencies including: McCann (advertising), MRM (science/technology/relationship marketing), Momentum Worldwide (total brand experience), McCann Health (professional/direct to consumer communications), and CRAFT (production). McCann is aligned with our marketing services agencies including Weber Shandwick (public relations) and FutureBrand (consulting/design). In 2019, McCann was recognized by Cannes Lions as the 2019 Network of the Year and by the Effies as the world's most creatively effective marketing services company.
- FCB is a global marketing communications company. Based on an understanding of diversified markets and cultures, FCB focuses on creating "Never Finished" ideas for clients that reflect each brand's past and anticipate its future. FCB also offers a range of best-in-class, integrated and specialist marketing capabilities: FCB Health, one of the world's most awarded healthcare marketing networks; shopper-first agency FCB/RED; design agency Chute Gerdeman; experiential agency FCBX; production studios Lord + Thomas and FuelContent; CRM agency FCB/SIX; and digital agency New Honor Society. In 2019, FCB

was named to the Ad Age Agency A-List.

- MullenLowe Group is a creatively driven integrated marketing communications network with a strong entrepreneurial heritage and challenger mentality. A global creative boutique of distinctive diverse agencies, MullenLowe Group is networked in more than 65 markets. Within the Group's distinctive hyperbundled-operating model, global specializations include expertise in brand strategy, and through-the-line advertising with MullenLowe; digital transformation with MullenLowe Profero; media and communications planning and buying with Mediahub; customer experience activation with MullenLowe Open; and consumer and corporate PR with MullenLowe PR and MullenLowe salt. The group is focused on delivering an "Unfair Share of Attention" for clients and is consistently ranked among the most awarded creative and effective agency networks in the world. In 2019, Mediahub was named Ad Age Media Agency of the Year.
- Our CMG group has exceptional global marketing specialists across a range of disciplines, including industry-leading public relations agencies such as Weber Shandwick, Golin, DeVries Global, Axis, and Current Global. These agencies have expertise in every significant area of communication management. Additionally, 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 domestic integrated independent and digital specialist agencies include some of advertising's most recognizable and storied agency brands, including Carmichael Lynch, Deutsch, Hill Holliday, Huge, R/GA and The Martin Agency. The marketing programs created by these agencies incorporate all media channels, customer relationship management, public relations, and other digital marketing activities and have helped build some of the most powerful brands in the U.S., across all sectors and industries.

To learn more about our broad range of capabilities, visit our website at www.interpublic.com. Information on our website is not part of this report.

Organizational Profile

Universal Standards

GRI Indicator	Reporting Level
102-3	Complete

Report the location of the organization's headquarters

909 Third Avenue, New York, New York 10022

Organizational Profile

Universal Standards

GRI Indicator	Reporting Level
102-4	Complete

Report the location of operations

IPG is a global company with offices in over 100 countries, including every significant world market.

We continue to invest and expand our presence in emerging and strategic geographic regions. The majority of IPG operations are based in the United States (U.S.), however, operations outside the U.S. represent a significant portion of our net revenues – approximately 38% in 2019. In recent years, we have made significant investments in Brazil, India, and China, further strengthening our position in these important developing markets.

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

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

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

More information on IPG's Principal Geographic Markets is available in our [2019 Annual Report](#), pages 63-64.

Organizational Profile

Universal Standards

GRI Indicator	Reporting Level
102-5	Complete

Report the nature of ownership and legal form

IPG is a publicly traded company.

Details regarding the nature of ownership of Interpublic Group may be found within the Annual Report and the Annual Form 10K- Item 1 Business: investors.interpublic.com

Organizational Profile

Universal Standards

GRI Indicator	Reporting Level
102-6	Complete

Report the markets served

Interpublic Group (IPG) is one of the world's premier global advertising and marketing services companies. In 2019, IPG had more than 54,000 employees with operations in all major world markets. With offices in over 100 countries, we can operate in a single region or deliver global integrated programs. IPG lists approximately 100 of our agencies on our website under the "Our Companies" section, with descriptions, capabilities, and office locations for each.

IPG agencies specialize in consumer advertising, digital marketing, communications planning, media, public relations, specialized marketing, and data management. Our marketing solutions vary from projects involving one agency to long-term, fully integrated campaigns created by multiple IPG agencies working together.

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

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. *Examples of recent client work from IPG agencies can be found [here](#).*

Organizational Profile

Universal Standards

GRI Indicator	Reporting Level
102-7	Complete

Report the scale of the organization

Interpublic Group (IPG) is a global holding company with employees and operations around the world. As of December 31, 2019, IPG employed approximately 54,300 people globally. In 2019, IPG consisted of more than 100 agencies located in over 100 countries with a total net revenue of \$8.6 Billion USD.

See table on next page.

Additional financial information can be found in IPG's [2019 Annual Report](#).

Disclosure	2019	2018	2017
Total Full-Time Employees (FTE)	54,300	54,000	50,200
Total Assets	\$17,751,900,000	\$15,620,300,000	\$12,704,700,000
Net Revenues	\$8,625,100,000	\$8,031,600,000	\$7,473,500,000
Domestic	\$5,386,100,000	\$4,825,000,000	\$4,458,800,000
United Kingdom	\$727,000,000	\$711,700,000	\$613,100,000
Continental Europe	\$742,400,000	\$737,500,000	\$687,800,000
Asia Pacific	\$858,300,000	\$896,800,000	\$866,900,000
Latin America	\$389,900,000	\$350,100,000	\$350,800,000
Other	\$521,400,000	\$510,500,000	\$496,100,000
Net Revenue per FTE	\$158,841.62	\$148,733.33	\$148,874.50
Adjusted Net Income Available to IPG Common Stockholders	\$756,000,000	\$724,500,000	\$555,200,000
Adjusted Net Income (before taxes) per FTE	\$13,922.65	\$13,416.67	\$11,059.76
Adjusted Operating Expenses*	\$7,507,200,000	\$7,022,800,000	\$6,535,100,000
Total employee-related expenses (salaries + benefits)	\$5,568,800,000	\$5,298,300,000	\$4,990,700,000
Salaries as a % of adjusted operating expenses	74%	75%	76%

All monetary values are presented in U.S. dollars (USD).

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

Organizational Profile

Universal Standards

GRI Indicator	Reporting Level
102-8	Partial

Report information on employees and other workers

Note this response is cross-referenced with GRI 401-1

IPG continued to exceed the US National External Workforce Benchmark in both “Officials and Managers” and “Professionals” categories for women in 2019

Additional results from IPG’s 2019 workforce data for the US show that:

- Total minorities make up 22% of US “Officials and Managers,” an increase of 128% since 2005.
- The “Professional” talent base is 31.3% minority, an increase of 63.7% since 2005.
- Women make up 56% of all the company’s managers – including executive, senior and mid management – an increase of 20.7% since 2005

Additionally, in 2020, IPG became the first advertising holding company to [release](#) its EEO1 statistics around gender and race.

Organizational Profile

Universal Standards

GRI Indicator	Reporting Level
102-9	Complete

Describe the organization's supply chain.

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](#).

Supplier diversity and sustainability are key components 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. 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 while they are conducting business with and/or on behalf of IPG. 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. 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](#) while they are conducting business with and/or on behalf of IPG.

Organizational Profile

Universal Standards

GRI Indicator	Reporting Level
102-10	Complete

Report any significant changes to the organization and its supply chain

There have been no significant changes during the reporting period in IPG's size, structure, ownership, or supply chain.

In 2019, IPG opened an office in Hong Kong with space totaling 61,000 square feet.* IPG identifies significant leases as those that represent locations over 50,000 square feet. Additional facility change affecting locations with less than 50,000 square feet are considered non-significant changes.

In 2019, IPG formed Kinesso, a new company focused on creating applications that help marketers amplify the impact of traditional and addressable media through the better use of data. Kinesso does so by creating new software and products that deliver data trust and security tools, data-driven campaign optimization, and precision audiences. Kinesso is comprised of Cadreon, IPG's addressable media activation experts, and the company's Data and Technology group. Kinesso works in close partnership with IPG Mediabrands and Acxiom, and provides services to agencies across the IPG network.

In 2019, IPG completed one acquisition, a content communications agency based in the U.K. This acquisition was included in IPG's Integrated Agency Networks (IAN) reportable segment. During 2019, we recorded approximately \$7.6 million in goodwill and other intangible assets related to our acquisitions.

More information on IPG's past acquisitions can be found in our [2019 Annual Report](#) on page 70.

**In 2020, due to the COVID-19 pandemic, IPG vacated approximately 40,000 square feet of the space in Hong Kong, part of an overall reduction of 1.7 million square feet globally (or 11% of our total space). This represents a reduction in square foot per employee, as our workforce shifted to working-from-home and IPG's implementation of flexible working schedules.*

 Organizational Profile
Universal Standards

GRI Indicator	Reporting Level
102-11	Complete

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.

Organizational Profile

Universal Standards

GRI Indicator	Reporting Level
102-12	Complete

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

IPG is committed to good corporate citizenship.

IPG is committed to operating sustainably, and in a way that is in sync with the long-term health of our environment and our communities. We are also dedicated to three core principles of purpose: we use our expertise as marketers to make a difference in communities around the world; we take care of and invest in our people; and we ensure a fair governance structure at our company. The Corporate Governance Committee of IPG's Board of Directors oversees the company's sustainability initiatives.

IPG is guided by a purpose-driven strategy that aligns with its role as a member of the **Business Roundtable**. In 2019, IPG became a signatory to the Business Roundtable's [Statement on the Purpose of a Corporation](#), which [commits CEOs to lead their companies for the benefit of all stakeholders – customers, employees, suppliers, communities and shareholders](#). As a global company, IPG takes these principles further through various global initiatives.

Since 2015, IPG has been a participant in the **United Nations (UN) Global Compact**. The UN Global Compact is 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. IPG submits an annual "communication on progress" to the UN Global Compact.

Since its launch in 2017, IPG has played a leading role as a founding member and Vice-Chair of the **UN Women Unstereotype Alliance**, which aims to eliminate harmful gender-based stereotypes. In 2020, IPG announced our adoption of the UN Global Compact's **Women's Empowerment Principles (WEPs)**, a program of 3,000 business leaders around the world. IPG is committed to integrating the seven principles and the accompanying [gender gap analysis tool](#) into our global framework for measurement and action.

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

strategy on increasing the diversity of IPG’s Board of Directors. Since becoming a member of the 30% Club, IPG has also become a member of the Steering Committee for its U.S. chapter.

Additionally, IPG continues to engage in work that supports the **UN Sustainable Development Goals (SDGs)**. These 17 global goals are part of the 2030 Agenda for Sustainable Development, which aims to advance environmental protection, social protection, and economic growth while leaving no one behind. IPG has specifically committed to UN SDG #6: **Access to water and sanitation for all**. As part of this commitment, IPG has partnered with **charity: water** on several initiatives that bring water to those in need. In recent years, IPG has fully funded a drilled well for an entire community in Tigray, Ethiopia, and a rehabilitated well with a hand pump in Ethiopia that provides water to nearly 200 people.

We also work to support [our democracies](#), [human rights](#), and [diversity and inclusion](#).

The various endorsements and commitments discussed above inform IPG’s policies and programs to ensure we are accountable to all of our stakeholders—investors, clients, employees, consumers, and communities—around the world. These include the following ESG-related IPG policies: [IPG Code of Conduct](#), Sustainability and Environmental Impact Policy, [Anti-Harassment and Equal Employment Policy](#), [Anti-Corruption Policy](#), [Corporate Governance Committee Charter](#) and [Alertline](#), and [Supplier Code of Conduct](#).

In recognition of our commitment to sustainable business practices, IPG has been highlighted for its efforts in sustainability with our inclusion on various indices. Most recently, IPG was listed in the [Dow Jones Sustainability Index \(DJSI\) North America](#). The DJSI North America tracks the performance of leading companies in terms of economic, environmental and social criteria. This index recognizes the top 20% of sustainability performers among the 600 largest U.S. and Canadian companies. In 2020, IPG was the only advertising holding company headquartered in North America to achieve this key milestone.

Additionally, IPG is included on the [FTSE4Good Index](#), which identifies companies that demonstrate strong environmental, social, and governance (ESG) practices measured against international standards. And, IPG is part of the **Bloomberg Gender Equality Index**, a premier ranking of global companies that publicly demonstrate their commitment to equality and advancing women in the workplace, and the **Human Rights Campaign’s Corporate Equality Index**, which lists IPG as one of the “Best Places to Work LGBTQ Equality.” IPG is proud to be the first global marketing services holding company to be included on this list.

Organizational Profile

Universal Standards

GRI Indicator	Reporting Level
102-13	Complete

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. This includes membership and leadership roles in trade associations as well as community organizations that impact the lives of communities where our employees live and work.

IPG and its agencies support numerous national and international advocacy organizations that are strategic to our business and impact communities where our employees live and work. A representative list is below.

