



EXTRA-FINANCIAL PERFORMANCE STATEMENT 2022

GAME CHANGERS



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MESSAGE FROM THE CHAIRMAN

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MESSAGES FROM THE CHAIRMAN AND THE CHIEF EXECUTIVE OFFICER

1.1 Message from the Chairman

It is my pleasure to introduce this 2022 Extra-Financial Performance Statement.

Ipsos has always been about making a difference. I founded the company 48 years ago to renew the way market and opinion research was being performed, and to bring more and better insights to our clients. And we can proudly say they now include many of the world's largest corporations and organisations.

Today, our commitment to having a positive impact is directed to all our stakeholders: clients, employees, shareholders, providers, as well as the general public. It takes place in a much more regulated ESG (Environmental, Social and Governance) environment, with mandatory reporting requirements and increased scrutiny from public authorities, regulators and investors. But our objective remains the same: bringing a positive contribution to all those we partner with.

As Chairman of the company, I have led the creation of our Board of Directors' new "Strategy and ESG Committee", which now replaces our previous "Corporate Social Responsibility (CSR) Committee". I did that for two reasons. Because ESG and sustainability have to be at the heart of our strategy and of all our work. And because this is where the future of our business and of our planet lies.

We help numerous companies and institutions to improve the definition of their societal commitments and to measure the impact of these commitments in an accurate way. How could we avoid doing ourselves what we do for our clients?

Ipsos's Board of Directors, which I have the privilege to chair, is united. Ipsos, like all other companies in the world, must improve the alignment between its strategic choices and environmental, societal and governance imperatives. This is an imperative rule.

Didier Truchot

Chairman of the Board of Directors

1.2 Message from the CEO

Today's world is one of polycrises, uncertainty, anxieties. At Ipsos, every day we see, measure, and analyse how societies, people and markets are coping through the multiple challenges that have marked 2022: war and geopolitical tensions, social conflict, disease, inflation and the cost-of-living crisis, natural disasters... And we help our clients navigate this intricate environment by producing for them the right insights at the right moment.

In such a world, I believe it is particularly important to have values and goals that matter to you and to the broader public, that contribute to making the world a better place, and to which you can look as your guide during difficult times. At Ipsos, this is how we envision our ESG commitments.

I often say that the first and foremost way in which Ipsos contributes to building a better world is by doing what we do best – our job: producing accurate and relevant data and insights on society, markets and people. We do this for the benefit of our clients – corporations, public-sector bodies and non-profit organisations – but also for the wider public,

by making many of our studies available for free. We work on gender equality and women's rights, on health issues, on the reduction of plastic pollution, on helping our clients to make their operations more environmentally sustainable... We work for NGOs and charities, helping them to communicate better and expand their reach and impact. We expose misperceptions and biases among the population on key issues like climate change or health, thus hopefully helping to combat fake news, a curse of our times. We also increasingly work on ensuring our own research is more planet-friendly, consumes fewer natural resources, and accurately reflects the broad diversity of populations including all minorities.

In 2022 our ESG commitments took on a new dimension.

We strengthened the resources and positioning of ESG in our organisation. Our Board of Directors set up a new Strategy and ESG Committee, demonstrating how ESG has now become a key component of our overall corporate strategy. ESG was made one of the highlights of our 2025 Growth Plan presented last June, "The Heart of Science and Data". We created a role of Chief Sustainability Officer & Head of ESG, with a broader mandate, an expanded team, and a seat at the company's Executive Committee. I am particularly happy to have appointed Lauren Demar to this position. Lauren is an experienced and highly respected professional and is already starting to make a difference.

In 2022 we continued to take care of our people and benefit from their creativity and sense of initiative. We recruited close to 2,000 new colleagues last year. Ipsos now gathers over 20,000 men and women, experts in their fields, who form the backbone of our business and our most precious asset. Yes, technology is key in market research, as in so many other sectors, but we believe human insights will always be what allows you to go beyond the data, and make it relevant, contextualised and actionable for our clients. This is why in 2022 we continued to offer continuous training opportunities to our staff, we developed flexible working arrangements fostering an improved work-life balance for all, we redistributed *via* bonuses and pay rises part of the fruit of the teams' hard work throughout the pandemic. We continued to increase the number of women among our top executives – and more is being done in 2023, to reach our targets of 40% of women at level 1 of our leadership team and 50% at level 2. We also launched a new set of "leadership behaviours" all our managers are expected to follow, to promote even better a culture of entrepreneurship, respect and collaboration throughout the company. The results of all these initiatives are there to be seen: our employee engagement ratio has reached a new high of 79%, up 3 points vs. 2021 and significantly higher than the industry benchmark of 72%.

In 2022 we accelerated our journey towards carbon neutrality and our commitment to the planet. We embarked on a "science-based targets" project to measure all our carbon emissions, including indirect ones, and reduce them within a realistic timeframe. Already, we have cut our per-employee emissions (scopes 1, 2 and business travel) by half since 2019. This is a medium-to-long-term journey all companies will have to go on. More resources are being put into this project, including in order to communicate these objectives to our teams in the most compelling way possible and embark them with us.

Finally, last year, Ipsos again worked on having a positive impact on the communities in which we live and operate. The Ipsos Foundation supported 18 new projects on all continents, for the education of disadvantaged children and young adults. Our teams volunteered over 1,000 days working for good causes across the world. And our employees raised hundreds of thousands of euros for charities.

My last word would be that for Ipsos, ESG, CSR or sustainability are not only an obligation, legal and moral – they are also an opportunity. An opportunity to change and improve the way we work and collaborate, together and with all our partners, clients and suppliers alike. An opportunity to develop new services for our customers, in order to help them along their own path to a more ESG-aligned business. ESG is a necessity in today's world, but

IPSOS BUSINESS MODEL

NATURE OF OPERATIONS AND MAIN ACTIVITIES

it is also a commercial opportunity for all those who, like Ipsos, love helping people make a positive impact on the world.

Ben Page

Chief Executive Officer

IPSOS BUSINESS MODEL

2.1 Nature of operations and main activities

2.1.1 Raison d'être

Ipsos' vision is summed up in its raison d'être:

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

2.1.2 Main activities

Ipsos is a major player in the market and opinion research industry and in custom research. It works with over 5,000 clients in all sectors, operating in almost 90 markets, making Ipsos one of the few market research firms that can respond globally and locally.

At the heart of Ipsos' growth strategy is a unique vision: to provide in-depth analysis of the individual, whether consumer, customer, citizen or employee, in order to gain a deep understanding of Society, Markets and People. This is made possible by the 75 plus Ipsos proprietary services. Often used in combination, these services allow it to carry out custom studies that are tightly tailored to client needs. This positioning is strengthened by the independence and objectivity of its analysis.

In the current environment, which has seen profound transformations in businesses and institutions, Ipsos provides a complete solution, focused on client needs and supported by the expertise of its teams. This solution is based on providing clients with the latest technologies, while ensuring it applies the 4S principle: *Security, Simplicity, Speed and Substance*.

Faced with an explosion in data, clients more than ever need reliable information to take the right decisions quickly. To best respond to their expectations and provide them with reliable information, Ipsos relies on its key strengths:

- Cutting-edge expertise in scientific fields,
- Mastery of the latest technologies,
- Know-how developed over 47 years,
- And, above all, the skills of its 20,000 plus employees, trained and united around its values (Integrity, Curiosity, Collaboration, Client First, Entrepreneurial Spirit).

With this in mind, Ipsos covers the entire information production chain and is able to process all types of data, whether it is produced by Ipsos, supplied directly by the client or sourced externally. Ipsos applies its expertise and understanding of the context to provide a comprehensive and useful response to its clients. So, for all their questions, Ipsos provides reliable, straightforward, rapid and comprehensive answers. These take the form of surveys and dashboards, and are based on the right sample, using the right methods, the sorting and integration of relevant data sources, proprietary analysis and finally, customized recommendations.

Observing market developments (see Section 5.2. of the Universal Registration Document), between 2018 and 2021 Ipsos implemented the *Total Understanding* plan to improve its competitive position and accelerate its growth in a cost-effective manner. As part of this plan, Ipsos revised its offering and organization to focus on 16 highly specialized Service Lines. These Service Lines include 75 services enabling the Group to position itself as a global leader in its market segment, with the support of the Client Organization (see Section 5.1.6 of the Universal Registration Document). In some cases, these services can be combined to offer clients even more added value.

This plan is accompanied by a dynamic acquisitions policy so Ipsos can continue to develop its offering and expertise. In February 2022, Ipsos completed the acquisition of WeCheck, a Canadian company specializing in mystery shopping solutions. The company helps clients improve customer experience and satisfaction through data and research. With this acquisition, Ipsos is strengthening its leadership position in helping companies improve their performance across all sales and service channels.

Innovation remains an overarching strategic focus for our Company and aligns perfectly with the *Total Understanding* initiative, to provide a comprehensive service for clients.

In 2022, during Investor Day, Ben Page, Chief Executive Officer, presented the Group's strategic vision and financial objectives for 2022-2025. The strategic plan seeks to position the Group as the "Heart of Science and Data" and is built around 6 priorities and objectives:

- Keep people at the heart of the strategy
- Strengthen Ipsos' leadership in platforms, operational capabilities and specialized services
- Align Ipsos' strategy and performance with the Ipsos criteria for a sustainable future
- Renewal of the management team, including the appointment of Dan Lévy as Group Chief Financial Officer
- Focus on capital allocation and delivering value to shareholders
- 2022-2025 financial objectives

Our operating model is unique and has proven to be very resilient over the last few years. Our goal is to capitalize on our leading human and technological expertise to accelerate our growth, increase our market share and make Ipsos the best market research company, recognized globally thanks to our clear strategy.

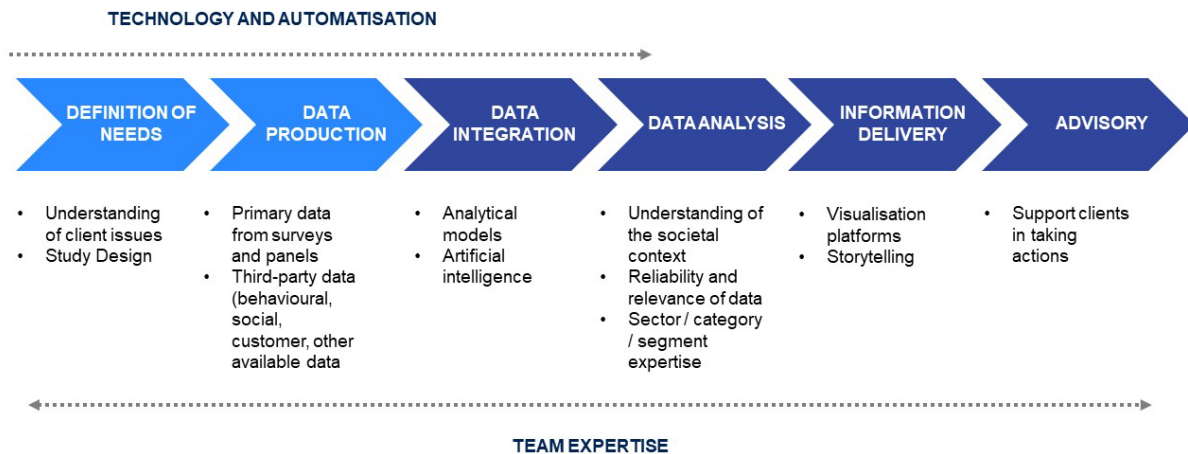
2.2 Ipsos, a company with a presence throughout the information production chain

Ipsos covers the entire information production and analysis chain; from raw data collection, to activation by the client. Ipsos stands out because of its commitment to innovate throughout this chain and at every stage in order to produce reliable information for our clients:

- 1- Definition of needs;
- 2- Data collection and production;
- 3- Data integration;
- 4- Data analysis;
- 5- Delivery of the information
- 6- Client support

IPSOS BUSINESS MODEL

IPSOS, A COMPANY WITH A PRESENCE THROUGHOUT THE INFORMATION PRODUCTION CHAIN

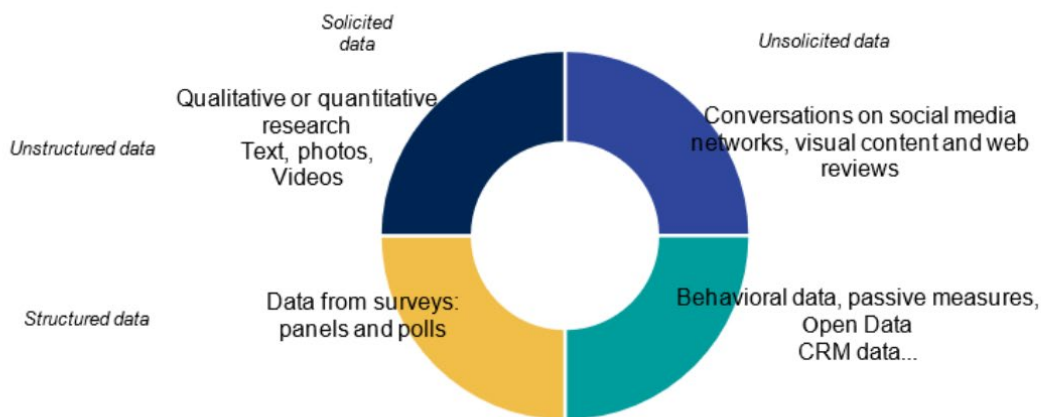


Data collection

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

For all these sources, Ipsos has its own collection methods, whether quantitative or qualitative. With the increase in digitalization, we have developed our technological capabilities by strengthening the use of our various online research platforms such as Synthesio, which generates data from social research.

The data collection stage consists of polling consumers, citizens, patients, clients, etc. either actively, by asking questions, or passively, by observing behaviors, in order to be able to respond to the issue at hand.



2.2.1 Data processing and integration

Ipsos has the technological capacity to process and integrate large volumes of data. It can process all data types: numbers, texts, images, sounds, videos... Our technology and data analytics solutions deliver greater diversity, speed and proximity to meet the complex requirements of our clients.

2.2.2 Data analysis

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

For all these stages involving data, it is also necessary to know how to store it in compliance with the standards of confidentiality and anonymization as defined by our internal procedures as well as by local, regional or industry regulations (GDPR, Esomar, etc.)

2.2.3 Information delivery and presentation

Delivering relevant and actionable information to the client is one of the key steps in the research process. The effectiveness of how research results are communicated can be determined by what the client does with those results. To enable clients to make informed decisions, Ipsos staff are trained to present research results in the clearest possible way. For complex research results, Ipsos uses data visualization technologies.

2.2.4 Information activation

This last stage in the information production chain consists of consolidating and sharing the information generated through one or more research studies in order to maximize the benefits for clients. This activity, more akin to consulting, is integrated into most of the Group's work. Ipsos also provides specific consulting services, notably through its Strategy3 service line.

2.2.5 Innovation at Ipsos

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

From Artificial Intelligence to blockchain technologies and the latest advances in neuroscience and behavioral science, Ipsos' innovative spirit has been acclaimed by the *Greenbook Research Industry* GRIT Report, which, since 2019, has ranked the Group as the most innovative research company among the major international companies.

To make innovation work for our clients and anticipate their needs, in 2019 we launched a global innovation program to incorporate innovation into each Service Line and each product.

2.3 Value creation for all stakeholders associated with Ipsos' business

2.3.1 For clients

Ipsos' value creation towards its clients consists in producing and analyzing reliable information in order to offer them a true understanding of Society, Markets and People. That raison d'être is based on a rich service offering that focuses on client needs and enables them to make the right decisions quickly about the issues they face.

Ipsos is able to provide over 75 value-added services worldwide (90 markets) with a highly consistent rigor and service quality. These factors make Ipsos a world leader in the market research sector and lead to a high level of satisfaction among its 5,000 plus clients. Once again, in 2022, Ipsos recorded a very high level of client satisfaction. The CSM (Client

Satisfaction Monitor), which measures client satisfaction by survey, reached almost 9/10. The GCS (Global Client Survey), which measures the satisfaction of Ipsos' clients on an annual basis, is slightly down but remains at a high level, higher than before the pandemic (8.1/10 compared to 8.2 in 2021). Ipsos' contribution enables it to meet its clients' expectations, which may be linked to broader societal issues (environmental, opinions, health crisis, etc.)

2.3.2 For suppliers

The creation of value for Ipsos' suppliers stems from a requirement for transparency towards all parties. This involves using calls for tenders or competitive research, thus limiting the risk of collusion or corruption. Ipsos also ensures that the suppliers selected have a responsible business policy. In 2022, around 60% of Ipsos' international suppliers were members of the United Nations Global Compact.

2.3.3 For its employees

The production and analysis of reliable information require know-how, skills and expertise combined with cutting-edge science and mastery of the latest technologies. These vital skills provide Ipsos employees with new opportunities to develop rich and varied career paths within the Group.

Ipsos values its employees in this corporate project and promotes their long-term development. This recognition translates into a career development plan for all employees.

There is also a training program to support the professional development of employees. Ipsos takes a very active role in training its teams, setting a minimum target of 2% of training hours out of the total hours worked. Ipsos has its own online training center, the "Ipsos Training Center", which is available to all its employees.

2.3.4 For the people that Ipsos interviews

It is vital the Company has the trust of the people it interviews to ensure quality in their responses to its questionnaires. This trust must extend to the protection, security and anonymization of their personal data.

Through its research, Ipsos is the voice of the consumer, the client, the patient and the citizen to many stakeholders.

2.3.5 For society as a whole

Ipsos wants to contribute positively to corporate, social and environmental progress in the world. This is achieved through its presence in almost 90 markets and partnerships with organizations, associations and governments with which it shares its values.

2.3.6 For shareholders

The growth in business and profitability at Ipsos, combined with the generation of positive cash flows every year, has helped generate a dividend that has increased continuously since the initial public offering in 1999 (with the exception of 2020, due to the pandemic).

2.4 Operational organization

The Group is structured along two main axes: Service Lines and Regions.

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

The 16 Ipsos Service Lines, each specializing in a particular market segment, are as follows:

- Audience Measurement
- Automotive and Mobility Development
- Brand Health Tracking
- Channel Performance
- Corporate Reputation
- Creative Excellence
- Customer Experience
- Healthcare
- Innovation
- Ipsos MMA
- Ipsos UU
- Market Strategy and Understanding
- Observer
- Public Affairs
- Social Intelligence Analytics
- Strategy3

* In addition to these Service Lines, there is a specialist department ("Other Specialist Services") that includes services such as Media Development, Norms (Simstore), Online Communities and UX ("User Experience").

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

- Ipsos operations (see Section 5.1.5 of the Universal Registration Document),
- The Client Organization (see Section 5.1.6. of the Universal Registration Document),
- The structures dedicated to knowledge (see Section 5.1.7 of the Universal Registration Document),
- The *Global Headquarter Services* (support functions: HR, Finance, Legal, Communication).

The Group operates in nearly 90 markets, which are grouped into three large regions:

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

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

TERMS OF REFERENCE

3.1 Analysis of Ipsos' risks and challenges

3.1.1 Process for identifying non-financial risks

At the end of 2022, the Group had identified, updated and completed the inventory of all the financial and non-financial risks to which it is exposed, based on their severity and likelihood of occurrence. This risk assessment is reviewed every three years with over 120 key Group

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IPSOS' SUSTAINABLE DEVELOPMENT STRATEGY: TAKING RESPONSIBILITY

managers. This work has therefore been used to update the analysis and mapping of Ipsos' risk factors (as defined in Section 3 of the Universal Registration Document), and to determine the main non-financial risks as reported by Ipsos in this non-financial performance statement.

3.1.2 Ipsos' main non-financial risks

One set of risks concerns Ipsos' human resources, one of its main assets being the talents and skills of the Group's 20,156 employees. The main risks and challenges in this area (presented in order of importance) are:

- Losing skilled employees and preserving expertise (see 3.3.1)
- Staff turnover rate and retention capacity (see 3.3.1.2)
- Succession and continuity plans for management and key positions (see 3.3.3)

The management of all these risks is explained in Section 3.3 of this report.

The **data processed** by Ipsos represents another important asset, and in this area, risks may relate to:

- The protection and security of the data collected and used (see Sections 3.4.5 to 3.4.7)
- The compliance of processes with applicable laws and regulations in the countries in which Ipsos operates (this, in particular, includes oversight of suppliers and the steps taken to detect any non-compliance or possible fraud), see Section 3.4.8

The **risk of corruption** in connection with clients and suppliers was also identified in the last Ipsos risk analysis. The actions taken to combat corruption are presented in Section 3.4.8.4.

It should be noted that, due to the nature of its business (service business), **climate risks and environmental issues** - although viewed by Ipsos as critical globally - are not top of the list in the analysis of the impacts of its activities worldwide. Nevertheless, the Company considers these issues to be important in its ESG strategy and has identified a number of climate risks, which are described in detail in Section 5 ("Committing to the Planet") of this non-financial performance statement.

The understanding and management of climate risks are described in Section 3.5.1.1 on the TCFD report.

The Ipsos non-financial performance statement describes the Group's strategy and all the measures implemented by the Group to contain the risks insofar as possible.

As far as possible, Ipsos' main non-financial risks are covered by Key Performance Indicators for which medium-term targets have been set (2023): five of these targets relate to employment aspects, three to environmental aspects, and one to the societal aspect of the Group's business (see 3.2.7).

3.2 Ipsos' Sustainable Development Strategy: *Taking Responsibility*

Since 1975, Ipsos has been identifying, measuring and analyzing the social, political and economic trends that shape the world.

Our deep understanding of the issues facing the world reinforces our belief that concerted action is necessary for sustainable and people-friendly development.

In 2008, Ipsos was the first global market research company to sign the United Nations Global Compact. We have set up a proactive, structured ESG program, the multi-year *Taking*

Responsibility program. This program is followed by all Ipsos entities around the world and is structured around three areas: Society, People, Planet. The program is regularly monitored by the Ipsos Board of Directors' Strategy and ESG Committee.

Our ESG strategy takes into account the expectations of all our stakeholders:

- Those of our 20,156 employees, because the key to our success lies in our ability to attract, develop and retain our talents and to enable them to develop professionally, whatever their profile;
- The loyalty of our 5,000 clients, whom Ipsos has supported for 47 years, helping them succeed in their strategic projects;
- The trust of the people we interview, for the protection, security, and anonymization of their personal data;
- The support of our shareholders and investors who help us to grow and create value;
- The collaboration with our suppliers, with whom we enjoy relationships of trust;
- The partnerships with governments, organizations and associations with which we share our goal of making a positive contribution to corporate, societal and environmental progress.

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

- The Universal Declaration of Human Rights and the conventions of the International Labour Organization
- The ten principles of the United Nations Global Compact
- The provisions relating to due diligence resulting from Act No. 2017-399 of March 27, 2017;
- The General Data Protection Regulation (No. 2016/679)
- Order No. 2012-1180 of July 19, 2017 and Decree No. 2017-1265 of August 9, 2017, which transpose the European Directive of October 22, 2014 on the disclosure of non-financial information
- The ICC/ESomar International Code of professional conduct for the market and opinion research community (ICC/ESOMAR International Code on Market and Social Research)
- Our own Professional Code of Conduct and Ethics, the "Green Book"
The recommendations published in 2017 by the TCFD (Task Force on Climate-related Financial Disclosures), an initiative in which Ipsos has chosen to voluntarily join since 2021.