INTERPUBLIC GROUP MEMBERSHIPS OF ASSOCIATIONS AND ORGANIZATIONS

Organization	Agency	Position
3% Movement	FCB, Momentum, MullenLowe U.S.	Member, Advisory Board Member
4A's Advertiser Protection Bureau	UM	Member
4A's Business Leadership Committee	Momentum	Member
4A's Communications Committee	Deutsch NY, MullenLowe U.S.	Committee Member
4A's Foundation Board	UM	Member
4A's Greater Philadelphia Regional Board	Tierney	Board Member
4A's Leadership Council	UM	Member
4A's New England Regional Board	MullenLowe U.S.	Chairman
4A's OOH Committee	Rapport	Member
4A's Southeast Council	Mediahub	Board Member
4A's Diversity Steering Committee	Weber Shandwick	Member
4A's Strategy Committee	MullenLowe U.S.	Board Member

A Place at the Table	Octagon	Member
A Place Called Home	MullenLowe U.S	Member
AAA School of Advertising	MullenLowe South Africa	Board Member
600 & Rising	Deutsch NY, Hill Holliday	Member
Academy of Motion Pictures, Arts and Sciences	Rogers & Cowan	Member
Account Planning Group (APG)	Weber Shandwick, LOLA MullenLowe	Member, Senior Member
ADCOLOR	Deutsch, UM	Board Member, Member
Adcraft Club of Detroit	Campbell Ewald	Board Member
AdFed	Carmichael Lynch	Board Member
Ad Club of Boston	MullenLowe U.S., Mediahub	Member, Board Member, Committee Member
Ad Club of Mumbai	MullenLowe Lintas Group	Member
Ad Club of New England	Hill Holliday	Board Member
Ad Club of New York	Initiative	Board Member
Ad Ops	MAGNA	Advisory Council
Adopt-A-Family Inc.	Octagon	Member
Advertising Council	Campbell Ewald, FCB, Hill Holliday, Initiative, McCann, Octagon, R/GA, UM, Weber Shandwick	Board Member, Member, Council Member
Advertising Hall of Achievement	FCB	Committee Member
Advertising Hall of Fame	FCB	Committee Member, Chairman
Advertising Research Foundation (ARF)	Huge, UM	Member
Agency Circle	303 MullenLowe	Member
Alex's Lemonade Stand Foundation	Tierney	Chair, Board Member
Alliance des cabinets de relations publiques du Québec (ACRPQ)	Weber Shandwick	Member
Allie's Friends Foundation	Octagon	Member
ALS of Arkansas	Octagon	Member

Alzheimer's Foundation of America	Octagon	Member
AME Awards	Huge	Advisory Council Board Member,
American Advertising Federation (AAF)	FCB, Hill Holliday, R/GA, Weber Shandwick, UM	Member, Advisory Board, Chair
American Association of Advertising Agencies (4As)	Campbell Ewald, Carmichael Lynch, Deutsch NY, FCB, Hill Holliday, Huge, Identity, Initiative, IPG Mediabrands, Jack Morton, MAGNA, New Honor Society, The Martin Agency, McCann, Rapport, R/GA, Society, Tierney, UM, Weber Shandwick	Board Member, Board of Directors, Committee Member, Council Member, Chairperson, Member
American Dance Movement	Rogers & Cowan	Board Member
American Diabetes Association	Octagon	Member
American Heart Association	Octagon	Member
American Library Association	Huge	Committee Member
American Lung Association in Rhode Island	Octagon	Member
American Marketing Association	Carmichael Lynch, R/GA	Member, Board Member
American National Red Cross Rhode Island Chapter	Octagon	Member
American Red Cross	Tierney	Committee Member
Amos House	Octagon	Member
AMPAS	Rogers & Cowan	Member
ANA's Educational Foundation (Advertising Educational Foundation)	Deutsch NY, IW Group, McCann, UM, Weber Shandwick	Board Member, Chairman, Vice Chair
Annual Benefit for Boston Community Development	MullenLowe U.S.	Chair
APG Consultancy Ltd Tokyo	Octagon Talent+Properties	Advisory Board
APG Germany	GGH MullenLowe	Member, Board Member
Arizona State University College of Law Sports	Octagon Talent+Properties	Advisory Board, Member

Arkansas Association of Colleges and Employers	Acxiom	Board Member
Arkansas Research Alliance (ARA)	Acxiom	Board of Directors
Arthritis Foundation, New England Region	Octagon	Member
Arthur W. Page Society	Golin, IW Group, Weber Shandwick	Member, Board of Trustees
Artists for Humanity	MullenLowe U.S.	Member
ArtsBoston	MullenLowe U.S.	Board Member
Asian & Pacific Islander American Chamber of Commerce & Entrepreneurship	IPG, IW Group	Board Member, National Chairman
Asian & Pacific Islander American Scholarship Fund	IW Group	Advisory Member
Asian American Advertising Federation	IW Group	Board Member
Asian Americans Advancing Justice	IW Group	Board Member
Asian Real Estate Association of America	IW Group	Advisory Council
ACT (Asociación de Creatividad Transformadora)	LOLA MullenLowe	Board Member
Asociación Española de Anunciantes (AEA)	LOLA MullenLowe	Board Member
Association Communication Publique (Public Communication Association)	MullenLowe Group France	Member
Association for Communication and Advertising, South Africa (ACA SA)	MullenLowe South Africa	Board Director and Chair
Association of Advertising and Marketing Singapore	MullenLowe APAC	Second Vice President
Association of National Advertisers (ANA)	McCann Worldgroup, The Martin Agency, UM	Member
Association of National Advertisers – Alliance for Inclusive and Multicultural Marketing (ANA-AIMM)	Campbell Ewald, UM, IW Group	Member, Board Member
Association of the British Pharmaceutical Industry (ABPI)	Virgo Health	Member
ATAS	Rogers & Cowan	Member
Autism Charlotte	Octagon	Board Member
Autism Project	Octagon	Member
Ayuda en Acción Colombia	MullenLowe LATAM	Board of Directors

B-Corporation	MullenLowe salt	Ambassador
Barrington Education Foundation	Octagon	Member
Barrington High School Parents Association: Afterprom	Octagon	Member
Batsheva	MRM//McCann	Board of Advisors
Battampore Association	MullenLowe Group APAC	Board Member
Bayside YMCA	Octagon	Member
Biblioamigos	MullenLowe LATAM	Board of Directors
BIMA, A MITX Organization	Huge	Board Member
Blackstone Valley Prep Mayoral Academy	Octagon	Member
Bloom UK	The Brooklyn Brothers, MullenLowe Group UK	Fellow, Committee Member, Leadership Team Member
Boston Youth Symphony Orchestra	MullenLowe U.S.	Member
Boys & Girls Club	Octagon	Member
Brain Injury Association of RI	Octagon	Member
Brand Activation Association	FCB/RED, FCB X	Board Member
Brand Film Festival	UM	Member
BrighamHealth	Hill Holliday	Board Member
Bright Pink	Golin, Octagon	Board Member, Member
Brighter Futures Zambia	MullenLowe Open	Trustee
Brightwater Culinary School	Octagon	Member
Build Our Kids Success (BOKS)	Octagon	Member
C&F Bank	The Martin Agency	Board Member
Canadian Centre for Diversity and Inclusion (CCDI)	Weber Shandwick	Board Member
Canadian Council of Public Relations Firms	Weber Shandwick	Member
Canadian Foundation for Pharmacy	McCann Health	Executive Committee
Canadian Public Relations Society	Weber Shandwick	Member
CARITAS Metro Richmond	The Martin Agency	Board Member

Carolina Performing Arts (CPA)	FCB	Advisory Board, Committee Member, Co-Chair
Center for Asian American Media	IW Group	Board Member
Center for Asian Pacifics United for Self-Empowerment	IW Group	Board Member
Center for Environmental Farming Systems	Octagon	Member
Center of Resilience	Octagon	Member
Centre Street Food Pantry	Octagon	Board Member
Cerebral Palsy Alliance Research Foundation	IPG Mediabrands	Board Member
Chamber RVA (formerly Greater Richmond Chamber)	The Martin Agency	Board Member
Champions for Learning (Education Foundation)	Octagon	Member
Chicago Foundation for Women	FCB/RED	Board Member
Chicago Parks Foundation	Octagon	Substantive Funding
Chief Executives' Club of Boston	Hill Holliday	Board of Governors
Child Care Services Association	Octagon	Member
Children's Advocacy Center of Benton County	Octagon	Member
Children's Wish Group of RI	Octagon	Member
Circumnavigators Foundation	Weber Shandwick	Vice President
City and County of San Francisco – Mayor's Small Business Advisory Council	IW Group	Member
City Center	McCann	Board Member
City Year Boston	Jack Morton	Board Member
City Year Providence	Octagon	Member
Civic Alliance	Hill Holliday	Member
Club de Creativos (CdeC)	LOLA MullenLowe	Member
Coalition of Asian Pacifics in Entertainment	IW Group	Board Member
Codelicious	Octagon	Member
College for Creative Studies	Campbell Ewald	Board Member
College of Social Innovation	Jack Morton	Advisory Board

College Visions	Octagon	Member
Colombia Cuida a Colombia	MullenLowe LATAM	Board of Directors
Colombian Association of Advertising Agencies	MullenLowe LATAM	Board of Directors
Comcast Agency Leadership Council	UM	Member
Comms Council	303 MullenLowe	Member
Community Foundation	Octagon	Member
Community Prep	Octagon	Member
Community Scholarship Fund of Barrington	Octagon	Member
Conetoe Family Life Center	Octagon	Member
Consejo del Claustro Universidad Sergio Arboleda	MullenLowe LATAM	Board of Directors
Conservation Lands Foundation	Cassidy & Associates	Board Member
COOP Careers	Reprise	Member
Corporate Communications Committee	FCB	Committee Member
Council on Foreign Relations	Weber Shandwick	Member
Creative Alliance	Huge	Committee Member
Crossroads Education	Octagon	Member
Crossroads Rhode Island	Octagon	Member
D&AD	Huge, MullenLowe Group	Board Member
D&AD Impact Council	MRM//McCann	Member
Dallaglio Foundation	The Brooklyn Brothers	Trustee
Day One	Octagon	Member
DePaul University	Golin	Board Member
Direct Marketing Association of Detroit	Campbell Ewald	Board Member
D-Show	Campbell Ewald	Board Member
Duke Global Health Institute	Weber Shandwick	Board Member
Duke of Edinburgh	The Brooklyn Brothers	Committee Member
Earth University	The Martin Agency	Board Member
Economic Club	Octagon Talent+Properties	Board of Directors
Economic Progress Institute	Octagon	Member

Effie Awards Dominican Republic	MullenLowe LATAM	Committee Member
El Sol Festival	LOLA MullenLowe	Advisory Board
Eleven Fifty Academy	Octagon	Member
Elizabeth Glaser Pediatric AIDS Foundation	Weber Shandwick	Chairman, Board of Directors
Emma Pendleton Bradley Hospital	Octagon	Member
Epilepsy Foundation of America	Carmichael Lynch	Board Member
Equity Lifestyle Properties, Inc.	The Martin Agency	Board Member
European Sponsorship Association	Octagon	Committee Member
Facebook Creative Council	R/GA	Member
Factory Theatre Toronto	Weber Shandwick	Board Member
Farm Fresh Rhode Island	Octagon	Member
Feeding America	Octagon	Partnership
Fenway Health	MullenLowe U.S.	Board Member
Film2Future	Deutsch	Partner
Financial Executives International	Golin	Board Member
First Tee	Octagon	Member
Forbes Agency Council	Carmichael Lynch	Member
Free The Bid	Huge, New Honor Society	Member
French Agencies Association (AACC)	MullenLowe Group France	Board Member
Friends of Barrington Senior Center	Octagon	Member
Friends of Chester Arthur	Tierney	Board Member
Fort Hays State University Entrepreneurship Advisory Council	IW Group	Member
Fundación Acción Interna	MullenLowe LATAM	Director
Fundacion Compaz Centro de Recursos para La Paz 2017	Weber Shandwick	Founder, Council Member
FUNPRES	MullenLowe LATAM	Board Member
FUSADES	MullenLowe LATAM	Board Member
Futures & Options	IPG Mediabrands	Board Member
GA&N Account Service and Business Group	MullenLowe LATAM	Director, Advisor
GAIN/USAID	McCann Health	Consulting Advisor
Gaits of Harmony Therapeutic Riding	Octagon	Member

GeoPath	Rapport	Board Member
Girl Scouts of Central Indiana	Octagon	Member
Girl Scouts of Southeastern New England	Octagon	Member
Girls on the Run	Octagon	Volunteer
Girlstart	Acxiom	Board Member
Global Alliance for Brand Safety	UM	Member
Global Workspace (GWA)	GGH MullenLowe	Board Member
Gloria Gemma Breast Cancer Resource Foundation	Octagon	Member
Goleadoras Project	MRM//McCann	Board of Advisors
Golf Fights Cancer	Octagon	Member
Golf For All	Octagon	Member
Golf Foundation of RI Button Hole	Octagon	Member
Goodman Theatre	Golin	Board Member
Google Multicultural Council	UM	Member
Greater Boston Chamber of Commerce	Hill Holliday, MullenLowe U.S.	Board Member, Board of Directors, Member
Greater Portland Boys & Girls Club	Octagon Talent+Properties	Director
Greater Richmond ARC	The Martin Agency	Board Member
Greater Richmond Partnership	The Martin Agency	Member
Greater Providence YMCA	Octagon	Member
Greater West Point YMCA	The Martin Agency	Board Member
Healthcare Consultancies Association	Virgo Health	Finance Committee
Highlander Charter School	Octagon	Member
History of Advertising Trust (HAT)	MullenLowe Group UK	Trustee
HK Board for the Wilson Global Initiative	Golin	Board Member
Hockomock Area YMCA	Octagon	Member
Hole in the Wall Gang Camp	Octagon	Member
Honorary Prize Corazon Verde	MullenLowe LATAM	Jury
Hope Hospice & Palliative Care Rhode Island	Octagon	Member
Humane Society of Charlotte	Octagon	Committee Member

Humans for Humans Foundation	MullenLowe LATAM	Founder, President
IAB (Interactive Advertising Bureau)	Ansible, R/GA, Deutsch NY, UM	Board Member, Member, Committee Member
IAB Agency Leadership Council	UM	Member
IAC Video Excellence Council	Initiative	Board Member
I-COM Chief Data Officer Council	Huge	Member
In for 13	Hill Holliday, MullenLowe U.S.	Member
Indy Women in Tech Foundaton	Octagon	Member
Inspiring Minds	Octagon	Member
Institute for Public Relations (IPR)	Golin	Board Member
Institute of Communications and Advertising (ICA), Canada	Weber Shandwick	Board Member
Institute of Practitioners in Advertising (IPA)	Initiative, Mediabrands Insights, Rapport	Member, President
Institute Without Boundaries	Huge	Committee Member
Inter-Faith Food Shuttle	Octagon	Member
International Advertising Association	McCann	Committee Member
International Agencies Council for the EACA (European Association of Communication Agencies)	MullenLowe Group UK	Member
International Association of Business Communicators	Weber Shandwick	Member
International Pharmaceutical Federation (FIP)	McCann Health	Board Member
International Society for Medical Publication Professionals (ISMPP)	Virgo Health, McCann Health	Member, Board Member
International Tennis Hall of Fame	Octagon Talent+Properties	Board of Governors, Committee Member
IPA Council	MullenLowe Group UK	Member
IPA Effectiveness Leadership Group	MullenLowe Group UK	Member
IPA Finance Committee	MullenLowe Group UK	Member