All new Ipsos employees undergo mandatory training on Corporate Social Responsibility.

Lastly, Ipsos' ESG performance is one of the criteria used to determine the variable part of the Chief Executive Officer's remuneration, which was 20% in 2022.

3.2.1 Our commitment to people

Our employees, our talents, are Ipsos' greatest asset. Our know-how is based on their skills. We want to remain an employer of choice for our current and future employees.

Our human resources policy encourages diversity and inclusion because it must reflect not only the diversity of our clients but also that of the markets in which we operate. Two years ago, we set up a global program called "*Belong*", which aims to strengthen inclusion and diversity through concrete actions in the different countries where we operate.

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IPSOS' SUSTAINABLE DEVELOPMENT STRATEGY: TAKING RESPONSIBILITY

The well-being of our employees is a second key area of focus, which became particularly important during the Covid-19 pandemic. A global program, "*Wellbeing and Resilience*", which has been in place for two years, reinforces our action in terms of health and well-being at work.

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

3.2.2 Our commitment to society

Our Professional Code of Conduct and Ethics, the "Green Book", sets out Ipsos' commitment to ethics, transparency and compliance with the laws and regulations of the countries in which we operate.

This code is given to each new employee.

Ipsos' core business is data processing and analysis. Every year, we roll out new processes, systems and tools to strengthen the protection of our clients' and respondents' data.

Ipsos ensures that all its suppliers and partners are committed to the 10 principles of the United Nations Global Compact and adhere to our Supplier Code of Conduct.

In addition to our global actions, notably through the Ipsos Foundation, we also take action at a local level and encourage Ipsos employees to participate in humanitarian activities, volunteer work and skills sponsorship in their countries.

This commitment and the results obtained are recognized by independent players. In 2022, Ipsos was rated at the "Advanced" level by the United Nations Global Compact, at the "Gold" level by the EcoVadis agency and at the "Management" level by the Carbon Disclosure Project (CDP).

3.2.3 Our commitment to the planet

Our commitment to the planet

The fight against climate change is one of our core concerns. Although our service activities have a limited direct impact on the environment, Ipsos is committed to reducing its carbon footprint and to achieving carbon neutrality by 2035.

Since 2012, Ipsos has published an annual report on greenhouse gas (GHG) emissions. This data now covers all of our markets, through fully consolidated subsidiaries, and is reviewed by an external auditor. The emissions reduction target - to reach 2.05 tonnes of CO₂ per employee by 2023 - covers Scope 1, Scope 2 and business travel for the 35 main markets.

In 2022, Ipsos committed to joining the Science Based Targets Initiative (SBTi), in order to set emission reduction targets in line with the Paris Agreement.

3.2.4 The United Nations Global Compact and Ipsos' contribution to the Sustainable Development Goals (SDGs)

The UN Global Compact was established in 2000. Its objective is to create a platform for exchange and collective action to engage companies, civil society and United Nations bodies around ten principles of responsible business conduct. These principles cover human rights, labor standards, the environment and the fight against corruption.

Ipsos has also identified actions through which it can contribute to the achievement of the Sustainable Development Goals (SDGs), which are also annual assessment criteria of the

United Nations Global Compact. Ipsos has been rated "Advanced" for the past four years by the Global Compact.

Sustainable Development Goal Ipsos' contribution under Taking Responsibility



SOCIAL RESPONSIBILITY INITIATIVES

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



CORPORATE RESPONSIBILITY INITIATIVES

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



CORPORATE RESPONSIBILITY INITIATIVES

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



CORPORATE RESPONSIBILITY INITIATIVES

Ipsos opposes all forms of discrimination and promotes gender equality within its teams. The advancement of women and equal pay are a priority for the *Gender Balance Network*, which works within Ipsos to support women in their career development.

TERMS OF REFERENCE

IPSOS' SUSTAINABLE DEVELOPMENT STRATEGY: TAKING RESPONSIBILITY

Sustainable Development Goal

Ipsos' contribution under Taking Responsibility



CORPORATE AND SOCIAL RESPONSIBILITY INITIATIVES

Ipsos aims to pursue its development in a sustainable and responsible manner, with a sustained effort to promote equal opportunities and respect for human rights. Ipsos is committed to providing a safe working environment and to looking after the health of its employees. It encourages dialogue between its management and employees. Ipsos has also adopted a responsible purchasing policy to prevent the risk of human rights violations occurring anywhere in its value chain.



CORPORATE AND SOCIAL RESPONSIBILITY INITIATIVES

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



ENVIRONMENTAL RESPONSIBILITY INITIATIVES

Ipsos raises its employees' awareness of environmental issues and helps them to adopt a more sustainable and responsible approach to consumption. It has implemented a policy of recycling, reducing the use of paper, and eliminating the use of single-use plastic in its offices. We also support our clients in their own sustainable development projects, particularly in the design of their products and services and their packaging.



ENVIRONMENTAL RESPONSIBILITY INITIATIVES

Ipsos measures the CO₂ emissions linked to its business, which are generated mainly through its energy consumption and its employees' business travel. In 2021, the Group made a commitment to reduce its average carbon footprint per employee by 15% by 2023 and to become carbon neutral by 2035. In 2022, we began mapping all Scope 3 greenhouse gas emissions, including those related to our supply chain.

Sustainable Development Goal

Ipsos' contribution under Taking Responsibility



SOCIAL RESPONSIBILITY INITIATIVES

Ipsos adheres to the ESOMAR International Code of Professional Ethics for market and opinion research and has developed its own Professional Code of Conduct and Ethics (the *Green Book*). We are particularly concerned with preventing corruption, fraud and conflicts of interest and with upholding human rights and personal freedoms. All new Ipsos employees undergo mandatory *Green Book* and Corporate Social Responsibility training, which covers these subjects.



SOCIAL RESPONSIBILITY INITIATIVES

In each country where Ipsos operates, it cooperates with various public and private organizations to put its expertise and knowledge of markets, society and consumers to good use in the community. Ipsos has joined the *Tent Partnership for Refugees* and recruited more than 100 refugees to its teams worldwide. The Group regularly produces research designed to provide a better understanding of the ways in which refugees are integrated into and accepted by the populations of their host countries.

3.2.5 A client-focused organization

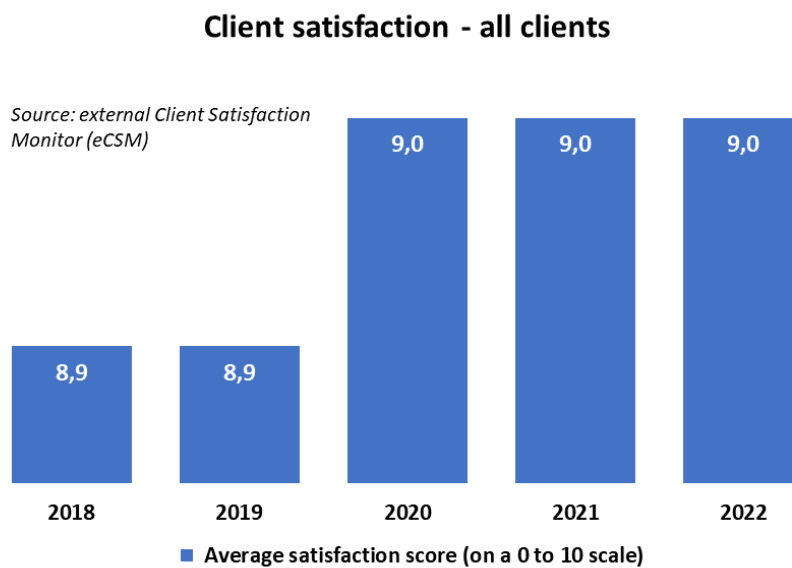
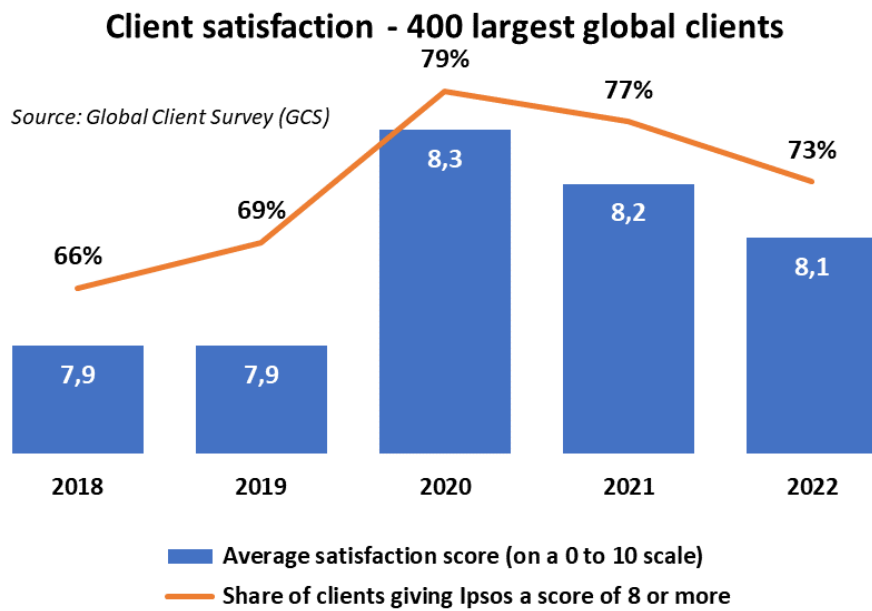
Ipsos is resolutely focused on serving its clients in a complex period where, perhaps more than ever, having reliable, up-to-date and relevant information on society, markets and people is essential for companies and public organizations alike. Our clients need Ipsos and Ipsos can deliver on their expectations.

"Client First" is one of our five corporate values, which are implemented daily by our 20,156 employees worldwide: "The client is our number one priority. No matter what. We build long-term partnerships and understand our clients' business as if it were our own. We are responsible and accountable for providing our clients with the best solutions across our specializations." »

In 2022, client satisfaction again hit a record high, with an overall score of almost 9 out of 10. This is according to the survey conducted by Ipsos (Client Satisfaction Monitor, CSM) after the end of each of our projects. This measurement tool is essential for steering our business and any dissatisfaction is systematically addressed by our teams. Our several hundred largest clients are surveyed annually on their overall assessment of Ipsos as a supplier and partner (Global Client Survey, GCS). They gave us a score of 8.1 out of 10 - stabilizing after 8.2 in 2021. More than 40% say they are extremely satisfied with Ipsos' performance, giving us a score of 9 or 10. Nearly three-quarters (73%) rate our services at 8 or higher.

TERMS OF REFERENCE

IPSOS' SUSTAINABLE DEVELOPMENT STRATEGY: TAKING RESPONSIBILITY



In addition to its 75 or so solutions, the quality of its experts, methods and technologies, and its presence in over 90 markets, Ipsos has also deployed a suite of tools dedicated to optimizing its clients' experience.

One of the main tools is the Client Organization. Present both globally and locally in our various markets, it is made up of over 200 professionals whose mission is to create a special link with our main clients, to identify with them the issues they face and to guide them in the use of the various Ipsos solutions that will enable them to respond to those issues. These *Client Officers* and *Client Directors* are selected from among our most experienced employees and have a wide-ranging view of our various services. Their mission is to make Ipsos a full partner for those who call on us to help them shape their decisions with our data and analysis.

3.2.6 ESG governance

In 2014, Ipsos created a "CSR Committee" within its Board of Directors. Its mission is to define Ipsos' sustainability strategy and its goals in this area and to oversee the implementation of the strategy. It also monitors the Company's ESG performance indicators. In 2022, this committee became the "Strategy and ESG Committee", with broader powers.