IPA UK	FCB	Fellow
IPG Media Futures Group	Initiative	Committee Member
IxDA Latin America	Huge	Member
Japan Advertising Agency Association	McCann	Committee Member
Japanese American Citizens League	IW Group	Board Member, Regional Governor
Japanese American Cultural & Community Center	IW Group	Board Member
Japan Magazine Advertising Association	McCann	Committee Member
JDRF	Octagon	Member
Jewish Alliance of Greater Rhode Island	Octagon	Member
JFL42 Comedy Festival, Toronto, Canada	Weber Shandwick	Board Member
JNBA	Carmichael Lynch Relate	Advisory Board
Joe Andruzzi Foundation	Octagon	Member
John A. Reisenbach	UM	Board Member
Journal of Communication in Healthcare	Virgo Health	Board Member
Junior Achievement of Rhode Island	Octagon	Member
Kingston University Marketing Experts Committee	MullenLowe Open	Member
Kizuna	IW Group	Board Member
Korean Youth and Community Center	IW Group	Board Member
LAGRANT Foundation	IW Group, Weber Shandwick, Golin	Board of Directors, Board Member
Latino Policy Leadership Forum	The Axis Agency	Board Member
LeaderMom	MullenLowe U.S.	Exec in Residence
Level Field Fund/Ross Powers Foundation	Octagon Talent+Properties	Director
LIFT Academy	Octagon	Member
Live Out Loud	Deutsch	Member
Loaves & Fishes Rhode Island	Octagon	Member
LoopMe Client Advisory Council	Mediahub	Council Member
Loyola School of Mass Communications	MullenLowe U.S.	Advisor

M-School: Institute of Marketing at LMU	Deutsch	Member
MAIP	Carmichael Lynch, Deutsch, Hill Holliday, New Honor Society	Member
Maine Sports Hall of Fame	Octagon Talent+Properties	Director
Make-A-Wish Foundation of Greater Virginia	The Martin Agency	Member, Committee Member
Make-A-Wish Foundation of Japan	McCann	Committee Member
March of Dimes	Octagon, Rogers & Cowan	Member, Board Member
MAKERS@	UM	Member, Board Member
Market on Market	Octagon	Member
Marketing and Communications Business Group, British Chamber of Commerce, Singapore	MullenLowe APAC	Chairman
Marriott Foundation	Golin	Board Member
Mas Mujeres Creativas (More Creative Women)	LOLA MullenLowe	Member
Massachusetts Women's Forum	Hill Holliday	Board Member
MassART	MullenLowe U.S.	Member
Media Ratings Council	Campbell Ewald	Member
Medinge Group	MullenLowe salt	Member
Meet Minneapolis, Convention and Visitors Association	Carmichael Lynch Relate	Board Member
Meeting Street	Octagon	Member
Mercy Hospital Foundation	Octagon	Member
Merion Mercy Academy	Tierney	Board of Trustees
Miami Ad School	R/GA	Chairperson
Michael Phelps Foundation	Octagon Talent+Properties	Chief Spokesperson
Minneapolis Community Alliance	Carmichael Lynch Relate	Member
Minneapolis Downtown Council	Carmichael Lynch Relate	Committee Member
Mosaic Council	FCB	Chairperson
MMA Global	UM	Member

Mpls MadWomen	Carmichael Lynch	Member
Museum of Work and Culture	Octagon	Member
National 4-H Council	Dailey	Board Member
National Association for Corporate Directors, New England Chapter	Hill Holliday	Advisory Council
National Association of Asian American Professionals	IW Group	Board Member
National Education Executive Committee (NEEC)	FCB	Exec Committee Member
National Fallen Firefighters Foundation	Octagon	Committee Member
National Gallery Singapore	MullenLowe Group APAC	Advisory Member
National Kidney Foundation	Initiative	Board Member
National Sports Marketing Network	Octagon	Board Member
National Student Advertising Competition	FCB	Board Member
National Student Advertising Competition – Marist College	Mediahub	Faculty Advisor
Nationswell	Reprise	Member
NC Junior Chef Competition	Octagon	Member
NCH Healthcare Foundation	Octagon	Member
Network of Executive Women	Octagon	Member
NetBase Customer Advisory Board	Carmichael Lynch Relate	Advisory Board
New York Festivals Advertising Awards	Huge	Advisory Board
New York Women in Communications (NYWICI)	FCB, UM, Weber Shandwick	Board Member, Member, Immediate Past President
Nextech	Octagon	Member
Ngee Ann Polytechnic School of Film & Media Studies	MullenLowe Group APAC	Advisory Member
NHS Blood and Transplant Liver Advisory Group	Virgo Health	Lay Advisor
NHS Research, Innovation and Novel Technologies Advisory Group	Virgo Health	Chairman
Nielsen	IW Group	Advisory Council
Northwest Arkansas Children’s Shelter	Octagon	Member

Northwest Arkansas Food Bank	Octagon	Member
OCA National	IW Group	Advisory Council
Off the Street Club	FCB/RED, Golin	Board Member
Old Colony Habitat for Humanity	Octagon	Member
		Board of
One Club for Creativity	FCB, The Martin Agency, McCann, R/GA	Directors, Chairperson, Board Member, Member
		Board of
Origen	MullenLowe LATAM	Directors
Our Sister's School	Octagon	Member
Out Leadership	FCB	Member
PA Women's Forum	Tierney	Treasurer
		Board Member,
Paley Center for Media	Deutsch, McCann Worldgroup	Committee
		Member
Paley Center Media Council	UM	Member
Palmetto Ridge High	Octagon	Member
Panamanian Association of Advertising Agencies	MullenLowe LATAM	President
Paraguayan Association of Advertising Agencies	MullenLowe LATAM	Member
Partnership for Responsible Addressable Media	UM	Member
Pathology Quality and Clinical Governance Committee	Virgo Health	Committee Member
PBS	IW Group, The Martin Agency	Board Member
PeaceLove Foundation	Octagon	Member
		Board Member,
Philadelphia Ad Club	Tierney	Committee
		Member
Pinterest	Mediahub	Advisory Board Member
Please Touch Museum	Tierney	Board Member
Point Foundation	MullenLowe U.S.	Emeritus Board Member

Portuguese Association of Advertising, Communication and Marketing Agencies (APAP)	FCB	Board Member
PR Council	Carmichael Lynch, Current, Devries Global, Golin, Huge, Weber Shandwick	Board of Directors, Board Member, Member, Chair, Executive Committee
PRCA	Current Global	Committee Member
President's Commission on Asian Americans and Pacific Islanders	IW Group	Commissioner
Project Lead the Way	Octagon	Member
Project Undercover	Octagon	Member
PRSA Foundation	Campbell Ewald, Carmichael Lynch Relate, Weber Shandwick	Member, Board Member, Member
PRSA Los Angeles	Golin, IW Group	Board Member, Member
PRSA Chicago	Current Global	Board Member, Member
Providence After School Alliance	Octagon	Member
Providence Children's Museum	Octagon	Member
PRVBLC Foundation	MRM//McCann	Board of Directors
Raleigh City Farm	Octagon	Member
Red Sox Foundation	Octagon	Member
Rhode Island Community Food Bank	Octagon	Member
Rhode Island Parent Information Network	Octagon	Member
Rhode Island Public Radio	Octagon	Member
Rhode Island Sponsoring Education (RISE)	Octagon	Member
Richmond Forum	The Martin Agency	Board Member
Right to Play	Octagon Talent+Properties	Board of Directors
Ron Brown Scholar Program	Weber Shandwick	Board Member, Advisory Board

Ron Burton Training Village	Hill Holliday	Board of Advisors
Ronald MacDonald House	McCann, Octagon	Chairman, Member
Roosevelt University	Golin	Board Member
Route – The Audience Research Body for Outdoor Advertising	Rapport	Board Member, Committee Member
Ryan Banks Academy	Current Global	Board Member
S3 Group	Octagon Talent+Properties	Board of Directors
Salvadorean Association of Advertising Agencies	MullenLowe LATAM	Board Member
San Miguel School	Octagon	Member
Santa Monica YMCA Camp Big Bear	Mediahub	Committee Member
Sarah Hardwig Golf Outing	Octagon	Member
Save the Bay	Octagon	Member
Scarab Club of Detroit	Campbell Ewald	Member
School of Visual Arts	Deutsch NY	Partnership
Serve Rhode Island	Octagon	Member
She Runs It	UM	Member
SheSays Abu Dhabi	MullenLowe Profero	Founder
Sojourner House	Octagon	Member
Sophia Academy	Octagon	Member
Special Olympics International	Octagon	Global Partner
Special Olympics Rhode Island	Octagon	Member
Sports Backers	The Martin Agency	Board Member
Spurwink RI	Octagon	Member
St. John's Preparatory School	MullenLowe U.S.	Associate Trustee
Stadium Theatre Foundation	Octagon	Member
Stanford School of Earth, Energy & Environmental Sciences	Cassidy & Associates	Board Member
Sundance Brand Storytelling	UM	Member
Super Bowl 52	Carmichael Lynch Relate	Committee Member

Superbrands Council	Jack Morton	Member
Susan G. Komen	Octagon	Partnership
Sustainability Board for the British Chamber of Commerce in Singapore	MullenLowe salt	Chair
TansFormar	MullenLowe LATAM	Founder, Board of Directors
Tap-In, Inc.	Octagon	Member
Tech Point Foundation for Youth	Octagon	Member
Television Academy	Campbell Ewald	Member
TFL Advertising Steering Group	MullenLowe Group UK	Committee Member
The Advertising Standards Council of India (ASCI)	MullenLowe Lintas Group	Member
The Base	Octagon	Member
The Brand Lab	Carmichael Lynch, Mediahub	Board Member, Committee Chair
The Christie NHS Trust	McCann Health	Board Member
The College of New Jersey Foundation (TCNJ)	Weber Shandwick	Board Member
The Community College of Philadelphia Foundation	Tierney	Committee Member
The Concussion Legacy Institute	Octagon Talent+Properties	Advisory Board
The Conway Area Chamber of Commerce	Acxiom	Board of Directors
The First Tee of Northwest Arkansas	Octagon	Member
The Greater Philadelphia Chamber of Commerce	Tierney	Board Member
The Greater Richmond Chamber of Commerce	The Martin Agency	Board Member
The Innocence Project	FCB	Board Member
The International Academy of Digital Arts & Sciences	Huge	Member
The International Radio & TV Society Foundation	IPG Mediabrands	Board Member
The James Beard Foundation	Octagon	Member
The Learning Center for the Deaf	Octagon	Member

The National Institute for Health and Care Excellence (NICE)	Virgo Health	Board Member
The Path to Purchase Institute	FCB/RED	Member
The Point Foundation	Rogers & Cowan	Board Member
The Providence Center	Octagon	Member
The Rotary Club	Octagon	Member
The Seminar	IW Group	Member
The Shockoe Partnership	The Martin Agency	Board Member
The Sports Museum	Octagon	Council Member
The Trade Desk	Mediahub	Committee Member
The United Way	FCB	Committee Member
The United Way of Central Arkansas (UWCA)	Acxiom	Board of Directors
The United Way of Southeastern PA and Southern New Jersey	Tierney	Board Member, Committee Member, Secretary
ThinkLA	Deutsch, UM	Board of Directors, Committee Member
ThinkLA DIG	UM	Co-Chair
Thirty Club	MullenLowe Group UK	Member
Tide's Family Services	Octagon	Member
Time to Vote	MullenLowe U.S.	Member
Time's Up Advertising	The Martin Agency, McCann, MullenLowe U.S., UM	Member, Founding Member
Tokyo Advertising Health Insurance Association	McCann	Committee Member
Turkish Advertising Association	MullenLowe Istanbul	Board Member
UCLA Communications Dept	Rogers & Cowan	Board Member
UN Commission on Lifesaving Commodities for Women and Children	McCann Health	Member
UN Every Woman Every Child Initiative	McCann Health	Supporting Member

UN Foundations Communications Corps Advisory Panel	McCann Health	Advisory Panel
UN Private Sector Constituency of the Partnership for Maternal, Newborn and Child Health	McCann Health	Member
UN Program for Private Sector Partnerships	McCann Health	Supporting Member
UN Women / Turkish Unstereotype Alliance Committee	MullenLowe Istanbul	Member
UNC School of Media and Journalism	FCB	Board of Advisors, Board Member
UNHCR Advisory Council	Weber Shandwick	Advisory Council, Co-Chair
Union of French Media Agencies (UDECAM)	IPG Mediabrands	Member
Universidad Jorge Tadeo Lozano	MullenLowe LATAM	Board of Directors
University of Delaware Alfred Lerner College of Business & Economics	Octagon	Leadership Advisory Board
University of Florida Public Relations Advisory Council	IW Group	Member
University of Georgia's Grady School	Golin	Board Member
University of Iowa	Golin	Member
University of Minnesota Journalism School	Carmichael Lynch Relate	Member
University of Minnesota's National Diversity Board	Carmichael Lynch	Board Member
University of Southern California PR Advisory Council	Golin, IW Group	Member
University of Wisconsin	Golin	Board Member
University of Wisconsin – Madison, School of Journalism and Mass Communications	MullenLowe U.S.	Board of Visitors
URI Foundation – Golf Team	Octagon	Member
U.S. African Development Foundation	Weber Shandwick	Chairman, Board of Directors
U.S. Ultimate Association	Jack Morton	Board of Directors

USAID Advisory Committee on Voluntary Foreign Aid	Weber Shandwick	Member
USC Center for Public Relations	Golin	Board Member
USGA	Octagon	Member
VCU Brandcenter	MullenLowe U.S.	Advisor
VCU Robertson School of Media & Culture	The Martin Agency	Chair of Advisory Committee
Venture Richmond	The Martin Agency	Board Member
Video Marketing Association	UM	Member
Virginia Film Festival	The Martin Agency	Board Member
Virginia Tech Department of Communication	The Martin Agency	Board Member
VNA Health Group	Weber Shandwick	Board of Trustees
VOX Media Agency Council	UM	Member
WACL – Vote 100 Committee	The Brooklyn Brothers	Member
WARC Advisory Board	MullenLowe Group	Member
Water.org	Weber Shandwick	Board Member
We Are All Human	MRM//McCann	Board of Advisors
Weave Youth & Community Services	Jack Morton	Board Member
Western Connecticut State University Marketing Advisory Council	IW Group	Member
Wharton School of Business: Wharton Future of Advertising Program	Deutsch NY	Global Advisory Board
Williams College	Deutsch	Board Member
Wine and Business Club	MullenLowe France	Member
WISE	Octagon	Member
Women in Sports & Events	Octagon	National Chairperson
Women of Tomorrow	MRM//McCann	Board Member
Women’s Foundation of Arkansas	Acxiom	Executive Sponsor
Women’s Fund of Central Indiana	Octagon	Member

Women's Leadership Network	Deutsch, The Martin Agency	Member, Advisory Board
Women With Ideas UAE	MullenLowe Profero	Member
Woonsocket Education Department	Octagon	Member
Workfront	FCB	Advisory Board
World Business Chicago	FCB	Board Member
Wounded Warrior	Octagon	Member
WTA	Octagon Talent+Properties	Board of Directors
Year Up	Octagon	Member
YMCA Arts and Letters Foundation	Initiative	Board Member
YMCA	Octagon, Tierney	Member, Board Member, Committee Member
YMCA of Greater New York	UM	Member
Young Presidents Organization	The Martin Agency	Member
Youth Pride	Octagon	Member
YPO (Maple Leaf Chapter and International Chapter)	FCB	Member
YPO Washington DC	HUGE	Committee Member
Zero Touch Digital	The Martin Agency	Advisory Board

GRI Indicator	Reporting Level
102-14	Complete

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 Philippe Krakowsky, CEO Interpublic and Michael Roth, Executive Chairman, Interpublic

This year, IPG's dedication to purpose was a key factor that helped guide our company through the upheaval related to the COVID-19 pandemic around the world, as well as social and political turmoil, and increased focus on racial injustice, in many countries, including the U.S.

Environmental, social and governance concerns are a key value for IPG, and a business driver for our organization. As such, this year, we have continued to enhance our commitment to our ESG goals. We are both a marketing company and a citizen of our communities; IPG therefore has a responsibility to operate sustainably, contributing to a healthier society and a healthier planet.

We define our ESG commitment broadly as conducting our business ethically, committing to create marketing messages that promote sustainable consumption patterns, minimizing our environmental impact, and fostering a culture of inclusion and equity. Our sustainable operations are aligned with the health and well-being of our employees, and with the long-term health of the communities where those employees live, work and vote. We have defined our ESG areas of focus to include human capital, diversity, equity and inclusion, climate action, data ethics and privacy and responsible media and content.

In this, our sixth year of reporting on our sustainability initiatives utilizing the GRI framework, we have continued to deepen our commitment. This year, we expanded the measurement of our emissions and other environmental impacts using GHG Protocol Corporate Standards to include all of the offices in our portfolio. This boundary has been steadily increased year over year, and has led to our ability to track our global progress around climate change and to explore opportunities to set meaningful long-term targets to reduce our impact on the environment. IPG is exploring science-based targets to expand upon our current commitment of Scope 2 relative intensity target for 10% reduction by 2030 in metric tons CO₂e per employee from a baseline of 2015.

This year's GRI Report reflects a new level of ESG transparency for IPG, and a recognition of and support for a multi-stakeholder approach set forth by leading sustainability and integrated reporting organizations. We pursue continuous improvement of our programs by contributing to the global development of sustainability practices and reporting on those practices. This year, we have expanded the scope of our disclosures, notably around human capital topics that include parental leave, gender pay gap and diversity data.

IPG once again renewed our [support](#) of the United Nations Global Compact and committed to uphold the Compact's 10 principles in the areas of environmental sustainability, fair labor practices, human rights and anti-corruption.

IPG continues to engage in work that supports the United Nations Sustainable Development Goals. These 17 global goals are part of the 2030 Agenda for Sustainable development, which aims to advance environmental protection and economic growth that leaves no one behind. IPG has specifically committed to supporting [United Nations Sustainable Development Goal #6](#), access to water and sanitation for all. We have also partnered with [Civic Alliance](#) in the U.S. on voter rights initiatives, as well as [America is All In](#), showing our support for climate mobilization and recovery, and the [Unstereotype Alliance](#), ensuring that our creative work does not foster harmful stereotypes.

The single most important factor in our company's success continues to be talent – our human capital. Our talent is drawn from people of varying ages, backgrounds, cultures, faiths, genders, physical abilities, races, gender identity, and sexual orientations – to name but a few of the qualities that make each of us unique. As part of our human capital management, IPG has committed substantial resources and expertise to increasing diversity in our ranks and to forging a sustainable culture of inclusion at our company, as well as ensuring the physical and mental health and well-being of our people.

This past year, IPG's [diversity, equity and inclusion group](#) executed hundreds of programs that reached thousands of people around the network, and created [custom resources](#) for at-risk populations that addressed topics of key concern as the overwhelming majority of the workforce transitioned to working from home. At IPG, we encourage, protect and celebrate our diversity, understanding its importance to our success as an employer, and in the marketplace. We also work to ensure that we provide world-class benefits, training and career development for our people.

We remain committed to working to broaden and deepen our commitment to ESG during the year ahead. You can read more about that commitment on the [Sustainability and Purpose area](#) of our website.

GRI Indicator	Reporting Level
102-16	Complete

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.

It is the policy of Interpublic Group that all marketing communications or services that are prepared or provided by an Interpublic Company should not in any respect be false, deceptive or misleading. Additionally, all marketing communications or services should be prepared in compliance with local customs and laws regulating marketing communication or services and should be an honest communication.

All marketing communication or services prepared or offered by Interpublic Group should take into account the customs or cultures of any given society to which the communication is intended.

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

For 2018 Code of Conduct: 95%

For 2019 Code of Conduct: 99%

GRI Indicator	Reporting Level
102-17	Complete

Mechanisms for advice and concerns about ethics

If violations of IPG's ethical standards are suspected, we strongly encourage all IPG employees, contractors, suppliers, clients, business partners, as well as all other stakeholders, to utilize our publicly available grievance mechanisms.

Interpublic Group (IPG) seeks to engage employees, suppliers, consultants, freelancers, and other business partners who share our values and ethical standards, and who uphold this commitment in the work they do for IPG. Acceptable behavior and actions are described in our Code of Conduct and Supplier Code of Conduct both of which can be viewed [here](#).

IPG will not tolerate violations of our ethical standards. If violations to these standards are suspected, we strongly encourage all IPG employees, contractors, suppliers, clients, business partners, as well as all other stakeholders, to utilize our publicly available grievance mechanisms. As a matter of policy, there will be no retaliation against anyone who, in good faith, complains of or opposes unlawful ethical violations, or who participates in any investigation. Reports can be made anonymously where allowed by local law. The identity will not be revealed of anyone who makes a good faith allegation and requests anonymity or confidentiality.

Individuals are asked to report any suspected violations of laws, regulations and company policy immediately. In accordance with IPG policy and local laws, reports can be made by contacting our Alertline at 1-800-828-0896 (if located in the United States) or through the Alertline portal, [found here](#), regardless of location. Alertline is a third-party, independently operated hotline available 24 hours a day, 7 days a week in more than 40 languages.

Reports to the Alertline address topics such as employee relations issues, workplace safety and potential conflicts of interest. Reports are investigated, appropriate actions are taken, and cases are closed in the database.

Additionally, IPG provides employees with several other means to express concerns about their work environments and seek advice about ethical and lawful behavior. As described in our Code of Conduct, IPG employees may report concerns to: their direct managers, local and corporate Human Resources departments, the Legal department, or to our Chief Risk Officer.

If requested, employees are expected to participate in an investigation of a report. Those who file a concern may receive follow-up information about the outcome of such an investigation, as allowed by local law.

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

To inform individuals about these ethics resources, IPG has dedicated internal and publicly available corporate policies providing detail on acceptable behavior, and how to report concerns through the various mechanisms described above. Publicly available policies can be viewed [here](#).

Employees are made aware of these mechanisms and relevant policies upon hire and every year thereafter in the annual course on the IPG Code of Conduct and through regular internal communications. For example, a 2020 CEO memo to all employees pointed employees to the Alertline in the context of avoiding pressure to return to the office after working from home during the COVID-19 pandemic. Additionally, there are posters describing the Alertline at each IPG office location.

In addition to these mechanisms created specifically to handle grievances and provide advice on ethical and legal matters, IPG employees can raise ethical concerns or needs for advice through our annual employee survey assessing IPG's climate for inclusion. While the survey is conducted by a third party, IPG's Chief Talent Officer and Chief Diversity and Inclusion Officer review summaries of responses to identify any common concerns. Trends that emerge through the survey provide an overview of employees' comfort with responding to ethical matters.

Stakeholder Engagement

Universal Standards

GRI Indicators	Reporting Level
102-40, 102-42, 102-43, 102-44	Complete

Note this response will be cross-referenced for Disclosures 102-40, 102-42, 102-43, and 102-44

IPG Stakeholder Engagement

GRI 102-40: List of stakeholder groups

GRI 102-42: Identifying and selecting stakeholders

GRI 102-43: Approach to stakeholder engagement

GRI 102-44: Key topics and concerns raised

Interpublic Group (IPG)'s key stakeholders include our employees, clients, shareholders, and communities. Our engagement with these groups has driven sustainability to the top of our corporate priorities, and we continually seek feedback and ensure we engage responsively with our stakeholders.

At IPG, we define sustainability broadly to include minimizing our environmental footprint, ensuring diversity and inclusion at all of our companies, and giving back to communities where our employees live, work, and vote. IPG's global community initiatives are informed by the priorities of our employees, clients, and investors. For example, at corporate, IPG decided to ask our employees to weigh in on a charitable contribution, choosing from organizations we have donated to or volunteered with during the past year. As a result, IPG supported charitable organizations such as, The United Way of the Midlands, The United Nations World Food Programme, and charity: water.

We conducted research with our clients, our employees, and our investors. In addition, we had discussions with internal proxies representing these groups to learn more about which areas are critical for us to focus on in our sustainability strategy. IPG regularly engages with each of these key stakeholder groups on various ESG topics, as we do on all matters of mutual importance.

Ours is a talent business and, to serve our clients in the best way possible, we must recruit and retain top talent. IPG gauges employee engagement with a yearly network-wide survey to measure our climate for inclusion. We also maintain several business resource groups through which employees provide support to each other and conduct outreach activities that are important to their members.

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. We engage with investors through presentations and meetings, and welcome feedback and input on our ESG and performance strategies.

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

Increasingly we are receiving various questions and surveys from clients asking about particular aspects of our sustainability program which enable us to learn more about their areas of focus as well as their concerns. IPG constantly considers and incorporates feedback from our clients when reviewing and updating our sustainability strategies. Aligning with our clients' values allow us to develop better relationships, build new business, and attract new clients. IPG and its agencies work with clients on projects that highlight such matters of importance and many of these engagements are featured on the Sustainability and Purpose area of our website.

IPG's recent client work in this area has included:

[Partnering with charity: water to ensure that communities around the world have access to clean water](#)

[Encouraging voter participation](#)

[Fostering inclusive cultures at our companies](#)

Stakeholder Engagement

Universal Standards

GRI Indicator	Reporting Level
102-41	Complete

Report on collective bargaining agreements

The percentage of IPG employees covered by collective bargaining is zero – 0%.

In the United States, IPG has not had any labor union organizing activity at our offices, nor do we have employees who are covered by collective bargaining agreements.

In Europe, some IPG offices do have employee-led, Works Councils. At these locations, IPG management teams and the Works Councils collaborate and cooperate, as applicable, on labor relations.

Reporting Practice

Universal Standards

GRI Indicator	Reporting Level
102-45	Complete

Report on entities included in the consolidated financial statements

Please see Part 1 – Item 1, Business, Page 2 of IPG 10K, which can be accessed at the following link: <https://investors.interpublic.com/static-files/57ce2438-64d3-4728-bbe3-7cb37a9ea9e8>

Reporting Practice

Universal Standards

GRI Indicator	Reporting Level
102-46	Partial

Defining report content and topic Boundaries

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 clients, 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. We will continue to update the report content to include the results of these engagements and considerations as we further develop our sustainability program.

GRI Indicator	Reporting Level
102-47	Complete

List of material topics

IPG has undertaken a comprehensive materiality analysis, which we consider an ongoing process and opportunity for refinement. We continually engage with our investors, our clients, our employees, and other stakeholders to fine tune our sustainability initiatives and material topic disclosures.

In addition to the GRI 102 General Disclosures, below are the material GRI Standards topics covered in this 2020 GRI Report:

GRI 201 – Economic Performance

GRI 203 – Indirect Economic Impacts

GRI 205 – Anti-corruption

GRI 206 – Anti-competitive Behavior

GRI 302 – Energy GRI 305 – Emissions

GRI 307 – Environmental Compliance

GRI 308 – Supplier Environmental Assessment

GRI 401 – Employment

GRI 403 – Occupational Health and Safety

GRI 404 – Training and Education

GRI 405 – Diversity and Equal Opportunity

GRI 412 – Human Rights Assessment

GRI 413 – Local Communities

GRI 414 – Supplier Social Assessment

GRI 415 - Public Policy

GRI 417 - Marketing and Labeling

GRI 418 - Customer Privacy

GRI 419 - Socioeconomic Compliance

Reporting Practice

Universal Standards

GRI Indicator	Reporting Level
102-48	Complete

Restatements of information

There are no restatements of information provided in previous reports.

Reporting Practice

Universal Standards

GRI Indicator	Reporting Level
102-49	Complete

Changes in reporting

Interpublic has expanded its reporting boundary each year since 2014.

This year Interpublic continued to expand its calculation of GHG emissions by expanding our boundary to include offices over 50,000 square feet and all offices of every size in North America and the UK (including buildings under 50,000 square feet in these regions as well). The boundary was expanded from last year where we had included all offices over 50,000 square feet. In this year's disclosure, we report on 2017 and 2018 calendar year data utilizing this expanded boundary which now includes 54% of our worldwide headcount (up from 48%) and 65% of our worldwide square footage (up from 53%).

Reporting Practice

Universal Standards

GRI Indicator	Reporting Level
102-51	Complete

Date of most recent previous report

IPG published its last sustainability report in March of 2020. We update the Sustainability and Purpose information on our website on a frequent basis.

Reporting Practice

Universal Standards

GRI Indicator	Reporting Level
102-52	Complete

Reporting cycle

IPG reports sustainability practices on an annual basis.

Management Approach

Universal Standards

GRI Indicator	Reporting Level
103-1	Complete

Explanation of the material topic and its boundary.

Unless otherwise noted, the boundary for the disclosures in our report represent the entire Interpublic entity as described in our 10K annual report.

IPG has undertaken a comprehensive materiality analysis, which we consider an ongoing process and opportunity for refinement. We continually engage with our investors, our clients, our employees, and other stakeholders to fine tune our sustainability initiatives and material topic disclosures.