Its members are:

- Virginie Calmels, Chair of the Committee;
- Patrick Artus, Director;
- André Lewitcki, Director;

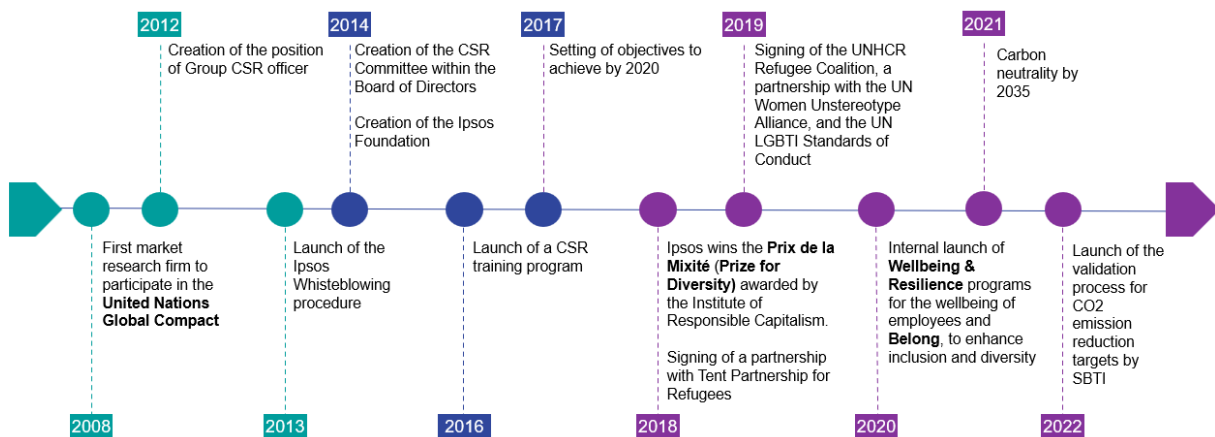
Mr Didier Truchot, Chairman of the Ipsos Board of Directors and Mr Ben Page, Chief Executive Officer, participate as necessary on the Strategic and ESG Committee.

This Committee meets three times a year on average. It cooperates with the Audit Committee and reports regularly to the Board of Directors on its work, particularly with regard to the monitoring of performance indicators and the strategic development of Ipsos.

ESG policy is implemented and overseen on a daily basis within Ipsos by Chief Sustainability Officer and Head of ESG, Lauren Demar, and ESG Director and Lead for the Ipsos Foundation, Pierre Gaudin.

They work closely with the Group Chief Executive Officer and rely on "Ambassadors" in each country to deploy ESG initiatives.

3.2.7 The Ipsos CSR roadmap



In 2021, Ipsos defined nine ESG performance indicators for the period to 2023, covering the three cornerstones of our action - corporate, social and environmental.

The quality of our research and services to clients depends on the efficiency of our organization and the skills of our employees. This is why two of these targets cover talent, through accelerating the access of women to management positions within the Company and the employee engagement score. Progress is reported on an annual basis.

To better measure progress, one indicator focuses on the rate of participation in our annual ESG audit, the internal "*Taking Responsibility*" survey.

TERMS OF REFERENCE

IPSOS' SUSTAINABLE DEVELOPMENT STRATEGY: TAKING RESPONSIBILITY

Three key targets and indicators aim to track progress in reducing our carbon footprint and protecting the environment through our initiatives to develop the circular economy.

Last but not least, Ipsos aims to work with suppliers and partners who share our principles. Therefore, there is an indicator that measures the proportion of our suppliers that are members of the United Nations Global Compact.

The following table summarizes our 2022 performance:

TERMS OF REFERENCE
IPSOS' SUSTAINABLE DEVELOPMENT STRATEGY: TAKING RESPONSIBILITY

Area	Indicator or No.	CSR Indicator	Target 2023	Scope	Baseline values for the 2020-2023 plan	12/31/2021	12/31/2022
CORPORATE	1	Level of employee engagement (see 3.3.1.2)	Employee engagement level equal to the "RED" (<i>Representative Employee Data</i>) benchmark	Group	72%	76% (vs. RED 72%)	79% (vs. RED 72%)
	2	Taking Responsibility survey response rate (Covering all CSR issues)	95% response rate to the TR Country survey for all > 50 countries with more than 50 employees	Group	100%	100%	100%
	3	Professional equality between men and women - % of women appointed to Level 1 of the Leadership Team (see 3.3.1.2)	40% by 2023	Group	34.2%	36.1%	35.6%
		Professional equality between men and women - % of women appointed to Level 2 of the Leadership Team (see 3.3.1.2)	50% by 2023	Group	43.6%	44.2%	45%
4	Employee turnover rate for voluntary departures (see 3.3.1.2)	Turnover rate below 12% (excluding employees with under 3 years' length of service)	Group	11.7%	11.6%	9.4%	
SOCIAL	5	Percentage of suppliers that are members of the United Nations Global Compact (see 3.4.8.1.2)	90% of global suppliers to subscribe to the UNGC by 2023	Group	N/A	43%	59%
ENVIRONMENTAL	6	Greenhouse gas emissions per employee (see 3.5.1.1.3)	Total tonnage of 35 CO ₂ equivalent countries for Scopes 1 and 2 monitored and business travel in Scope 3 GHG of 2.05 per employee by 2023	Group	2.35 tonnes of CO ₂ e per employee	1.06 tonnes of CO ₂ e per employee	1.18 tonnes of CO ₂ e per employee
	7	Paper recycling % (see 3.5.1.1.3)	90% of paper that 35 GHG can be recycled in countries	Group	84.2%	91.9%	92.9%
		Direct purchases of paper	Reduce purchases of paper by 10%	35 GHG countries	260 tonnes - 17 kg per employee	203 tonnes (11.9 kg per employee), i.e. - 21.9% compared to the baseline value	190 tonnes (11.1 kg per employee), i.e. -26.9% compared to the baseline value

TERMS OF REFERENCE

IPSOS' SUSTAINABLE DEVELOPMENT STRATEGY: TAKING RESPONSIBILITY

	8	Single-use plastic	Ban of single-use plastic by 2023	Group	N/A	N/A
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3.2.8 Data collection process

3.2.8.1 Reporting scope and period

The report covers all the markets in which Ipsos operates unless otherwise specified. Data collection and monitoring of the indicators are carried out jointly by the central teams and the local teams in each country. Throughout the year, the Group's Director of Corporate Social Responsibility involves all stakeholders in ESG work and projects. Each local Ipsos entity has appointed an ESG Ambassador who helps promote efforts and keep employees informed of the progress made. With regard to the GHG (greenhouse gas) indicators, the report on greenhouse gas emissions covers all of the Group's markets (nearly 90 markets in 2022). The 35 main markets for which reduction targets have been set for the period 2021-2023 (see Section 3.2.7 are: Argentina, Australia, Belgium, Brazil, Bulgaria, Canada, Chile, China, Czech Republic, Denmark, France, Germany, Hong Kong, India, Italy, Japan, Malaysia, Mexico, Netherlands, Peru, Poland, Romania, Russia, Singapore, South Africa, South Korea, Spain, Sweden, Switzerland, Taiwan, Thailand, Turkey, United Arab Emirates, United Kingdom and the United States.

The reporting period for this non-financial performance statement is January 1 to December 31, 2022. Since 2021, the GHG (greenhouse gas) indicators report covers the period from January 1 to December 31, whereas the reports for years prior to 2021 covered the period from October 1 to September 30.

Environmental, corporate and social data is collected every year from all Ipsos entities. This survey, the *Taking Responsibility survey*, meets the requirements of the United Nations Global Compact's Communication on Progress (CoP) and the standards set by the GRI (*Global Reporting Initiative*).

3.2.8.2 Definitions and Data Collection Procedures

3.2.8.2.1 Corporate data

We measure corporate HR indicators for all the Group's companies and permanent staff (Ipsos' definition of permanent staff includes all regularly employed and permanent employees, whether on permanent or fixed-term contracts, and paid or student interns).

The corporate data is collected via the Human Resources Information System "*iTalent*" and the "BI" management tool. The level of employee engagement is measured each year via the "*Ipsos Pulse*" opinion survey.

Voluntary departures include resignations, end of fixed-term contracts, retirements, deaths and cancellations of hires recorded in a month other than the month of hiring.

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

3.2.8.2.2 Social responsibility data

Data on social responsibility activities has been collected since 2013 through the annual Taking Responsibility survey. The questionnaire consists of 140 questions, focusing in particular on

the initiatives implemented locally to support our ESG goals. The managers of the local entities are responsible for completing this survey.

3.2.8.2.3 Environmental data and greenhouse gas emissions report

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

Data consolidation is carried out using reporting tools designed according to the Bilan Carbone® method, allowing emissions data to be extracted in the format required by the "Greenhouse gas emissions" protocol.

3.2.8.2.4 Limitations

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

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

3.2.8.2.5 Review by independent auditors

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

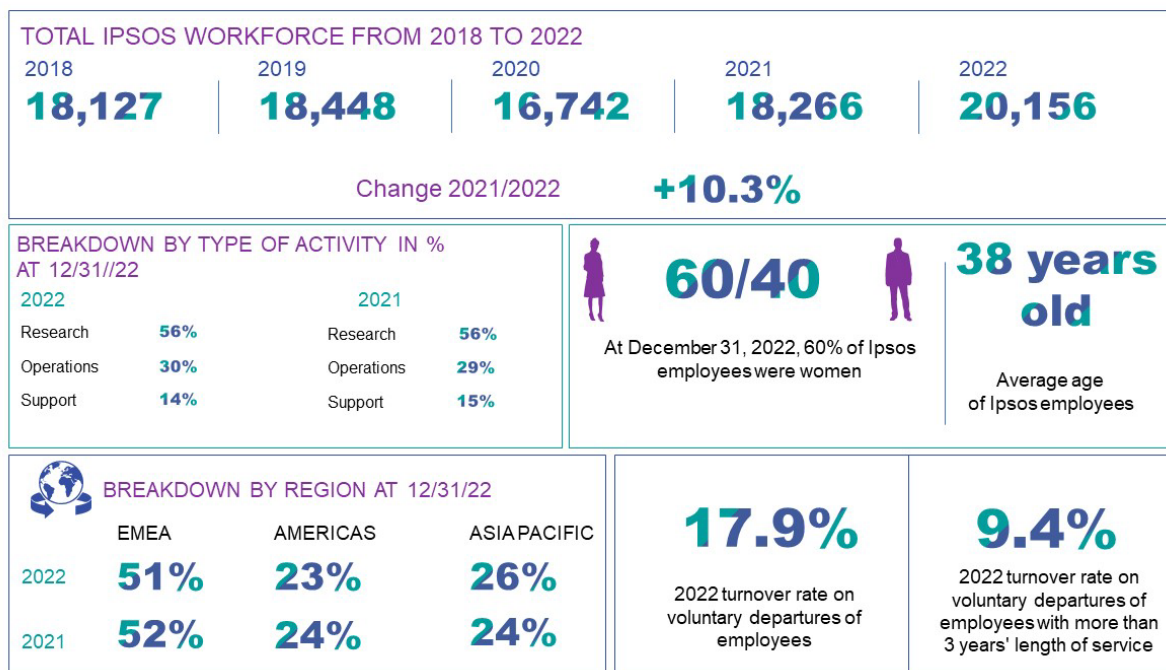
TERMS OF REFERENCE

OUR COMMITMENT TO OUR PEOPLE

3.3 Our commitment to our people

3.3.1 HR Policy

3.3.1.1 HR Dashboard



3.3.1.2 Corporate HR risks

Throughout the world, with respect for human rights, Ipsos is committed to diversity, safety, well-being, health and the development of each individual's talents, both for its employees and for local communities.

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

The main corporate risks faced by Ipsos are the risk of key managers leaving the company and the risk of a lack of qualified staff. (See "Risks" section).

If key managers or even teams leave, the Group could lose clients or experience a reduction in business on certain products or Service Lines. Our leaders and specialists are key not only to our commercial activities but also to the Group's innovation policy and the launch of new services.

In a particularly competitive environment, it is essential to implement business and managerial continuity plans to promote and develop the skills of employees who are expected to become key managers. The Group identifies key staff, guaranteeing them an attractive remuneration package with an annual bonus and long-term schemes such as share incentive plans. Employment contracts for key employees generally include non-competition and non-solicitation clauses to protect the interests of Ipsos.

Ipsos is also exposed to the risk of a lack of qualified staff. Local teams are made up of leaders, managers and employees who must have the right mix of skills to serve clients while ensuring the development of the business. In some countries, particularly developing countries, there is a shortage of qualified staff or difficulty in replacing qualified staff, with younger generations tending to leave their country of origin or to change companies regularly without necessarily

specializing. This could lead to two consequences: from an operational point of view, it could affect Ipsos' ability to provide all its clients everywhere with the same services and innovation. And from a financial point of view, it could lead to higher salaries due to stiff competition for the best people. Ipsos has adopted an active policy to retain its key managers and offers annual salary increases to remain competitive in the local labor market. At the same time, regular training is provided to maintain service quality and improve employees' skills. The sections that follow provide details and illustrations of this career management and retention policy.

3.3.2 Management of the public health crisis

3.3.2.1 Work environment and compliance with standards

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

Since the beginning of the crisis, Ipsos has done everything possible to protect the health and safety of its employees in all the countries where it operates. It has complied with the health and safety requirements set by the public authorities by implementing procedures, protocols and preventive measures to avoid infection among employees. In 2022, Ipsos continued its policy of protecting employees in accordance with local government health regulations. This means that the following measures were maintained:

3.3.2.1.1 Health measures

- Disinfection of premises.
- Observing preventive hygiene measures (frequent hand washing, provision of hydroalcoholic gel, covering one's nose and mouth when coughing or sneezing, wearing a face covering and avoiding touching one's face, etc.).
- Protocol for handling positive cases: identify, test, isolate, follow up with the employee.
- Protecting "clinically vulnerable" employees: enable them to work from home.

3.3.2.1.2 Organizational measures

- Flexible working hours: longer office opening times, working from home, etc.

3.3.2.1.3 Working from home and flexibility

At Ipsos, we believe that spending time and working together in the office fosters personal development, collaboration, creativity, informal interactions and a sense of belonging that are essential to the success of our business.

We also understand that employees need to have a certain degree of flexibility, which is why we have defined common "hybrid" working rules to be respected and adapted in each of the countries in which Ipsos is based.

3.3.2.1.4 Preventing mental health risks

The health crisis, due to its global reach and considerable duration (five waves in France to date), has had a significant impact on our employees' work and has led to mental health risks for which Ipsos has implemented a number of prevention and support measures, such as:

- Helpline with specialists in most countries via the EAP "Employee Assistance Program" or dedicated lines.
- Setting up a Mental Health Risk (MHR) committee.
- Online training to help managers manage staff working in hybrid mode (see 3.3.3.3.4)
- Online or face-to-face activities to prevent stress (yoga, sports, challenges, etc.); In the UK, a "Yoga at your Desk" activity sheet has been created to help employees who work all day at their desk or at home to improve their posture and reduce stress and anxiety. In the United States, the "Wellable" app allows employees to take fitness or yoga classes on demand, as well as mindfulness and meditation classes.
- Respect for employees' right to log off outside of office hours when working from home.
- Organizing social activities to bring employees back to the office (games, lunch, sports activities, etc.). Sports races are organized on a local level to encourage employees to get together and reconnect, something that was lost to a degree during the Covid years. This is how a sports initiative came to be launched in Brazil, Ecuador, Colombia and Mexico to collect food donations around the world. In Paris, 60 women from various Ipsos departments in France and Switzerland and from the global teams ran "La Parisienne", an iconic race designed to raise funds for breast cancer research. In Bulgaria and France, walking challenges are organized to encourage physical activity and team-building.

To prevent problems such as stress, burnout and work-life imbalance, Ipsos in France has set up four MHR workshops for its employees. These aim to make optimism a part of employees' daily lives and help them avoid over-investment and hyper-connectivity, identify red flags so they can protect themselves, and circumvent the mechanisms of stress in order to regain serenity. Ipsos in France has also set up a training course on letting go and developing emotional intelligence.

The recent Pulse 2022 employee satisfaction survey (see 3.3.3.1) showed that employee morale was up with an average of 7.3 points on a scale of 10 versus 7 in 2021. The two main areas of motivation were the atmosphere among staff and their interest in their work, as well as career development opportunities within Ipsos. One of the main concerns of employees remains the impact of the crisis (war in Ukraine) and in particular inflation.

"Collaboration and support are the words I would use to describe the team dynamics."

Comment from an employee recorded in the Pulse 2022 survey

3.3.2.1.5 Compliance with hygiene, health and safety standards

Nearly 465 employees worldwide have been designated and trained (6,073 have been trained in procedures) in health and safety and are involved in defining and implementing numerous initiatives, a few examples of which are given below.

The Employee Assistance Program (EAP) has now been implemented in all regions (North America, Asia, UK, Latin America, Middle East and most of Europe): employees are encouraged to speak up if they need help in the form of counseling or with similar emotional issues.

In Australia, online training sessions have been created on a variety of health issues, including one called "Managing your emotions at work".

The on-site medical service in France organizes blood donation and flu vaccination campaigns, as well as relaxation, support and individual remote counseling sessions. Since 2020, all employees have had access to free blood tests, nursing care and an optician's service on-site.

3.3.2.2 Working time, absenteeism rate, flexibility, lockdown, return to the office

3.3.2.2.1 Working time, absenteeism rate

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

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

The average absenteeism rate is 1.2% lower than in 2021 (1.3%).

3.3.2.2.2 Flexibility in work organization and work-life balance

In the wake of the pandemic years, we now work more flexibly than ever. With the majority of employees having now opted for hybrid working between the office and home, it can be difficult to separate one's work from one's private life. We therefore strongly encourage employees to make sure they have a good routine in place, and that they take breaks and their statutory vacations so they can get adequate rest.

- In Latin America, workshops on the Japanese concept of Ikigai (finding your reason for existing/reason for living) have been offered to employees with the aim of developing their potential and fulfillment over time.
- In the United States, employees in Chicago have moved into a new, brighter and more flexible office space, making their experience of work even better. With lots of separate spaces where people can work either on their own or with others, it is creating opportunities for fresh interaction among staff, something which was needed.
- The ITC - Ipsos Training Center - has developed a training course on time management to help our employees better manage their workload. This course provides tools and concrete resources to help staff identify priorities, plan their day and manage emergencies so they can allocate time to the tasks that really matter.

With today's new hybrid way of working, it has become essential to effectively balance work and personal life to prevent one from taking over the other.

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OUR COMMITMENT TO OUR PEOPLE

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

3.3.2.3 Wellness & Resilience Initiative

We want our employees to be in the best conditions to give their best, especially during this period of crisis (uncertainties due to the war, inflation, climate change and new waves of Covid).

To support our employees, in the first quarter of 2021, Ipsos created a "*guide*" on well-being and resilience, within which we have shared our commitments that are structured around three main areas:

- Provide assistance: support for our employees' well-being, including mental health.
- Develop personal resilience: this area focuses on building personal resilience and demonstrating resilient leadership.
- Create professional resilience: provide employees with the opportunity to enhance their skills and develop their careers within Ipsos.

This guide is distributed to all the Company's HR teams.

An "HR Wellness Champions" network meets monthly to discuss various topics related to wellness and resilience and to share best practices between Ipsos regions.

There is also resilience-building and stress management training available on the internal "ITC" training platform.

Although it is difficult to measure the impact of the initiatives launched, we are seeing high levels of employee engagement and interest in the wellness and resilience activities we are conducting and the feedback is very positive.

- In Singapore, the HiCom (Happiness Initiative Committee) celebrated Wellness Month. This was a great opportunity to bring the team together for activities that stimulate both body and mind, such as massage and yoga sessions for relaxation and art therapy sessions that gave our staff a boost.
- In **North America**, the Well-being@Ipsos Committee has rolled out an app called "*Wellable*" that gives all employees in the region access to health content and on-demand fitness classes. This app sends "health tip" alerts via SMS directly to the phones of employees who have signed up. There is also a series of holistic webinars that can be viewed live or replayed.
- In Belgium, the sporting company award was presented to Ipsos; an official nomination for "Sport Vlaanderen", in recognition of the Energy@Ipsos wellness program, which aims not only to get people moving and achieve ambitious sporting goals or corporate challenges, but also to provide relaxation activities and build resilience.

- Ipsos in Ecuador has been certified as one of the best places to work in the country. This certification recognizes the efforts made locally to strengthen the company's culture and promote the well-being of our employees.

Cristina Páez, Country Manager Ipsos in Ecuador says: "If you tell someone they are great and worthy, they're going to aspire to be great and worthy. If you show your team members Ipsos is a great place to work, they will help make it even better"

3.3.3 Talent Management

3.3.3.1 Attracting, engaging and developing talent at Ipsos

3.3.3.1.1. Our Ipsos values: a model of inspiration for our employees

Our employees are our main asset. The "Proud to be Ipsos" guide describes our vision of the business and the values we want to share in our professional environment.

This document, which has been translated into the main languages spoken within the Company, was first published in 2007 and has been distributed in all our countries. It introduces and presents the values of the Group so that we can share our commitment with every newcomer.

Our values are:

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

Ipsos promotes the values and associated behaviors as true models of inspiration for its employees. In 2022, our five values were translated into a list of fifteen managerial behaviors: the *Leadership Behaviors*. This list serves as a guiding principle for Ipsos leaders to demonstrate Ipsos' values in their daily work behaviors. In the coming months, workshops will be held to promote the *Leadership Behaviors* within Ipsos, and to help our leaders put them into practice.

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

Ipsos and its management want its employees to be proud and happy to work there. In order for them to develop their potential, the Company is constantly working to provide them with a pleasant working environment and access to high-performance technological tools. Our corporate value of "Entrepreneurial Spirit" is a reality. The management encourages innovation and gives employees the autonomy they need to quickly rise to positions of responsibility.

3.3.3.1.1 Turnover rate: Departure analysis

As of December 31, 2022, the Group had 20,156 employees worldwide (including employees acquired through acquisitions and including "Contractors Standard"), compared to 18,266 in 2021, in order to support the growth of its business.

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OUR COMMITMENT TO OUR PEOPLE

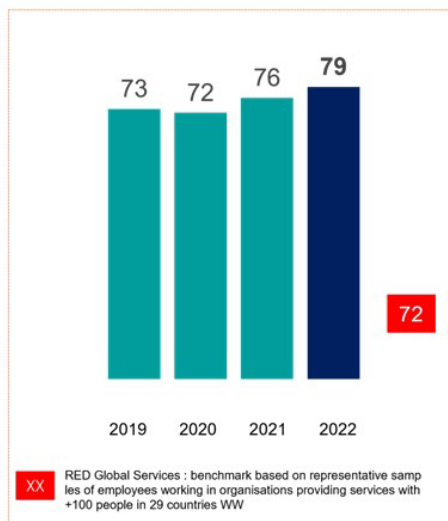
The staff turnover rate is based on the permanent workforce (excluding *Contractors Standard*). The definition of Ipsos' permanent workforce is a broad one that encompasses all steadily employed and permanent employees, whether on permanent or fixed-term contracts. According to this definition, as of December 31, 2022, Ipsos had a total turnover rate of 20.3% (21.8% in 2021) and a turnover rate due to voluntary departures of 17.9% (19.8% in 2021), of which 9.4% for employees with more than three years' service. (In addition, the Company employs a large number of mainly temporary workers to administer its questionnaires: the interviewers. These workers are not included in the permanent workforce and the variable costs they represent are included in the direct costs of the consolidated income statement.)