In addition to the GRI 102 General Disclosures, below are the material GRI Standards topics covered in this 2020 GRI Report:

GRI 201 – Economic Performance

GRI 203 – Indirect Economic Impacts

GRI 205 – Anti-corruption

GRI 206 – Anti-competitive Behavior

GRI 302 – Energy GRI 305 – Emissions

GRI 307 – Environmental Compliance

GRI 308 – Supplier Environmental Assessment

GRI 401 – Employment

GRI 403 – Occupational Health and Safety

GRI 404 – Training and Education

GRI 405 – Diversity and Equal Opportunity

GRI 412 – Human Rights Assessment

GRI 413 – Local Communities

GRI 414 – Supplier Social Assessment

GRI 415 - Public Policy

GRI 417 - Marketing and Labeling

GRI 418 - Customer Privacy

GRI 419 - Socioeconomic Compliance

Management Approach

Universal Standards

GRI Indicators	Reporting Level
103-2 and 103-3	Complete

GRI 103-2 The management approach and its components

GRI 103-3 Evaluation of the management approach

IPG has a Senior Director of Corporate Responsibility and Communications who is tasked with reviewing, coordinating, and promoting IPG's efforts on climate change and other sustainability issues at the consolidated corporate level. The Director works directly with representatives from IPG's Sustainability Management Committee, and reports to the Vice President of Corporate Communications. They meet regularly with IPG's Board of Directors to report on these issues.

IPG's Sustainability Management Committee includes representatives from various departments and functions, including Communications, Human Resources, Investor Relations, Finance, and Legal. This mix of individuals and departments enables IPG to monitor and identify climate-related risks across all areas of our operations. This Committee is tasked with reviewing, coordinating, and promoting IPG's efforts in this area at the consolidated corporate level.

Ultimately, the entire Board of Directors considers the implications and risk of climate change and other key issues of corporate social responsibility (CSR) as it impacts IPG, while the primary responsibility sits with the Board's Corporate Governance Committee, and specifically with the Chairperson of the Committee. The responsibility of this committee is to oversee and make recommendations to the overall Board regarding the Company's policies and practices with respect to issues of global corporate citizenship and social responsibility, including climate change, diversity and inclusion, charitable, and social matters.

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

This process is overseen by IPG's senior management, including the company's Chief Financial Officer, Chief Risk Officer and General Counsel. These individuals are responsible for the identification and remediation of the principle risks facing IPG and its agencies, including the operational and regulatory risks that may be posed by ESG issues, such as climate change.

Economic Performance

Topic-Specific Standards

GRI Indicator	Reporting Level
201-1	Complete

Direct economic value generated and distributed

Detailed information on IPG's direct economic value generated and distributed can be found in our [2019 Annual Report](#), starting on page 21. IPG also reports on such information under [GRI 102-7](#) Scale of an organization.

Economic Performance

Topic-Specific Standards

GRI Indicator	Reporting Level
201-3	Partial

Defined benefit plan obligations and other retirement plans

For information on IPG's defined benefit plan obligations, Please see 2019 [Form 10K](#), pages 39-40 and page 84,

All estimates are as of 12/31/19

 Indirect Economic Impacts
Topic-Specific Standards

GRI Indicator	Reporting Level
203-2	Complete

Significant indirect economic impacts

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 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 Sustainability and Purpose section of our website and include [partnering with the United Nations on furthering Sustainable Development Goal #6](#), access to clean water and sanitation, [encouraging voter participation](#) and [taking a stand](#) on issues of bias in communities where our employees live and work.

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.

GRI Indicator	Reporting Level
205-1	Complete

Operations assessed for risks related to corruption

Interpublic assesses 100% of our operations for risks related to corruption.

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

GRI Indicator	Reporting Level
205-2	Complete

Communication and training on anti-corruption policies and procedures

IPG regularly communicates its anti-corruption policies and procedures by a variety of methods. Some messages are intended for a broad audience, while other messages are targeted to specific audiences. Communications are also tailored to specific jurisdictions or in connection with circumstances that may pose increased risks. 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, anti-corruption compliance training sessions for key personnel in significant, high-risk markets such as China, India, South Africa and Brazil. Prior to the COVID-19 pandemic, such sessions were conducted in person, however, since the pandemic these training sessions have been conducted virtually through videoconferencing technology.

- IPG's Board of Directors is regularly apprised of our anti-corruption program.
- 100% of employees are advised of the anti-corruption policies and procedures.
- Our vendors are aware that we expect their compliance with IPG's Supplier Code of Conduct. It is referenced in invoices and/or contracts. For business partners that present an elevated risk level, we include detailed provisions relating to anti-corruption in the relevant contracts.
- 100% of governance body members receive training on anti-corruption.
- 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, The Middle East, South Africa and Brazil.

Anti-Competitive Behavior

Topic-Specific Standards

GRI Indicator	Reporting Level
206-1	Complete

Legal actions for anti-competitive behavior, anti-trust, and monopoly practices

In 2019, IPG did not have any legal and/or regulatory fines, penalties, or other legal action associated with violations of anti-competitive behavior, anti-trust, or monopoly practices.

Additionally, in 2019, IPG did not have any legal and/or regulatory fines, penalties, or other legal action associated with violations of bribery or corruption standards.

IPG reports any significant material actions and sanctions, that may arise, in public filings found [here](#).

Energy and Emissions

Topic-Specific Standards

GRI Indicators	Reporting Level
302-1, 302-3, 302-4, 302-5, 205-1, 305-2, 305-4, 305-5	Partial

Note this response is cross-referenced for the following GRI Indicators:

302-1 – Energy consumption within the organization

302-3 – Energy intensity

302-4 – Reduction of energy consumption

302-5 – Reductions in energy requirements of products and services

305-1 – Direct (Scope 1) GHG emissions

305-2 – Energy indirect (Scope 2) GHG emissions

305-4 – GHG emissions intensity

305-5 – Reduction of GHG emissions

See GRI 305-3 for additional details on IPG's Scope 3 emissions.

Interpublic Group (IPG) is committed to taking concrete actions to support the global effort to protect our climate, and we are proud to support our many clients who are making admirable progress in reducing their own emissions, while driving public consensus around the urgency of achieving a carbon-neutral world.

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

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

This process is overseen by IPG's senior management, including the company's Chief Financial Officer, Chief Risk Officer and General Counsel. These individuals are responsible for the identification and remediation of the principle risks facing IPG and its agencies, including the operational and regulatory risks that may be posed by climate change.

IPG has a Senior Director of Corporate Responsibility and Communications who is tasked with reviewing, coordinating, and promoting IPG's efforts on climate change and other sustainability issues at the consolidated corporate level. The Director works directly with representatives from IPG's Sustainability Working Group and reports to the Vice President of Corporate Communications. They meet regularly with IPG's Board of Directors to report on these issues.

IPG's Sustainability Steering Committee includes representatives from various departments and functions, including Communications, Human Resources, Procurement, Investor Relations, and Legal. This mix of individuals and departments enables IPG to monitor and identify climate-related risks across all areas of our operations. The Sustainability Working Group is tasked with reviewing, coordinating, and promoting IPG's efforts in this area at the consolidated corporate level. The Sustainability Working Group reports to the Board of Directors and schedules appropriate meetings related to identified climate issues, risks, and/or opportunities.

Ultimately, the entire Board of Directors considers the implications and risk of climate change and other key issues of corporate social responsibility (CSR) as it impacts IPG, while the primary responsibility sits with the Board's Corporate Governance Committee, and specifically with the Chairperson of the Committee. The responsibility of this committee is to oversee and make recommendations to the overall Board regarding the Company's policies and practices with respect to issues of global corporate citizenship and social responsibility, including climate change, diversity and inclusion, charitable, and social matters.

It is the role of IPG management, in particular agency management, to identify and pursue the opportunities presented by clients' responses to climate change-related challenges and their development and marketing of new products and services.

IPG incorporates the physical risks of climate change into its business continuity planning, focusing on the increasing likelihood of extreme weather events that have the potential to affect day-to-day operations at the company's offices. Additionally, IPG considers transitional risks and opportunities, such as shifting market preferences and changing legal conditions associated with climate change.

GHG Emissions Target: In 2017, IPG set a Scope 2 relative intensity target for a 10% reduction by 2030 in metric tons CO₂e per employee from a baseline of 2015. Our target is set on an intensity basis because IPG has continually been expanding our emissions boundary each year to include a larger percentage of our global square footage. Our intensity metric has allowed us to measure our performance in reducing year-over-year emissions against our target. In 2020, we have officially reached an emissions boundary of 100% and are currently exploring opportunities to set more comprehensive and science-based targets in the future.

Energy Efficiency: At IPG, we view sustainability as a business imperative for our company, our agencies, and our clients. As our talent innovates and works to drive sustainability efforts both within our operations and with our clients, we work to create and expand markets for sustainable products and services. IPG encourages its employees and agencies to implement policies and energy usage guidelines that meet or exceed local regulations, as well as, adhere to IPG's sustainability and environmental impact policy.

To streamline our operations and reduce unnecessary usage of energy, water, and natural resources, IPG focuses on our real estate portfolio.

When relocating offices or building out new space, IPG's real estate department includes assessments of climate-resilient and efficient technologies in the decision-making process. Our real estate department favors energy-efficient and sustainable office spaces, whenever possible, and encourages our agencies to do the same. For example, all new tenant buildouts since the beginning of 2016 have been and are required to be Leadership in Energy and Environmental Design (LEED)-certified or better whenever feasible. By moving our offices into more efficient buildings, we have the opportunity to save on operating costs such as electricity, heating, and air conditioning.

IPG's Central IT location moved from New York City to Jersey City, NJ, and in doing so achieved Gold level LEED certification for its new IT headquarters.

Sharing facilities is another component to reducing our energy usage and carbon footprint. IPG has internal real estate policies for both domestic and international operations, that require all IPG agencies to look within the portfolio for shared real estate solutions before committing to leasing new office space. We encourage agencies to employ various "Green Designs" when designing offices.

To improve our information security (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. This facility is the consolidation of four IPG Global IT Data Centers, utilizing energy-efficient technology and virtualization.

With even more migration to cloud solutions and increased utilization of improved technologies, we reduced power consumption in the primary data center by an additional 32% in 2019, as compared to 2018. In 2020, IPG was able to reduce its enterprise data center square footage by 60%, and is expecting additional energy reductions in the coming years.

IPG IT continues to adopt new energy-efficient technology as older servers and storage age out and need replacement. 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.

IPG Energy & Emissions Calculations

IPG has continued our efforts of calculating energy and emissions by expanding our boundary to now include all IPG and agency locations of every size around the world. This is IPG's first year providing energy and emissions data for 100% of our worldwide square footage (up from 65% coverage last year). This boundary was expanded from last year's calculations where we had included all offices over 50,000 square feet and all offices of every size in North America and the United Kingdom (UK). In this year's disclosure, we have calculated both 2018 and 2019 energy and emissions data to provide comparable year-over-year data utilizing this expanded boundary.

Energy & Emissions Calculation Methodology

IPG's Scope 1 and Scope 2 emission calculations were completed using primary data directly provided by the largest 85 office locations representing 70% of our total rented square footage. This primary data consisted of reported monthly energy consumption.

Specific IPG natural gas and electricity averages (by square footage) were determined based on data received from the largest 85 office locations, and these averages were then utilized to calculate emissions for the remaining 30% of our total rented square footage. Refrigerant losses were estimated for all offices based on their square footage using available industry averages.

Our calculations are in accordance with the GHG Protocol. The emission factors for fuel combustion come from US EPA and UK DEFRA 2019. The emission factors for electricity consumption vary by country and come from AIB, Australian Government Department of Environment and Energy, Environment Canada, International Energy Agency (IEA), and eGrid2018.

IPG Energy & Emissions Data Table	Unit	2019	2018	GRI Link
Net revenue (U.S. Dollars)	USD (\$)	\$8,625,100,000	\$8,031,600,000	-
Total employees	#	54,300	54,000	
Total locations	#	368	354	
Total square footage	Sq ft	10,443,054	10,235,359	
GHG Emissions Data				
Total Combined (Scope 1 + 2) Emissions	tCO ₂ e	92,520.75	93,478.01	305-1; 305-2
Total Scope 1 Emissions	tCO ₂ e	7,315.69	7,636.07	305-1
Natural Gas	tCO ₂ e	4,669.14	4,872.41	305-1
Diesel	tCO ₂ e	72.14	102.67	
Fuel Oil	tCO ₂ e	59.48	57.61	
Gasoline	tCO ₂ e	72.27	67.56	
Refrigerant Loss (estimated)	tCO ₂ e	2,442.67	2,535.82	
Total Scope 2 Emissions	tCO ₂ e	85,205.06	85,841.94	305-2
Electricity	tCO ₂ e	83,672.77	84,402.83	305-2
Chilled Water	tCO ₂ e	49.58	56.84	
Steam	tCO ₂ e	1,482.71	1,382.27	
Total Scope 3 Emissions (air travel)	tCO ₂	51,928,208	48,645,022	305-3
Total Scope 3 Emissions (air travel)	tCO ₂ e	67,232	62,834	
GHG Emission Intensity				
GHG Emissions per employee	MTCO ₂ e per employee	1.7039	1.7311	305-4
GHG Emissions per square feet	MTCO ₂ e per sq ft	0.00886	0.00913	

IPG Energy & Emissions Data Table	Unit	2019	2018	GRI Link
GHG Emissions per net revenue	MTCO ₂ e per USD (\$)	0.000011	0.000012	305-4
Energy Data				
Total Direct Energy Consumption	MWh	253,288.09	257,581.03	302-1
Electricity	MWh	217,939.70	221,531.38	302-1
Chilled Water	MWh	341.96	392.01	
Steam	MWh	8,421.11	7,850.69	
Natural Gas	MWh	25,764.07	26,885.71	
Diesel	MWh	298.99	425.53	
Fuel Oil	MWh	222.09	215.10	
Gasoline	MWh	300.17	280.61	
Refrigerant Loss* (estimated)	MWh	/	/	
Renewable Electricity Use	MWh	670.79	471.07	302-1
Energy Intensity				
Energy Consumption per employee	MWh per employee	4.66	4.77	302-3
Energy Consumption per square feet	MWh per sq ft	0.024254216	0.025165803	
Energy Consumption per net revenue	MWh per USD (\$)	0.000029366	0.000032071	
*Refrigerant gases are not converted to MWh as they don't represent energy, but rather a mass of gas lost because of a leakage of the AC system.				

GRI Indicator	Reporting Level
305-3	Complete

Other indirect greenhouse gas (GHG) emissions (Scope 3)

Interpublic (IPG) is committed to reducing our Scope 3 emissions by reducing employee travel and reporting appropriately on our progress. IPG has issued smart travel policies to employees which focus on traveling less where possible, traveling lighter, and traveling smarter. As a client services business, much of our travel is essential, therefore, we work to limit our impact when possible. IPG's program tracking travel emissions was one of the first of its kind to be instituted at a Fortune 500 company.