Data on new arrivals and departures are based on regular and permanent employees under contract, excluding acquisitions

3.3.3.1.2 Data on arrivals and departures is based on steady and permanent employees under contract, excluding acquisitions. Pulse: the annual employee engagement and satisfaction survey

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

Engagement Score = average score of % Agree of nine questions part of the engagement index



Engagement Index - 9 questions

- I like Ipsos' culture and values
- Overall, I am satisfied with my job at present
- I am confident about my own future within Ipsos
- I feel motivated in my current job
- My job gives me a sense of personal fulfilment
- I am proud to say that I work at Ipsos
- I would recommend Ipsos as a good place to work
- I endorse Ipsos' strategy and direction
- I have confidence in the decisions made by the senior management of Ipsos in my country

First conducted in 2003 by a team of Ipsos experts, the Ipsos Pulse survey has become a key annual event for employees worldwide and a valuable HR management tool. In 2022, the survey was translated into 24 languages.

It offers all Group employees a valuable and unique opportunity to express their views on the working environment, management and the Group's strategic objectives. It was a real success in terms of interest, with an 89% employee participation rate this year (+7% vs. 2021), giving us a representative overview, reliable results and enabling us to define our action plans for 2023.

The responses to the Ipsos Pulse survey, which were processed anonymously, showed that the overall situation is very positive despite it having been another year of crisis (war, new

waves of Covid) with the resulting rise in inflation. All indicators are up with a high overall engagement of 79%, up 3%. Nearly 79% (+3%) of employees would recommend Ipsos as a good company to work for. They have growing confidence in the future of Ipsos (88%) and are proud to work there (84%) compared to 73% for the RED (benchmark).

In 2022, there was greater adherence to the Group's culture and our employees have more confidence in their own future at Ipsos (+11% vs. 2020). All indicators are higher than the external benchmark, in particular for culture, values and pride in working at Ipsos.

In the interest of continuous improvement, the results and findings of the 2022 Ipsos Pulse campaign are being carefully studied and analyzed so we can identify our top priorities. This will be followed by the preparation of specific action plans and talent management initiatives.

Furthermore, it should be noted that the ratings for career development opportunities at Ipsos have risen sharply over the past two years (73% vs. 68% in 2021), demonstrating the effectiveness of the work carried out by our HR teams to communicate on these issues.

Finally, the Pulse 2022 survey shows a strong culture of camaraderie, collaboration and client focus across the Group, which clearly fosters employee engagement.

3.3.3.2 Generation Ipsos: Promoting the Group's appeal to young graduates

In order to remain focused on our deep commitment to the development of our employees, the Ipsos Training Center has launched the program "Generation Ipsos: Getting to know the Ipsos Service Lines". This initiative, aimed at new graduates, is designed to provide them with a solid foundation of knowledge and skills in the field of research, and to strengthen links and interactions with employees from the different Service Lines. This internal training program will then enable them to apply for various positions within Ipsos.

This global program aims to recruit the best curious and passionate market research talent, contribute to their development, integrate them into the Ipsos culture and immerse them in our organizations, offering them training and development opportunities.

It includes taking online courses, participating in practical activities (organized locally) and submitting a project on a study to be presented to experienced local managers. Participants are also given the opportunity to experience the work and environment of several Service Lines and thus enrich their knowledge of the research industry.

Since it was launched, 4,000 new graduates have enrolled on the program in 72 countries.

- The second edition of the Generation Ipsos global conference was held under the theme, "Ipsos, the best place to work". More than 500 participants had the opportunity to listen to our Leaders. Ben Page, CEO of Ipsos, and Dan Lévy, Group CFO, shared their vision for Ipsos, the business strategy and how careers and job opportunities support the growth of our company.

Our young people were also able to discuss topics of interest to them such as work-life balance, career development, inclusion and diversity, CSR and the latest trends in the market research industry. It was a unique opportunity to learn more about these areas and to experience the international dimension of the Generation Ipsos program.

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"I enjoyed the variety of topics and content, as well as the first-hand experience of the Generation Ipsos alumni. I like the fact that we have the chance to be part of an international community within Ipsos. It's very motivating."

Two new global initiatives were launched this year:

- Via our Yammer account which is dedicated to Generation Ipsos, every month each of our regions has been invited to share success stories, expert opinions, and testimonials from our young graduates. This series was a way to share the different initiatives developed in each region/country.
- "Rendez-Vous", a series of 30-minute webinars on market research-related topics, has allowed our young people to meet some of our leaders virtually and to discuss business issues in an informal setting.

"I really enjoyed this webinar; it was an opportunity to learn and get training through real-life examples," said one of the participants.

- The Junior Board is an initiative from Mexico in which the members of Generation Ipsos have one-on-one interviews with their Country Manager, to exchange ideas and talk about how to improve the work environment by creating a space that stimulates employees. Through these initiatives, we give a voice to our young people, who contribute to the internal and external success of the Company with their new and innovative ideas.
- The French class of 2022 participated in a "Design Thinking" workshop. The group worked on the employer brand under the guidance of our experts. This was a great learning opportunity for them and, as this design work was to be presented to the French Management Committee, it was also a good way for them to showcase their achievements.

Ipsos in France has teamed up with the "My Job Glasses" platform, which connects students and professionals, some thirty of whom are Ipsos ambassadors. This project is helping to increase our visibility among students, the aim being to create a pool of young talent who could one day join our organization.

3.3.3.3 Career management

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

3.3.3.3.1 Classifying our jobs to better manage careers

Ipsos uses a new Job Library in which 193 jobs are listed. These jobs are classified according to four types of function that reflect Ipsos' main business activities: Research and Science, Operations and Platforms, Key Account Management and Support Functions.

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

3.3.3.3.2 Appraising the performance of our employees

In 2022, 84% of our employees had an annual individual performance review. These reviews provide the perfect opportunity for employees to talk to their manager; during the review, the employee's performance is discussed and recorded, as are the plans for their professional development and their aspirations for functional or geographic mobility.

Throughout the year, managers also give regular feedback to the employees who report to them. According to the internal Pulse survey, 64% of employees say they discuss their performance with their manager once a quarter or more.

3.3.3.3.3 Organizing staff reviews to identify talent and establish succession plans

Staff reviews are carried out jointly by managers and HR managers. They consist of evaluating employees using a matrix that establishes the levels of performance and potential for each person. They are also an opportunity to discuss the action plans to be implemented for each employee.

These staff reviews make it possible to:

- Identify key talents, experts and high potentials,
- Have a talent management policy that is both dynamic and proactive,
- Develop succession and continuity plans in the event of departure or change of position,
- Implement appropriate career management in terms of salary, training and mobility,
- Propose relevant development plans to help employees progress.

Each year, the exercise is carried out centrally by the Human Resources department for the Company's senior executives. Actions are identified for some of these employees (mobility, coaching, salary review, etc.). The Group HR Department then ensures that the decisions are implemented.

3.3.3.3.4 Offering attractive opportunities for career development through internal mobility

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

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

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Career paths have also been defined for Research, Operations and Human Resources staff in order to inform them of how they can develop within Ipsos. These career paths can be vertical (advancement through the hierarchy) or horizontal (change of team or job).

Since Ipsos operates in 90 markets, employees have a very broad platform for their professional development. Ipsos encourages international career paths. As of December 31, 2022, the Company had over 1,500 employees working in a country other than their home country, demonstrating the great diversity of its workforce. Each year, despite the pandemic, it manages around one hundred inter-regional geographical transfers.

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

3.3.3.4 Training and skills development

Ipsos aims to create an environment where everyone can find meaning in their contribution, be involved in a rewarding collective process and develop both personally and professionally. To achieve this, we pay particular attention to the integration, training and development of our employees.

Ipsos actively contributes to this by designing and implementing various training programs, which are conducted either face-to-face, remotely or online via the Ipsos Training Center (ITC), Ipsos' dedicated platform.

Ipsos tracks the number of training hours recorded by employees on the iTime platform. Training, excluding time spent as a trainer, accounted for 2.9% of total time in 2022 (compared to 2.5% in 2021). Ipsos is proud of this achievement, which attests to the importance of making our staff's development a key focus.

3.3.3.4.1 Focus on the Ipsos Training Center (ITC)

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

Providing the latest e-learning solutions, all employees have access to it from a dedicated platform. It thus contributes to the personal development of employees.

In 2022, the ITC continued to offer training on topics related to Ipsos' solutions and methodologies as well as on soft skills.

The ITC currently offers 490 e-learning courses for employees, classified according to 5 skill types:

- **Solution:** Skills related to support functions and Service Lines, their tools, methodologies and research strategies.
- **Client:** Client interaction and business development skills to become a true partner and advisor to our clients.
- **Management and Leadership:** Skills to become more effective in one's work and to manage a team.
- **Market research:** Skills related to market research know-how.
- **General:** Skills extended to other areas.

In 2022, 84% of Ipsos employees used the ITC to do at least one training activity. Ipsos' training platform is therefore widely used by all employees.

3.3.3.4.2 Welcoming new employees

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

All employees are required to complete various pieces of training to ensure that their onboarding process goes smoothly.

The mandatory training courses are:

- Discover Ipsos
- CSR at Ipsos
- Security awareness
- ITime: the Ipsos time tracking system

3.3.3.4.3 The Country Managers School

Specific training is given each year to new Ipsos country managers. This training is designed to help them understand the different aspects of their new role and their main responsibilities. It is delivered by senior Ipsos experts and covers a wide range of areas: finance, legal, communication, management, client management, and corporate and environmental governance.

The Country Managers School makes our country managers aware of the expectations linked to their new position and enables them to be more efficient and effective more quickly.

3.3.3.4.3 New training programs

In 2022, over 70 new courses were added to Ipsos' employee training offerings.

There are now five certification programs to train employees in several Service Lines:

- Innovation
- Market & Strategy Understanding
- Brand Health Tracking
- Healthcare Compliance
- Creative Excellence

In addition, the ITC offers a certification to new or future managers to broaden their management skills: *Fundamentals of People Management*. The ITC also plays a key role in the development of our new generations through the *Generation Ipsos* training program.

Learning Week 2022: a week to celebrate Curiosity.

For the first time, Ipsos organized a Learning Week, which took place from September 12 to 16, 2022. During this period, all employees were invited to freely attend one of the many virtual training sessions offered by Ipsos, both on a global and regional level.

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Over 80 experts provided training to our employees on a variety of topics across 54 sessions, ranging from market research methodologies and consumer trends to inclusion and diversity, management and leadership, and resilience, among others.

Over 5,000 employees attended at least one of the training courses offered, with a total of 18,054 logins over the course of the week, representing over 13,500 hours of training provided through this initiative. The event as a whole was rated 8.6 by our employees.

3.3.3.5 Remuneration

The Group's remuneration policy is tailored to the labor market and employment legislation of each country. It aims to:

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

Ipsos internally classifies jobs, with three objectives:

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

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

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

Levels 4 and 3 correspond to middle management and represent 23.6% of the Group's workforce. At these levels, in addition to their fixed annual salary, employees may receive an annual bonus based on the financial results of their scope of work and their individual performance. They may also receive bonus shares under the Group's annual plan.

Levels 1 and 2 correspond to senior management positions, which account for 4.4% of the Group's workforce. Their compensation package is made up of three parts:

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

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

The individual allocation of bonus shares is totally discretionary and decided by the Plan Manager. Ipsos believes that the best way to achieve its performance targets and to align the

interests of its senior executives and managers with those of its shareholders is to grant them bonus shares to reward their commitment and individual performance. These allocations are reviewed annually.

3.3.3.5.1 Profit sharing

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

The total amount of Ipsos' remuneration expenses, i.e. base salaries, incentives and bonuses, was €1,056 million in 2022, compared with €909 million in 2021, representing an increase of 16.2% compared with 2021 (changes in exchange rates and scope of consolidation included). For further information, please refer to the Consolidated Financial Statements (section 18.1.2 of the Universal Registration Document).

3.3.4 Combating discrimination and promoting diversity and inclusion

3.3.4.1 Diversity & Inclusion

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

Ipsos Group ensures that Principle 3 of the UN Global Compact relating to non-discrimination is fully respected in all the countries in which it operates.

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

Our Company is at its best when our employees can be themselves, with no fear of constraint, prejudice, discrimination or inequality.

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

"*Belong*" is our inclusion and diversity network, which aims to produce a global strategy and encourage greater collaboration across markets.

By attracting and empowering an increasingly diverse workforce, Ipsos seeks not only to increase employee satisfaction, but also to broaden the range of experiences we can offer to improve the quality of service we provide to our clients.

Ben Page, CEO of Ipsos: "*Belong*" is tasked with leading actions, in collaboration with local Ipsos managers, that will have a significant impact on internal processes and practices, to make Ipsos as diverse as the people and topics we research. »

Reforming hiring and promotion practices to achieve more nationally representative employee profiles, improving the representation of women and people of color in management positions,

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closing the gender pay gap, and ensuring a safe environment for LGBTQ+ employees are among the activities addressed by "*Belong*", whose overall objective is to make everyone feel good at Ipsos.

The "*Belong*" Committee is also working to meet our clients' expectations through three main areas:

- Clearly communicating Ipsos' Inclusion and Diversity policy and commitments.
- Improving the representativeness of our panels.
Contributing to a global reflection on Inclusion and Diversity by providing the general public with white papers and studies on these themes.

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

- October marked *Black History Month* in the UK: what does it mean to be black? With this year's theme being "Time for Change", Ipsos' REACH (Race, Ethnicity and Cultural Heritage) network brought together black Ipsos employees via a mini-series of podcasts to find out what "black joy" is, the different ways it is experienced, why it is necessary and how it plays a role in our professional and social lives.
- A training course on "recruiting without discrimination" is available on our internal ITC platform.
- As part of the global HR community's efforts to combat bias, the Total Operations HR team has launched the "*Spot your Blindspots*" initiative to focus on unconscious bias and how it can shape decision-making within the Company. Through this initiative, we hope to actively contribute to building a more inclusive and diverse work environment.
- A training session on inclusion and diversity was offered to all employees in Sub-Saharan Africa to discuss the importance of this subject, address biases and prejudices, and suggest ways to improve.
- Ipsos in France launched the 5th edition of "*Duoday*", an initiative to introduce people with disabilities to our business and our Company. They were welcomed in our offices to share their experience with our colleagues.

The way we think about gender is changing. It is no longer just about traditional gender roles. Ipsos regularly surveys the shifts in and the pervasiveness of views on identity and on issues and experiences of discrimination.

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

3.3.4.2 **Strengthening gender equality in the workplace**

Like most of the market research industry, which employs more women than men, Ipsos' workforce is predominantly female, with 60% women versus 40% men, 66% in Ipsos research-related functions, and 51% in support functions. In compliance with all applicable laws in each region, we unconditionally subscribe to the principle of equal pay for our male and female employees. This equality policy has several concrete applications: promoting equal opportunities and equal pay for men and women and fairness in terms of promotion and career development, and creating working conditions that leave as much room as possible for family life, or at least ensure a work-life balance.

In this context, and for the third year running, Ipsos has set up a Group gender equality index to analyze the actions of the Group's countries. The index includes five key indicators that track year-on-year changes in each country, by level of responsibility, in terms of salary gaps, increases and promotions, eligibility for bonuses and bonus amounts, the percentage of women in top management and the percentage of women earning the top 10% of salaries. The results for each country or region are then reviewed with the country managers and Group HR managers. Action plans are implemented locally based on the analysis carried out. The following year's index is used to measure the actual impact of these action plans. Today, all countries or regions have an overall index above 50 out of 100, compared to 69% in 2021 and 57% in 2020.

In 2019, Ipsos launched a worldwide program called *Women in Ipsos* that aims to ensure that women are not discriminated against in terms of salary, career progression, treatment, etc. Through the formation of an international network, this program aims to support women in their careers and enable them to develop their full potential. Thus through mentoring, training, and participation in events, women are given the opportunity to break through the glass ceiling. In December 2020, the program was renamed the *Gender Balance Network* to bring together not only women but also men, so that they can make a commitment together on an equal footing.

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

Examples of the *Gender Balance Network's* impact around the world

- A virtual global event was held for International Women's Day 2022, with the theme "*#BreakTheBias*", aimed at building a world free of conscious prejudice, unnecessary stereotypes and discrimination, and promoting diversity, equity and inclusion. Over a thousand Ipsos colleagues, representing 60 countries, participated in this event.
- Last November, during the global webinar organized by Ipsos in support of the 16 Days of Activism against Gender-Based Violence, the main results of two of our global surveys (one for the CIGI and one for the United Nations) were presented. The results show that COVID-19 has resulted in an increase in violence against women; that those most at risk of violence are young women, unemployed women, women living with children and women living in rural areas. The research also found that only one in ten women would report domestic violence to the police.
- In Sub-Saharan Africa, the *Gender Balance Network* has set up an in-house mentoring program run by women for women, offering them advice on how to overcome some of the challenges they may face as they move forward in their careers.

At a global level, Ipsos is also working to ensure that women are well represented at senior management levels. Thus, in 2022:

- 35.6% of the executives in Level 1 of the *Leadership Team* were women (in 2021: 36.1%). This level comprises Ipsos' 200 top executives and key experts, most of whom are shareholders of the Group.
- 45% of the executives in Level 2 of the *Leadership Team* were women: a more than promising pool of candidates to take over from the above Level 1 managers (in 2021: 44.2%).

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This level comprises nearly 600 senior executives and additional experts.

This year, Ipsos ranks 16th in the women's leadership index of the 120 largest French companies (SBF120). This index measures the proportion of women on boards of directors and executive committees.

This leaderboard, designed by the French Ministry of Gender Equality, Diversity and Equal Opportunity, together with an HR consulting firm, is based on figures provided by companies on a voluntary, declarative basis.

Ipsos has continued to make progress in this area, achieving better scores each year in a rapidly changing business environment: in this year's survey, we came 16th out of 120 and scored 79.4/100; in 2019, our score was 74.4/100.

These strong results reflect Ipsos' ongoing commitment to gender equality in the workplace.

3.3.4.3 Combating child and forced labor

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

The necessary measures have been taken within Ipsos to ensure that our service providers comply with the same rules and refrain from employing minors.

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

3.3.5 Dialogue between management and employees

3.3.5.1 Promoting and respecting labor relations

Ipsos Group is committed to respecting freedom of association and the right to collective bargaining, as defined by Principle 3 of the United Nations Global Compact.

In all the countries in which it operates, the Company ensures that this principle is respected unconditionally. All Ipsos employees are therefore free to join trade unions.

3.3.5.2 Compliance with existing collective agreements and labor-management dialogue

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

This dialogue with employees is conducted through employee representative committees, if the entity is large enough to have one, through monthly meetings with employee representatives, or via meetings of employees with managers. As of December 31, 2022, 43 agreements were in force within our entities. Many of these agreements relate to the work-life

balance of employees (flexible working hours, home-working arrangements, etc.), and to diversity and inclusion, and also provide employees with additional benefits in kind (additional insurance, luncheon or transport vouchers, etc.). We believe that all these measures improve employee retention and therefore the Company's performance.

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

3.4 Our commitment to society

Our first commitment to society and our ecosystem is to produce research and data with transparency and integrity. Our priority is to protect the data of our clients and respondents.

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

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

Ipsos is also an active member of the professional association ESOMAR, which, through its International Code on Market, Opinion and Social Research and Data Analytics, sets the professional and ethical standards for the sector worldwide.

Ipsos has implemented a Supplier Code of Conduct. It sets out Ipsos' requirements in terms of human rights and environmental protection for its suppliers and partners.

3.4.1 Our corporate citizenship and our impact on local areas and communities

Most of the countries where Ipsos operates have set up long-term partnerships with humanitarian associations, communities and volunteer organizations. In 2022, 60% of our countries took part in fundraising activities, raising nearly €200,000 from our employees for non-profit organizations. Most of the organizations supported work either to combat poverty (28%), to support children in need (24%) or to improve the provision of healthcare (18%).

Ipsos encourages skills sponsorship activities and the sharing of our expertise for the benefit of humanitarian associations. This year, 16% of our countries carried out pro bono research for the benefit of NGOs or non-profit organizations.

3.4.2 Ipsos Foundation

Set up in 2014, the Ipsos Foundation's mission is to fund educational projects for underprivileged children and young people around the world.

Since it was set up, it has funded nearly 100 projects in over 40 countries, for a total amount of €2.6 million.

The Ipsos Foundation is overseen by a Board of Directors composed of 11 members: Didier Truchot (Chairman), Laurence Stoclet (Head of Investments), Susan Walker (Independent

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Member), Gill Aitchison (Independent Member), Brian Gosschalk (Advisor to the Chairman), Rupert van Hullen (Group Director GDPR), John Haworth (CFO Ipsos-Mori), Sheryl Goodman (Group Legal Director), Antoine Lagoutte (Deputy CFO of Ipsos), Mark Campbell (CFO United States) and Ewa Brandt (Director of the Ipsos Foundation and Group CSR Director in 2022).

In 2022, the Ipsos Foundation funded 18 projects across all continents. In Africa, we supported associations that set up educational projects in South Africa, Chad, Kenya and Morocco. In the Middle East, schools in Lebanon, Pakistan and Jordan have received financial support from the Ipsos Foundation. We have funded care and education facilities for homeless children in the Philippines. We have helped local organizations working with disadvantaged children in poor neighborhoods in Bolivia and Costa Rica.

3.4.3 Partnership with the Office of the High Commissioner for Refugees and the *Tent Partnership for Refugees*

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

Ipsos is committed to recruiting refugees in our various entities around the world. In 2022, more than a hundred refugees were recruited, in eleven countries.

Every year, on World Refugee Day, June 20, Ipsos organizes volunteer activities to help refugees. On this day, talks are also held to raise employees' awareness of this issue, and research is released on the situation of refugees around the world and how they are perceived by people in host countries.

3.4.4 Public Policy

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

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

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

3.4.5 Data protection

The protection of Ipsos' internal data, collected from respondents or entrusted by our clients, is a business requirement but also a major social responsibility for Ipsos. The Ipsos IT organization (Ipsos Tech) has launched several initiatives that support Ipsos' commitment to the protection, confidentiality, availability and integrity of this data:

- Implementation of two-factor authentication for access to the Ipsos network
- Approved e-mail filtering solution to be implemented in 2023
- Progressive implementation of ISO27001 certification country by country
- Implementation of a cloud WAF (Web Application Firewall) to protect our main domains

- Vulnerability scans conducted annually by a third party
- Penetration testing of all data collection platforms conducted annually
- Next-generation antivirus deployed on all computers (*Endpoint Detection and Response* - EDR), managed by an external supervision team 24 hours a day
- Subscription to an advanced malware detection/remediation application
- Implementation of an agent-based vulnerability management tool that covers all Ipsos IT equipment and allows administrators to see vulnerabilities on a host in real time, whether off-network or on the Ipsos network
- Storage data encryption for all major hosted application platforms and on all mobile devices (laptops, smartphones, tablets, etc.)
- A network security infrastructure upgrade is underway in our main managed hosting data centers, replacing all network hardware with next-generation security hardware allowing Ipsos to enhance its security with new and improved features.