In 2020, the COVID-19 pandemic brought changes to the workplace that will have long-term effects. For IPG, these changes include less commuting and less business travel. When we adopted work-from-home protocols we increased our use of virtual meetings, telepresence applications, and other technologies whenever possible. As IPG offices and agencies have begun to re-imagine what it will mean to "go to work" post-pandemic, we foresee a great deal of flexibility built into the work model, with a hybrid of in-office and work-from-home arrangements. This will likely reduce the amount of business travel conducted for the foreseeable future, and reinforce our efforts to reduce Scope 3 emissions.

Several years ago, the IPG travel department launched a new way to track carbon emissions related to our business air travel, and a way for our employees to be mindful about the impact of those emissions on our environment.

To help ensure that business air 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. This tracking system has been launched in nearly all countries where online booking is available, allowing our business travelers to assess comparative CO₂ emissions between IPG preferred carriers. This tool allows us to make smarter travel choices that are less damaging to the environment.

By better understanding the impact each of us have on our environment, the more our employees can contribute in small ways to the ongoing health of our communities.

In 2019, IPG’s more than 54,000 employees around the world traveled a total of 342,540,600 miles by airplane, resulting in total emissions of 67,232 tCO₂e.

IPG Scope 3 Emissions from Air Travel	2019	2018	2017
Total Distance Traveled (miles)	342,540,600	313,112,142	298,386,176
Total Scope 3 (tCO₂e)	67,232	62,834	59,842
Total Scope 3 (tCO₂)	51,928,208	48,645,022	46,234,123

Environmental Compliance

Topic-Specific Standards

GRI Indicator	Reporting Level
307-1	Complete

Non-compliance with Environmental Laws and Regulations

In 2019, IPG did not have any significant fines, violations, or other non-monetary sanctions for non-compliance with environmental laws and/or regulations. The monetary value was \$0.

Supplier Environmental Assessment

Topic-Specific Standards

GRI Indicator	Reporting Level
308-1	Partial

New suppliers that were screened using environmental criteria

Please note this response is cross-referenced with GRI 414-1.

Interpublic Group (IPG) is committed to operating as sustainably as possible, and we expect the same from our suppliers. To ensure suppliers adhere to our standards for sustainability, we have adopted a [Supplier Code of Conduct](#). The Code communicates our expectations related to legal and regulatory compliance, conducting business practices with integrity, and employment practices that promote human rights, equal opportunity, and a safe and healthy work environment.

IPG expects its vendors to share its commitment to supplier diversity and implement diversity, equity, and inclusion programs that provide opportunities for minority and women-owned suppliers. IPG's vendors must cooperate with our commitment to encourage and recognize joint ventures and subcontracting of work between majority suppliers and minority-owned and women-owned suppliers.

IPG's progress in doing business with underrepresented and economically disadvantaged communities is an important metric. IPG contracts with companies owned by women, racial and ethnic minorities, veterans, people who are disabled, and are members of the LGBTQ+ communities. In the United States, IPG and our agencies for several years have maintained an overall diversity spend level of 20%*, and 5% specifically on Black-owned businesses. This data is a percentage of overall supplier spend and is pulled directly from our internal accounts payable systems. IPG agencies also work with organizations such as FREE THE WORK, which helps to identify women, people of color, and members of other underrepresented groups.

In late 2020, IPG launched the Source-to-Pay (STP) Transformation Program, a new management initiative around supplier criteria. The goal of this project is to produce and maintain a list of vetted, preferred third-party vendor that is readily available to all of our companies. The criteria for selecting preferred vendors will relate to capability, credibility, price, and diversity and inclusion criteria as well as human rights, and environmental impact.

Agency use of the tool will be mandatory and any request for use of a third-party supplier not on the preferred list will require certain rational and related approvals.

The Preferred Vendor portal will be maintained on SAP software, available directly to our agencies, and integrated with our SAP ERP system.

The first stage in producing the list of preferred vendors will begin with the vendors already vetted in our system, focusing on the U.S. and Canada. The initiative will then expand globally. As this initiative is rolled out over the next two years, it will provide IPG and its agencies with a much higher degree of visibility and improved vendor options. IPG will be able, in turn, to select and promote vendors based on the criteria most important to IPG, including diversity and inclusion, human rights, and environmental impact factors.

** Diverse supplier spend represents all of the following categories:*

- **Minority Business Enterprise (MBE)**
- **Women Business Enterprise (WBE)**
- **SBA 8(a)**
- **Self-Certified Small Disadvantaged Business (SC-SDB)**
- **Disadvantaged Business Enterprise (DBE)**
- **Woman-Owned Small Business (WOSB)**
- **HUB Zone (HUBZone)**
- **Veteran Owned Business (VET)**
- **Service Disabled Veteran (SDVET)**
- **Lesbian, Gay, Bisexual, Transgender (LGBT)**
- **Disabled**
- **Small Business Enterprise (SBE)**

Employment

Topic-Specific Standards

GRI Indicator	Reporting Level
401-1	Partial

New employee hires and employee turnover

Note this response is cross-referenced for 102-8 and 405-1

IPG continued to exceed the US National External Workforce Benchmark in both “Officials and Managers” and “Professionals” categories for women in 2019

Additional results from IPG’s 2019 workforce data for the US show that:

- Total minorities make up 22% of US “Officials and Managers,” an increase of 128% since 2005.
- The “Professional” talent base is 31.3% minority, an increase of 63.7% since 2005.
- Women make up 56% of all the company’s managers – including executive, senior and mid management – an increase of 20.7% since 2005

Additionally, in 2020, IPG became the first advertising holding company to [release](#) its EEO1 statistics around gender and race.

Employment

Topic-Specific Standards

GRI Indicator	Reporting Level
401-2	Partial

Benefits provided to full-time employees that are not provided to temporary or part-time employees

Full-time and part-time employees working 20 hours or more on a regular basis receive a full range of medical benefits. For the temporary employee population, an employee must work an average of 30 hours per week or more over a 12-month period in order to be eligible for the IPG Medical plan only. They are excluded from all other benefits.

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

GRI Indicator	Reporting Level
401-3	Complete

Parental Leave

IPG's parental leave benefit is covered under our network-wide "Employee and Family Leave" program. The program applies equally to primary and secondary caregivers, regardless of gender (not always binary) making no distinction between "maternity leave" and "paternity leave." The program applies equally to adoptive parents as well. IPG's parental leave program is gender-neutral, however IPG recognizes that working mothers often bear greater responsibility for parenting responsibilities. Our parental leave policy is aimed in part at helping to remove the disproportionate childcare responsibilities that a working mother may face.

The minimum parental leave benefit for all employees globally is six weeks at 100% pay. In locations outside the United States, the paid leave provided to employees varies due to the regulatory requirements of each country, but our six-week policy is a minimum applied to all employees. Many employees will receive additional paid time off depending on duration of disability, tenure with the company, and local paid leave provisions.

Within the United States, IPG agencies may enhance parental leave above the minimum benefit of 6 weeks. IPG also provides paid disability leave for up to 26 weeks.

Historically, IPG has had a flexible culture to accommodate parents when they return to work. Before the stay-at-home measures necessitated by COVID-19, many of our agencies had instituted a work-from-home practice and flexible schedules, particularly for parents easing back into work after the arrival of a new child. IPG also provides employees with back-up childcare and other related benefits to further support the right work-life balance for each family.

In 2020, this culture shift was accelerated as a result of the COVID-19 pandemic, when IPG introduced the concept of "[organized flexibility](#)," encouraging managers to make schedules that work for each individual on their team.

IPG is committed to celebrating the full lives of working parents.

Other parental services and benefits for working parents:

*employee benefit selection may vary by agency or country

- Back-up childcare
- Lactation rooms
- Adoption support
- Fertility services
- Surrogacy support
- Contraception coverage
- Resources for parents of children with special needs
- Educational resources for parenting and remote schooling

Occupational Health and Safety

Topic-Specific Standards

GRI Indicator	Reporting Level
403-3	Complete

Occupational Health Services

Interpublic Group (IPG) applies high standards of safety and employee protection, as reflected in our policies and employee resources devoted to physical and mental health. IPG is committed to continuous improvements of health and safety conditions for our employees. As a professional services company, the main types of work-related health concerns experienced by employees are related to ergonomics, stress, and repetitive motion.

Policies and Compliance: IPG's Code of Conduct discusses health and safety and requires employees to notify their manager immediately if they become aware of unsafe working conditions. IPG maintains comprehensive policies and procedures for facility-based incident response planning medical emergencies, violence, and other site-specific incidents.

To support compliance with the facility incident policy, we provide a dashboard planning feature for use by each IPG agency's incident management team.

Program and Tools: IPG maintains a global Crisis Preparedness program, which brings high-level oversight for emergency preparedness, incident management, and business continuity. The program has been provided with dedicated resources since its creation in 2004. It builds a culture of consistent awareness around IPG's emergency planning and preparedness. Our approach to preparedness is based on three priorities: safety of employees, protection of company assets, and continuity of business operations.

IPG agencies are required to create and maintain an approved plan for business continuity. Each year, we aim to have documented business continuity plans for approximately 75% of our company. In 2020, amid the COVID-19 pandemic, IPG conducted a global audit of our agencies' business continuity plan to ensure all operations were prepared for the road ahead.

Risk Assessment: Each year IPG's Chief Risk Officer develops a risk assessment for our operations around the world, covering a wide range of risk topics, including potential safety hazards. This assessment results in a "heat map" indicating the risk rating for each IPG office and showing the status of their health and safety plans. This assessment is used – among other functions – to inform the selection of companies to be audited for crisis preparedness compliance. IPG is committed to continuing our proactive, global approach to risk management and identification, including country-specific risk assessments.

 Occupational Health and Safety
Topic-Specific Standards

GRI Indicator	Reporting Level
403-4	Complete

Worker Participation, Consultation and Communication on OHS

Interpublic Group (IPG) communicates essential health and safety information across our agencies and offices in several ways. IPG continually considers the feedback of employees on various topics, including health and well-being.

Employee wellness offerings provide a layer of preventive health and support overall well-being. Examples of recent employee wellness events and communications at IPG include:

- Wellness challenges and championships
- Lunch and learn
- Self-care emails and newsletters
- Themed employee awareness campaigns
- Trainings on stress reduction and sleep disorders
- Yoga

In addition, IPG’s Crisis Preparedness program supports an office-based Incident Management Team which is responsible for communicating with employees, clients and other stakeholders to ensure the health and safety guidelines are followed and to ensure effective incident management procedures are in place and ready for use at each office location.

IPG’s Crisis Preparedness program has a long history of communicating regularly to our registered list of internal contact points for each location. Our preparedness web portal platform allows IPG colleagues and agencies to share experiences and best practices in responding to various incidents. We believe this regular practice helps build a culture of constant awareness and education about disaster response and business continuity, and defines the responsibilities for safety across the entire organization.

During the emergence of COVID-19, IPG took immediate steps to protect our people demonstrating the soundness of our existing employee notification systems for alerting workers, as we engaged them in ongoing consultation and communication about health and safety issues.

Below are examples of how we leveraged our existing systems during the pandemic:

- **“Interpublic Preparedness”** is IPG’s internal employee website providing numerous employee services and resources to support our Preparedness program and workforce notification system. This includes issuing information on business travel safety advisory services and business continuity plans, as well as access to IPG’s Crisis Preparedness Handbook.
- **“Send Word Now”** is an emergency notification service to provide mass alerts, in the event that all other communications fail. IPG agencies are offered training in using the service.
- **Internal Crisis Contact List:** IPG employees are informed of changes to and newly available crisis and safety resources and tools through a focused mailing list of 1,400 designated crisis contacts throughout the network. For example, when IPG set up the “COVID-19 Watch” dashboard we informed the designated crisis contacts and location incident managers, who then disseminated this information throughout our entire network.

 Occupational Health and Safety
Topic-Specific Standards

GRI Indicator	Reporting Level
403-5	Complete

Worker training on occupational health and safety

IPG’s employees complete annual Code of Conduct training, which covers health and safety policies, particularly workplace violence and substance abuse. In 2019, we saw a 97% completion rate of our annual Code of Conduct training.

IPG’s Incident Management Team is responsible for pre-incident planning and coordination. In this role, the team is responsible for coordinating ongoing safety-related activities and training, which include but are not limited to:

- First Aid Training
- CPR/AED Training
- Evacuation Drills
- Fire Drills
- Floor Warden Training

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

 Occupational Health and Safety
Topic-Specific Standards

GRI Indicator	Reporting Level
403-6	Complete

Promotion of Worker Health

IPG is committed to continuous improvements of health and safety conditions for our employees.

IPG’s Code of Conduct highlights our commitment to high standards of safety and employee protection, as reflected in our policies on safety and our employee resources devoted to physical and mental health. IPG’s policies prohibit all forms of violence, including threats, intimidation, or attempts to instill fear in others.

As a professional services company, the main types of work-related health effects employees may experience relate to ergonomics and repetitive motion. Employees have access to a specialist consultant on their workspace, whether at home or at the office, to ensure the reduction of these types of issues. We provide educational resources for employees to help reduce carpal tunnel and other orthopedic issues.

A safe and healthy workplace also means ensuring our people’s psychological safety by supporting mental health and managing stress, work-related or otherwise. IPG employees are encouraged to take advantage of their access to licensed therapists, who are available 24/7 through IPG’s Employee Assistance Program (EAP) provider CCA and the Talkspace app. Talkspace lets employees regularly communicate through text or live video with a licensed therapist. This private, confidential service is covered under our employee behavioral health benefit.

Employees also have access to additional stress-reduction resources through IPG’s internal employee benefits portal. This [“Inclusive at Work”](#) site also provides general wellness resources to our employees, covering topics such as mindfulness, managing anxiety, and the science of happiness.

IPG recognizes that living through a global health crisis and experiencing political turmoil can have an adverse affect on employees’ well-being. IPG works to ensure our people have access to resources and tools to cope and manage these sources of stress, for example:

- IPG encourages organized flexibility when work-from-home measures are in place, to enable individuals to set schedules that work best for them and allow for adequate self-care.
- Crises like a pandemic pose extraordinary threats to mental health, in response IPG published a research paper for managers on mental health effects of the crisis and linkages with diversity and marginalization.

Another potential source of mental stress is world news and political events. IPG has created specialized resources for these challenges, including the “[Political Turmoil](#)” section of IPG’s Inclusive at Work website, and education on stress related to elections. Employees are regularly reminded of these resources, as they were, when the morning after the attack on the U.S. Capitol in January 2021, IPG’s CEO Philippe Krakowsky sent an [all-employee note](#) reiterating the company’s commitment to democratic ideals as well as to diversity, equity and inclusion.

Training and Education Topic-Specific Standards

GRI Indicator	Reporting Level
404-1	Complete

Average hours of training per year per employee

IPG understands the importance of regular training, as it ensures our workplaces operate ethically and transparently, and, expands the professional development of our people.

IPG provides Code of Conduct employee training each year. Additionally, IPG provides anti-harassment training to all new hires in the United States (U.S.). IPG also provides this training to senior managers outside the U.S. Every two years, we re-train California managers, and every four years, we re-train all U.S. employees. IPG's CEO invites and encourages all employees to take these courses and we have maintained high levels of employee participation.

Training Course	Total Employee Completions in 2019	Total Training Hours in 2019	Completion Rate from Required Employee Groups in 2019
Code of Conduct - New Hires	12,641	8,538	99%
Code of Conduct - Current Employees	33,721	19,951	97%
Code of Conduct - Data Protection and Information Security	33,721	19,951	97%
Anti-Harassment Course Employees/Supervisors	15,659	14,453	92%
California Anti-Harassment Course Employees/Supervisors	556	1,343	100%

GRI Indicator	Reporting Level
404-2	Partial

Programs for upgrading employee skills and transition assistance programs

Recruiting, retaining and promoting great talent is key to IPG's 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 by 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 bachelor's or master's degree program, attending traditional-style classes or non-traditional (e.g., on-line or accelerated) programs, employees and their managers work together to support development.

Individual Department Training

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

Skills-Building Training

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

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

Empowership

Empowership is a one-year remote-access learning and development program that helps professional women thrive by building their leadership competencies from the inside out. Empowership provides 24/7 access to relevant and dynamic training resources, uplifting inspiration, practical how-to guidance, and a robust female community. Through webinars, group calls, Q&A sessions with industry experts, digital resources and a peer forum, we empower women to thrive in all areas of their lives.

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

Transition Assistance

IPG provides employees with support, as needed, through many 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.

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.

Training and Education

Topic-Specific Standards

GRI Indicator	Reporting Level
404-3	Partial

Employees receiving regular performance and career development reviews

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 an 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. Approximately three quarters of IPG employees actively participate in our on-line performance management process.

Diversity and Equal Opportunity

Topic-Specific Standards

GRI Indicator	Reporting Level
405-1	Complete

Diversity of governance bodies and employees

Note this response is cross-referenced for 102-8 and 404-1

Diversity, equity and inclusion is a business imperative for IPG.

See also

<https://investors.interpublic.com/news-releases/news-release-details/ipg-recognized-two-esg-honors>

<https://www.interpublic.com/news/ipg-is-first-holding-company-to-release-race-and-gender-composition-of-its-leadership/>

<https://investors.interpublic.com/news-releases/news-release-details/ipg-elevates-global-commitment-gender-equality>

Four out of 10, (40%) of IPG's board members are women. IPG's Board has consistently maintained this level of diversity or greater, in line with recommendations by the [30% Club](#) on gender diversity – of which IPG is a member and represented on the organization's U.S. Steering Committee.

IPG continued to exceed the US National External Workforce Benchmark in both "Officials and Managers" and "Professionals" categories for women in 2019

Additional results from IPG's 2019 workforce data for the US show that:

- Total minorities make up 22% of US "Officials and Managers," an increase of 128% since 2005.
- The "Professional" talent base is 31.3% minority, an increase of 63.7% since 2005.
- Women make up 56% of all the company's managers – including executive, senior and mid management – an increase of 20.7% since 2005

Additionally, in 2020, IPG became the first advertising holding company to [release](#) its EEO1 statistics around gender and race.

Diversity and Equal Opportunity

Topic-Specific Standards

GRI Indicator	Reporting Level
405-2	Complete

Ratio of basic salary and remuneration of women to men

IPG is committed to compensating employees fairly based on their job, skills, and experience, and without regard to protected characteristics. Ensuring the absence of a gender pay gap requires achieving two goals.

- First, we must reach and maintain pay equity by ensuring that women and men are paid the same for work of equal value. IPG regularly monitors compensation to ensure gender pay equity across our network and to correct any discrepancies we identify. We have also established a high-level pay equity task force with representatives from across the IPG network.
- Second, we must ensure that senior roles are filled by equal numbers of women and men wherever possible. IPG was the first in our industry to tie the compensation of CEOs to diversity hiring, promotions, and representation, and we recently [committed](#) to expanding the scope of this strategy.

IPG has been [named](#) to the Bloomberg Gender Equality Index for our performance against a global threshold for equal pay and gender pay parity, among other aspects of gender equality.

POLICIES AND COMMITMENTS

IPG's [Code of Conduct](#) expresses our respect for the International Labour Organization (ILO) Conventions on discrimination and equal pay.

Our detailed policy on Anti-Harassment and Equal Employment Opportunities Policy (SP&P 400) aims to ensure a fair, ethical, and respectful work environment for all employees. This policy states that IPG and its subsidiaries will provide equal pay for equal work. The policy prohibits discrimination or harassment on the basis of any protected characteristic, details the methods for employees to make complaints regarding any such conduct, and protects them from retaliation. The policy also covers other priorities such as preventing sexual harassment.

In 2020, IPG announced our [adoption](#) of the UN Global Compact's [Women's Empowerment Principles](#) (WEPs), a program that has been adopted by 3,000 business leaders around the world. IPG is working to integrate these seven principles, including by establishing a high-level pay equity task force with representatives from across the IPG network.

TAKING ACTION

IPG is working toward our gender equity goals using both analytical tools and programming strategies.

Monitoring Pay Equity: IPG annually reviews pay equity by both gender and race in conjunction with an independent consultant. Currently these audits cover U.S.-based operations, and we are working to expand our pay equity review internationally in the coming years. IPG's pay equity audits utilize a multivariable regression analysis, allowing us to compare the pay of individuals in similar roles. This yields a more specific analysis than a raw gender pay gap measurement.

When gender-based pay gaps are identified, we examine and remediate each case.

We are committed to continuing our ongoing pay reviews to help further improve our pay practices and meet our pay equity goal.

Improving Talent Management: IPG is also working to advance women's representation in senior roles by: improving hiring and promotion practices, increasing peer support, and addressing disproportionate pressures on women to balance work and family commitments.

- **Hiring practices:** IPG was the first in our industry to tie the compensation of CEOs to diversity hiring, promotions, and representation. In 2020, IPG [announced plans](#) to increase the accountability of IPG senior leadership for hiring, promoting, and improving representation of women and other under-represented groups.
- **Peer support:** IPG has committed to investing additional resources in our Business Resource Groups to scale them up in the U.S. and globally, including through hands-on learning opportunities to "create supportive environments that work for everyone." One of these Groups is the IPG [Women's Leadership Network](#), which leverages new findings on gender equality to advocate for every colleague to contribute to creating a more inclusive workplace. The IPG Women's Leadership Network has chapters in 14 U.S. locations as well as Japan, London, Mumbai, Shanghai, Singapore, and Sydney.
 - In 2020, the IPG Women's Leadership Network launched the '[She Has a Point](#)' [campaign](#) to increase the visibility of IPG's female talent. Launched in conjunction with IPG's adoption of the WEPs, the campaign aims to help bring the seven Principles to life. The program includes a social media campaign, video content and a website that highlights the business perspectives of senior women leaders across IPG.
 - In August 2020, the Los Angeles chapter of IPG's Women's Leadership Network

hosted an [event](#) featuring women in leadership positions across IPG's agencies. They discussed their journeys, stories, and experiences, sharing advice on best practices and moving their careers forward.

- IPG's Diversity & Inclusion team hosts programming on issues of concern, such as an intersectional discussion on gender bias in media and entertainment, and a panel discussion on implementing and sustaining a more inclusive culture.

Family-friendly schedules and benefits: There are no easy answers for managing both children and jobs during a period of limited school and daycare, or at any time when a parent has a busy career. We not only understand and support the need for flexibility, but celebrate it. For IPG, the diversity of our people and the richness of their lives is what makes us who we are.

- **Parental leave:** Our parental leave benefit applies to all employees globally, ensuring they receive a minimum of six weeks leave at 100% pay. Many employees will receive additional paid time off depending on duration of disability, tenure with the company, and local paid leave provisions. ***See more information and benefits related to IPG's Parental Leave program under GRI 401-3.***
- **Returning to work:** Several IPG agencies have a work-from-home practice and flexible schedules, particularly for parents easing back into work after the arrival of a new child. IPG also provides employees with back-up childcare and other related benefits to further support the right work-life balance for each family.
- **Culture of organized flexibility:** In 2020, IPG introduced the concept of "[organized flexibility](#)," encouraging managers to make schedules that work for each individual on their team.

Supporting women in our community and industry: IPG plays a leading role as a founding member and Vice-Chair of the UN Women's Unstereotype Alliance, which aims to eliminate harmful stereotypes from advertising and marketing campaigns. In this capacity, IPG is working toward having all our agencies implement processes that make it routine to eliminate such stereotypes.

IPG participates in and sponsors industry initiatives to highlight, celebrate, and promote increased representation of women in client organizations and in media and technology industry organizations. For example, in 2020, an IPG agency developed a [campaign](#) to promote women's financial empowerment for International Women's Day, shedding light on stereotypes and terms like "gold digger" and "trophy wife," and the lifelong consequences of societal beliefs and messages that women are uneducated about money. Another IPG agency worked with the #MeToo organization to launch its next chapter with "Act Too," a breakthrough platform and brand [campaign](#) that engages the world to take part in ending sexual violence.

Human Rights Assessment

Topic-Specific Standards

GRI Indicator	Reporting Level
412-2	Complete

Employee training on human rights policies or procedures

IPG understands the importance of training, particularly as it relates to ensuring a workplace that operates ethically and protects human rights for every individual.

IPG provides annual Code of Conduct training to employees, covering various topics in the Code such as data security, data privacy, and diversity, equity and inclusion.

Additionally, IPG provides anti-harassment training to all new hires in the United States (U.S.). IPG also provides this training to senior managers outside the U.S. Every two years, we re-train California managers, and every four years, we re-train all U.S. employees. IPG's CEO invites and encourages all employees to take these courses and we have maintained high levels of employee participation.

See IPG's response to GRI 404-1 under Training & Development for more information on related employee training.

GRI Indicator	Reporting Level
413-1	Complete

Operations with local community engagement, impact assessments, and development programs

IPG aims to strengthen the communities where we live, where we work, and where we vote.

Nearly every day in every corner of the globe, people from IPG and from our companies are lending their talents and expertise to causes near and dear to them. The work that we do helps build stronger communities, a cleaner world and more diverse and inclusive workplaces. What's more, this work strengthens our organization, wins awards and grows our business, while making us an employer of choice.

IPG has continued our purpose-driven work that aligns with our role as a member of the Business Roundtable, and a signatory to its new Statement on the Purpose of a Corporation, which aims to promote an economy that serves all Americans. IPG's global community initiatives are informed by the priorities of our employees, clients, and investors.

For example, IPG has been involved in projects around clean water and sanitation, as do several IPG clients who also support the UN Sustainable Development Goal (SDG) #6. In 2019, IPG continued our long-standing support of *SDG 6: Clean water and sanitation for all* – by directing resources to our partner [charity:water](#), which uses 100% of all donations to bring clean and safe drinking water to people around the world. Each year we launch a campaign to raise money for clean water, and so far, IPG employees have funded six projects, including areas in Bangladesh, Ethiopia, Mali, and Mozambique.

IPG has sponsored the creation of a fresh water well in Tigray, Ethiopia, where non-well sources are often contaminated by open defecation practices. In December 2019, construction was completed on the rehabilitation of a hand pump well, providing access to safe drinking water. The project also included training democratically elected community leaders in the day-to-day operation and management of their water point, and forming a water user committee to support long-term upkeep of the well and pump. On every committee, the membership must be 50% women or girls. We have also helped fund a piped system tap stand for a community in Mali, implemented by local partner World Vision, Inc.

Additionally, we believe in promoting opportunities to engage and donate time to communities at all our agencies. Each agency implements these programs in their own unique ways using their specific skills and expertise. IPG and our agencies create work that makes a difference on issues important to so many of us and our communities, like [protecting democracy](#), [encouraging mask wearing](#), [raising awareness around mental health](#) and so much more. Such purpose-driven projects can be found on IPG's [Sustainability and Purpose webpage](#).

Each year, IPG contributes financially through in-kind donations to many organizations focused on economic justice, environmental, health, and social impact, having a positive effect on our communities. Below is a list of some of the organizations to which IPG has contributed during the past year.

- Advertising Educational Foundation
- A lot to Grow
- American Advertising Federation
- American Red Cross
- Baruch College Fund
- Business Council for International Understanding
- Catalyst
- Center for Talent Innovation
- Central Park Conservancy
- charity: water
- Chief Executives For Corporate Purpose
- Committee for Economic Development
- Diabetes Research Institute Foundation
- Holy Apostles Soup Kitchen
- James Lenox House Association
- John A. Reisenbach Foundation
- League of American Bicyclists
- Lincoln Center Corporate Fund
- Live Out Loud
- Memorial Sloan Kettering Cancer Center
- Mothers 2 Mothers
- MSPCA
- Naomi Berrie Diabetes Center
- New York City Center
- New York City Police Foundation
- New York Presbyterian Hospital
- NYC Outward Bound Center
- NY Urban League
- NYWICI Foundation
- Partnership for New York City Foundation
- Partnership to End Addiction (Center on Addiction)
- PFLAG
- Ronald McDonald House of New York
- Ron Brown Scholarship Fund
- Saakhi
- She Runs It
- Francis Food Pantries & Shelters
- Johns University
- The Advertising Council, Inc.
- The Fund for Public Schools – IPG Scholarships
- The New York Pops
- The New York Women's Foundation
- The Paley Center for Media
- United Nations Foundation
- Unstereotype Alliance/UN Women
- Whitney Museum of American Art

Supplier Social Assessment

Topic-Specific Standards

GRI Indicator	Reporting Level
414-1	Partial

New suppliers that were screened using environmental criteria Please note this response is cross-referenced with GRI 308-1.

Interpublic Group (IPG) is committed to operating as sustainably as possible, and we expect the same from our suppliers. To ensure suppliers adhere to our standards for sustainability, we have adopted a [Supplier Code of Conduct](#). The Code communicates our expectations related to legal and regulatory compliance, conducting business practices with integrity, and employment practices that promote human rights, equal opportunity, and a safe and healthy work environment.

IPG expects its vendors to share its commitment to supplier diversity and implement diversity, equity, and inclusion programs that provide opportunities for minority and women-owned suppliers. IPG's vendors must cooperate with our commitment to encourage and recognize joint ventures and subcontracting of work between majority suppliers and minority-owned and women-owned suppliers.

IPG's progress in doing business with underrepresented and economically disadvantaged communities is an important metric. IPG contracts with companies owned by women, racial and ethnic minorities, veterans, people who are disabled, and are members of the LGBTQ+ communities. In the United States, IPG and our agencies for several years have maintained an overall diversity spend level of 20%*, and 5% specifically on Black-owned businesses. This data is a percentage of overall supplier spend and is pulled directly from our internal accounts payable systems. IPG agencies also work with organizations such as FREE THE WORK, which helps to identify women, people of color, and members of other underrepresented groups.

In late 2020, IPG launched the Source-to-Pay (STP) Transformation Program, a new management initiative around supplier criteria. The goal of this project is to produce and maintain a list of vetted, preferred third-party vendor that is readily available to all of our companies. The criteria for selecting preferred vendors will relate to capability, credibility, price, and diversity and inclusion criteria as well as human rights, and environmental impact.

Agency use of the tool will be mandatory and any request for use of a third-party supplier not on the preferred list will require certain rational and related approvals.

The Preferred Vendor portal will be maintained on SAP software, available directly to our agencies, and integrated with our SAP ERP system.

The first stage in producing the list of preferred vendors will begin with the vendors already vetted in our system, focusing on the U.S. and Canada. The initiative will then expand globally. As this initiative is rolled out over the next two years, it will provide IPG and its agencies with a much higher degree of visibility and improved vendor options. IPG will be able, in turn, to select and promote vendors based on the criteria most important to IPG, including diversity and inclusion, human rights, and environmental impact factors.

** Diverse supplier spend represents all of the following categories:*

- ***Minority Business Enterprise (MBE)***
- ***Women Business Enterprise (WBE)***
- ***SBA 8(a)***
- ***Self-Certified Small Disadvantaged Business (SC-SDB)***
- ***Disadvantaged Business Enterprise (DBE)***
- ***Woman-Owned Small Business (WOSB)***
- ***HUB Zone (HUBZone)***
- ***Veteran Owned Business (VET)***
- ***Service Disabled Veteran (SDVET)***
- ***Lesbian, Gay, Bisexual, Transgender (LGBT)***
- ***Disabled***
- ***Small Business Enterprise (SBE)***

GRI Indicator	Reporting Level
415-1	Complete

Political Contributions

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.

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 (except services which are part of the regular business activities of your agency). 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, you may not pay or furnish Company funds, facilities, or services of any kind to any candidate for public office, any political party or official thereof, any political action committee, or any political initiative, referendum, or other form of political campaign without prior approval from the Company’s General Counsel and Chief Risk Officer.

The foregoing restriction does not apply to political marketing and communications services or ordinary lobbying activities conducted by an agency whose regular business activities consist of such services or 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

 Marketing and Labeling
Topic-Specific Standards

GRI Indicator	Reporting Level
417-2	Complete

Incidents of non-compliance concerning product and service information and labeling

In 2019, IPG did not have any incidents of non-compliance with regulations and/or voluntary codes regarding information or labeling of products and services.

IPG reports any significant incidents of such non-compliance that may arise in public filings found [here](#).

 Marketing and Labeling
Topic-Specific Standards

GRI Indicator	Reporting Level
417-3	Complete

Incidents of non-compliance concerning marketing communications

In 2019, IPG did not have any incidents of non-compliance with regulations and/or voluntary codes regarding marketing communications, including advertising, promotion, and sponsorship.

IPG reports any significant incidents of such non-compliance that may arise in public filings found [here](#).

GRI Indicator	Reporting Level
418-1	Complete

Substantiated complaints concerning breaches of customer privacy and losses of customer data

In 2019, Interpublic Group (IPG) identified no substantiated complaints regarding breaches of consumer privacy, nor did we identify any leaks, thefts, or losses of customer data. IPG experienced no monetary losses from consumer privacy-related legal proceedings. Additionally, IPG Corporate does not use customer data for secondary purposes without approval.

Just as our clients deserve control over their marketing and advertising campaigns, individuals deserve control over their data. The growing role of data and technology brings greater responsibility for promoting high standards in data management, privacy, and security.

Understanding data and its power is essential to the current and future success of every company, as is an ethical and conscious approach that respects consumer privacy and promotes brand safety. These considerations are crucial as we look ahead to increased regulation for digital media. IPG has taken a strong position on transparency and ethics in all our business practices.

IPG aims to be the lead holding company in providing privacy-compliant services and solutions. We build privacy into our business strategies, allowing our network to create better solutions to help clients address their privacy needs. Going forward, IPG will continue to enhance the technology layer within our offerings and to build tech-enabled marketing solutions. This strategic focus allows us to deliver both personalized user experiences and more accountable marketing for brands.

Privacy and Data Audits: To protect privacy and data, IPG runs audits on the following schedule:

- **Annually:** Internal audits of information technology (IT) and security controls, and external attack and penetration testing performed by a third party.
- **Monthly:** Vulnerability scans are run on all assets within the IPG Internet Protocol (IP) range.
- **Weekly:** Vulnerability scanning is conducted by agents.

Additionally, IPG conducts the following exercises: technical simulations to test people, processes, and tools; threat hunts to scan for secure configuration; and tabletop exercises to prepare staff who are involved with incident response. We also conduct employee training on Data Protection and Information Security. The training covers high-level privacy, security, and data protection. In 2019, IPG had a 97% completion rate for this employee training. If an employee continually fails simulated attacks, managers may address this through employee performance reviews or other means.

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

Policies and Procedures: IPG maintains a publicly available Website Privacy Notice, as well as an internal Privacy Policy (SP&P 605), which is highlighted in the IPG Code of Conduct. IPG has additional internal policies and procedures covering the following topics:

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

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

Employees can contact ESD@interpublic.com or call 888-IPG-8778 to report suspicious activity.

Socioeconomic Compliance

Topic-Specific Standards

GRI Indicator	Reporting Level
419-1	Complete

Significant fines and non-monetary sanctions for non-compliance with laws and/or regulations in the social and economic area

In 2019, IPG did not have any significant fines or non-monetary sanctions for non-compliance with laws or regulations in the social and economic area.

IPG reports any significant material actions and sanctions, that may arise, in public filings found [here](#).

IPG 2020 GRI Standards Content Index

GRI Standards Disclosure	GRI Report Location	UN Global Compact Principle Alignment	UN Sustainable Development Goals (SDG) Alignment
GRI 102: General Disclosures 2016			
Organizational profile			
102-1 Name of the organization	Interpublic Group (IPG)		
102-2 Activities, brands, products, and services	2020 GRI Report, page 4		
102-3 Location of headquarters	New York, New York		
102-4 Location of operations	2020 GRI Report, page 9		
102-5 Ownership and legal form	2020 GRI Report, page 10		
102-6 Markets served	2020 GRI Report, page 10		
102-7 Scale of the organization	2020 GRI Report, pages 11-12		
102-8 Information on employees and other workers	2020 GRI Report, page 13	Principle 6: Labour	 
102-9 Description of the organization's supply chain	2020 GRI Report, page 14		
102-10 Significant changes to the organization and its supply chain	2020 GRI Report, page 15		
102-11 Precautionary Principle or approach	2020 GRI Report, page 16		
102-12 External initiatives	2020 GRI Report, pages 17-18		
102-13 Membership of associations	2020 GRI Report, pages 19-39		
Strategy			
102-14 Statement from senior decision-maker	2020 GRI Report, pages 40-41		
Ethics and integrity			
102-16 Values, principles, standards, and norms of behavior	2020 GRI Report, page 42	Principle 10: Anti-Corruption	
102-17 Mechanisms for advice and concerns about ethics	2020 GRI Report, pages 43-44	Principle 10: Anti-Corruption	

GRI Standards Disclosure	GRI Report Location	UN Global Compact Principle Alignment	UN Sustainable Development Goals (SDG) Alignment
Stakeholder engagement			
102-40 List of stakeholder groups	2020 GRI Report, pages 45-46	Principle 10: Anti-Corruption	
102-41 Collective bargaining agreements	2020 GRI Report, page 47	Principle 3: Labour	 
102-42 Identifying and selecting stakeholders	2020 GRI Report, pages 45-46	Principle 10: Anti-Corruption	
102-43 Approach to stakeholder engagement	2020 GRI Report, pages 45-46	Principle 10: Anti-Corruption	
102-44 Key topics and concerns raised	2020 GRI Report, pages 45-46	Principle 10: Anti-Corruption	
Reporting practice			
102-45 Entities included in the consolidated financial statements	2020 GRI Report, page 48		
102-46 Defining report content and topic Boundaries	2020 GRI Report, page 48		
102-47 List of material topics	2020 GRI Report, page 49	Principle 10: Anti-Corruption	
102-48 Restatements of information	2020 GRI Report, page 50		
102-49 Changes in reporting	2020 GRI Report, page 50		
102-50 Reporting period	Reporting on 2019 Calendar Year, except where indicated		
102-51 Date of most recent report	March 2020		
102-52 Reporting cycle	IPG reports on ESG annually		
102-53 Contact point for questions regarding the report	Jemma Gould, Senior Director, Corporate Responsibility and Communications Jemma.Gould@interpublic.com	Principle 10: Anti-Corruption	
102-54 Claims of reporting in accordance with the GRI Standards	In Accordance - Core		
102-55 GRI content index	2020 GRI Report, pages 96-100		
102-56 External assurance	None at this time.		

GRI Standards Disclosure	GRI Report Location	UN Global Compact Principle Alignment	UN Sustainable Development Goals (SDG) Alignment
Economic Topics			
GRI 201: Economic Performance 2016			
201-1 Direct economic value generated and distributed	2020 GRI Report, page 54	Principle 10: Anti-Corruption	
201-3 Defined benefit plan obligations and other retirement plans	2020 GRI Report, page 54		
GRI 202: Indirect Economic Impacts 2016			
203-2 Significant indirect economic impacts	2020 GRI Report, page 55	Principle 10: Anti-Corruption	
GRI 205: Anti-corruption 2016			
205-1 Operations assessed for risks related to corruption	2020 GRI Report, page 56	Principle 2: Human Rights Principle 10: Anti-Corruption	
205-2 Communications and training about anti-corruption policies and procedures	2020 GRI Report, page 57		
GRI 206: Anti-competitive Behavior 2016			
206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	2020 GRI Report, page 58	Principle 10: Anti-Corruption	
Environmental Topics			
GRI 302: Energy 2016			
302-1 Energy consumption within the organization	2020 GRI Report, pages 59-64	Principle 8: Environment Principle 9: Environment	   
302-3 Energy intensity	2020 GRI Report, pages 59-64		
302-4 Reduction of energy consumption	2020 GRI Report, pages 59-64		
302-5 Reductions in energy requirements of products and services	2020 GRI Report, pages 59-64		
GRI 305: Emissions 2016			
305-1 Direct (Scope 1) GHG emissions	2020 GRI Report, pages 59-64	Principle 8: Environment Principle 9: Environment	  
305-2 Energy indirect (Scope 2) GHG emissions	2020 GRI Report, pages 59-64		

GRI Standards Disclosure	GRI Report Location	UN Global Compact Principle Alignment	UN Sustainable Development Goals (SDG) Alignment
305-3 Other indirect (Scope 3) GHG emissions	2020 GRI Report, pages 65-66	Principle 8: Environment Principle 9: Environment	  
305-4 GHG emissions intensity	2020 GRI Report, pages 59-64		
305-5 Reduction of GHG emissions	2020 GRI Report, pages 59-64		
GRI 307: Environmental Compliance 2016			
307-1 Non-compliance with environmental laws and regulations	2020 GRI Report, page 66	Principle 8: Environment	
GRI 308: Supplier Environmental Assessment 2016			
308-1 New suppliers that were screened using environmental criteria	2020 GRI Report, pages 67-68	Principle 1: Human Rights Principle 6: Labour	
Social Topics			
GRI 401: Employment 2016			
401-1 New employee hires and employee turnover	2020 GRI Report, page 69	Principle 6: Labour	  
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	2020 GRI Report, page 69		 
401-3 Parental leave	2020 GRI Report, pages 70-71		 
GRI 403: Occupational Health and Safety 2018			
403-3 Occupational health services	2020 GRI Report, page 72	Principle 1: Human Rights	 
403-4 Worker participation, consultation, and communication on occupational health and safety	2020 GRI Report, pages 73-74		  
403-5 Worker training on occupational health and safety	2020 GRI Report, page 74		 
403-6 Promotion of worker health	2020 GRI Report, pages 75-76		 
GRI 404: Training and Education 2016			
404-1 Average hours of training per year per employee	2020 GRI Report, page 77	Principle 6: Labour	 
404-2 Programs for upgrading employee skills and transition assistance programs	2020 GRI Report, pages 78-80		
404-3 Percentage of employees receiving regular performance and career development reviews	2020 GRI Report, page 81		

GRI Standards Disclosure	GRI Report Location	UN Global Compact Principle Alignment	UN Sustainable Development Goals (SDG) Alignment
GRI 405: Diversity and Equal Opportunity 2016			
405-1 Diversity of governance bodies and employees	2020 GRI Report, page 82	Principle 6: Labour	  
405-2 Ratio of basic salary and remuneration of women to men	2020 GRI Report, pages 83-85		
GRI 412: Human Rights Assessment 2016			
412-2 Employee training on human rights policies or procedures	2020 GRI Report, page 86	Principle 1: Human Rights	
GRI 413: Local Communities 2016			
413-1 Operations with local community engagement, impact assessments, and development programs	2020 GRI Report, pages 87-88	Principle 1: Human Rights Principle 8: Environment	   
GRI 414: Supplier Social Assessment 2016			
414-1 New suppliers that were screened using social criteria	2020 GRI Report, pages 89-90	Principle 1: Human Rights Principle 6: Labour	   
GRI 415: Public Policy 2016			
415-1 Political contributions	2020 GRI Report, pages 91-92	Principle 10: Anti-Corruption	
GRI 417: Marketing and Labeling 2016			
417-2 Incidents of non-compliance concerning product and service information and labeling	2020 GRI Report, page 92	Principle 2: Human Rights Principle 10: Anti-Corruption	
417-3 Incidents of non-compliance concerning marketing communications	2020 GRI Report, page 92		
GRI 418: Customer Privacy 2016			
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	2020 GRI Report, pages 93-94	Principle 2: Human Rights Principle 10: Anti-Corruption	
GRI 419: Socioeconomic Compliance 2016			
419-1 Non-compliance with laws and regulations in the social and economic area	2020 GRI Report, page 95	Principle 2: Human Rights Principle 10: Anti-Corruption	