3.4.6 Confidentiality - Integrity of client, supplier and other relationships

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

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

3.4.7 Protection of privacy - Protection of personal data

Data protection is a fundamental aspect of the Group's business. Personal data is managed with care by Group companies, and in compliance with privacy laws and regulations and applicable professional standards such as the ICC/ESOMAR International Code on Market, Opinion and Social Research and Data Analytics. In 2018, Ipsos implemented a global internal privacy policy applicable to all our employees in all the countries where Ipsos operates. This policy was updated in 2021 to remain in line with legislative changes. It can be viewed on the Ipsos.com website, allowing stakeholders to ask questions of the Group. It is also distributed internally through our *Book of Policies and Procedures* and regular training sessions. To ensure ongoing compliance with data protection legislation, Ipsos has appointed a Group Privacy Officer and officers in each of our countries, as well as a Global Information Security Officer.

In addition, all Ipsos suppliers are assessed on the basis of a robust multi-functional assessment questionnaire covering many aspects including financial stability, security and data protection. Our largest suppliers are also audited, which includes on-site audits. It should be noted that the Covid-19 pandemic has put on-site audits on hold. Ipsos is itself regularly audited by its clients, which also helps to identify any shortcomings and thus contribute to any remediation that may be required.

3.4.8 Maintaining a relationship of trust with our partners

3.4.8.1 Due Diligence Plan

Ipsos adheres to the provisions of Act no. 2017-399 of March 27, 2017 on the due diligence of parent companies and prime contractors. Due to the intellectual nature of the services it provides, the Group is only marginally directly exposed to the risks covered by this regulation,

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i.e. serious violations of human rights and fundamental freedoms, personal health and safety and the environment, potentially caused by its own activities.

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

In 2008, Ipsos made a further strong commitment to human rights and fundamental freedoms by joining the UN Global Compact and has taken a range of measures to prevent other violations of human rights and fundamental freedoms potentially arising from its activities.

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

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

Therefore, in 2019 and 2022, under the aegis of the Audit Committee, Ipsos carried out a detailed inventory and review of the risks that may exist in this area.

3.4.8.1.1 Risk mapping

The most recent risk assessment survey that was rolled out globally in 2022 contained a series of questions specific to "due diligence" recommendations and CSR reporting. It has allowed us to ensure that all the measures required to prevent such risks are in place.

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

Ipsos regularly assesses the position of its subsidiaries through:

- A two-pronged approach: a three-yearly risk assessment survey, and a self-assessment survey completed by the Group's senior executives on a three-yearly, self-reported basis;
- Its CSR reporting; and local internal audits.

Subcontractors and suppliers are selected via a responsible procurement procedure that must comply with our code of conduct.

Our teams are reminded, whenever possible, to include clauses committing to the UN Global Compact principles plus audit clauses in new contracts with our main suppliers and subcontractors. These clauses are a means for Ipsos to ensure that its co-contractors also comply with the principles laid down by the UN Global Compact. In addition, these clauses

authorize Ipsos to carry out the necessary checks and verifications, if necessary, and even to terminate the contractual relationship in the event of proven breach.

3.4.8.1.3 Appropriate actions to mitigate risks or prevent serious harm



Through the *Green Book*, the Group's code of conduct and ethical charter, which is given to each of our employees when they take up their duties, and the *Book of Policies and Procedures*, Ipsos communicates its values to all its employees, particularly with regard to respect for human rights and the environment, and the behaviors and guidelines to be followed.

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

Communications are also made to local managers to remind them of the scope of due diligence and of the need for local teams to comply with our due diligence plan.

3.4.8.1.4 Whistleblowing System

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

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

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

Since 2018, anyone - third parties included - can access the system, which covers all areas such as fraud, anti-competitive practices, corruption, breaches of data confidentiality or privacy, violation of company policies, infringements of fundamental freedoms, human rights and the environment.

In total, 62 alerts were recorded in 2021 and 58 in 2022, divided as follows between internal alerts (made by email) and alerts made via EthicsPoint:

Cases recorded by	FY2021	% 2021	FY2022	% 2022
Reported internally	19	31%	37	64%
Reported via EthicsPoint	43	69%	21	36%
Total	62	100%	58	100%

Among the important alerts in terms of due diligence, there was one case in 2022 that triggered in-depth investigations. This case was successfully closed during the course of the year.

3.4.8.1.5 System for monitoring the steps taken and their effectiveness

Through its internal control programs and audits and its CSR reporting, Ipsos has the resources it needs to monitor the measures implemented and their effectiveness. These have not uncovered any serious and proven violations of human rights, fundamental freedoms, health, personal safety or the environment.

3.4.8.2 Involving our suppliers and subcontractors in our corporate social responsibility initiatives

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

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

Ipsos' overall strategy is to own the data collected as well as the production platforms, i.e. a vertically integrated operating model. Where necessary, Ipsos may outsource. In this case, Ipsos ensures that it has tight control over the quality of the information collected and produced.

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

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

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

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

Since January 2014, our major new contracts with suppliers include a UN Global Compact clause where possible. Of the spending with international suppliers in 2022, 59% was with international suppliers that adhere to the United Nations Global Compact (compared to 43% in 2021).

3.4.8.3 Combating fraud, tax evasion and money laundering

The Ipsos Professional Code of Conduct and Ethics warns and makes employees aware of the risks associated with money laundering and fraud in general, including tax evasion. A comprehensive anti-fraud policy is set out in the Ipsos Policies and Procedures Guide.

In these documents, Ipsos sets out its policy for preventing, reporting and combating fraud, as well as the behavior to be adopted by staff in the event of such situations. Ipsos complies with the regulations governing the production of CBCR.

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

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

3.4.8.4 Fight against corruption

The fight against corruption is specifically part of the policies and fundamental values supported by the Group, which pays particular attention to it in application of Principle 10 of the United Nations Global Compact.

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

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

The Green Book is given to all new employees joining the Group. It is included in the mandatory training program for each of them. In addition, an "Appropriate Workplace Behaviour" training course has been introduced, covering in particular our whistleblowing system, which allows any Ipsos employee or partner to report to a third-party organization, EthicsPoint, any corruption, fraud or other breaches of legal, regulatory and professional obligations. 1,232 employees took this training in 2022.

3.4.8.5 Fraud prevention and other areas

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

Exceptions to this rule include small gifts of little value that are considered customary in the course of business dealings, such as tokens of courtesy, promotional gifts or invitations. The value of such benefits must be reasonable and, in all cases, local regulations must be followed, as set forth in Section 1.6 of the Book of Policy.

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3.4.8.6 Employment contracts

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

3.4.8.7 Training and Development

Each employee of the Group receives company training and further training in the skills required for the specific job they are to perform. The amount of time spent on training and development, and the period during which it is provided, varies according to local practice in the different countries, the skill levels required for the tasks in question and the experience of each individual. In the interests of our employees as of Ipsos, we are committed to developing the skills of our staff.

It goes without saying that, in addition to the guidance provided in the *Green Book*, Group employees and local teams receive training on the behaviors to be adopted and those to be avoided, with country managers being particularly well informed on the matter.

3.4.8.8 Anti-competitive behavior

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

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

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

In addition to the guidance provided in the *Green Book*, Group employees and local teams are given further information on these issues too through the training they receive, particularly their induction training.

3.4.8.9 Compliance with legislation

In 2022, the Group was not aware of any fines or non-financial penalties for non-compliance with the laws and regulations referred to above.

3.5 Our Commitment to the Environment

3.5.1 Ipsos' environmental strategy

Although Ipsos' activities have only a limited impact on the environment, our Company has been committed to protecting the planet for years. Since 2012, we have been measuring our greenhouse gas emissions and setting ambitious targets for their reduction. We have made a

commitment to achieve carbon neutrality by 2035. Ipsos has been rewarded for these efforts by non-financial rating agencies.

In 2022, the United Nations Global Compact rated Ipsos at the Advanced level. The EcoVadis agency awarded Ipsos the Gold Medal, placing us among the top 5% of companies assessed, and the CDP *Carbon Disclosure Project* placed us at the management level.

This year, the Financial Times has included Ipsos in the list of Europe's Climate Leaders 2022. In 2023, Ipsos intends to join the UN Global Compact's *Caring for Climate* initiative.

3.5.1.1 Environmental risk management measures and objectives

3.5.1.1.1 Limiting our greenhouse gas emissions

The internal method used to measure greenhouse gas emissions is based on the Bilan Carbone® methodology and Scopes 1, 2 and 3 are defined according to the rules of the GHG Protocol. The Ipsos greenhouse gas emissions report now covers all the countries. Ipsos' reporting continues to focus on Scopes 1 and 2 and on emissions due to employee business travel included in Scope 3.

In addition, as part of the project to commit to the SBTi, at the end of 2022 the Group launched a project to quantify all Scope 3 emissions, in particular the following items:

- Purchases of goods and services
 - Fixed assets (offices, vehicles and IT equipment)
 - Business travel by interviewers, most of whom are not Ipsos employees but who are involved in the conduct of research
 - Travel by Ipsos employees between home and work
-
- Scope 1: These are emissions generated directly by activities controlled by the Company, i.e. they come from sources owned or controlled by Ipsos (natural gas consumption and refrigerant leaks in particular);
 - Scope 2: This covers indirect greenhouse gas emissions generated by the energy consumed to manufacture a product. For example, the consumption of electricity to power factories during the manufacture of a product constitutes an indirect emission insofar as the production of this electricity generates greenhouse gas emissions, even though the electricity consumption itself does not produce any emissions. All these emissions resulting from secondary energy consumption are accounted for in Scope 2.
 - Scope 3: This covers all other greenhouse gas emissions that are not directly linked to the manufacture of the product, but to other stages in the product's life cycle (supply, transportation, use, end of life, etc.). These are called "other indirect emissions".

In 2022, the emissions measured by Ipsos for Scopes 1 and 2 and emissions due to employee business travel were 22,938 tonnes of CO₂ for all markets (20,187 tonnes of CO₂ for the 35 main markets) compared to 19,356 tonnes of CO₂ per year in 2021 for all markets (16,116 tonnes of CO₂ per year in 2021 for the 35 main markets). This represents an increase of 18.5% across all markets. This increase is mainly due to the increase in employee business travel following the lifting of the Covid-19 lockdown measures.

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

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SOURCE OF EMISSIONS	2022	2021 (
Total Scope 1 emissions	27.8%	37%
Total Scope 2 emissions	31%	37.3%
Scope 3 - Employee business travel	41.2%	25.7%
Total Scopes 1, 2 and employee business travel	100%	100%

3.5.1.1.2 Employee business travel policy

Business travel (by land or air) by Ipsos employees accounts for a significant proportion of the Company's greenhouse gas emissions.

This is a major challenge for Ipsos, whose business and global presence inevitably necessitates travel.

72% of our countries have a travel policy in place to better manage travel and reduce their environmental footprint.

The majority of Ipsos entities use specialist agencies to ensure that these travel policies are properly implemented.

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

3.5.1.1.3 Company car policy

In November 2022, Ipsos announced a new company car policy aimed at significantly reducing the number of vehicles by 2025 and changing the composition of its fleet to include more hybrid and electric vehicles.

3.5.1.1.4 Limiting energy consumption:

Most of Ipsos' energy consumption comes from the electricity used in its buildings (lighting, heating, air conditioning and IT systems) for its business services activity.

Electricity consumption:

In 2022, total electricity consumption for all markets was 19,146 MWh (16,655 MWh for the 35 main markets), a decrease of 4.7% compared to the 20,094 MWh (17,277 MWh for the 35 main markets) consumed in 2021. The share of electricity consumption from renewable energy sources was 3,468 MWh in 2022, i.e. 18% of Ipsos' total electricity consumption worldwide for all countries. The share of electricity consumption from renewable energy sources was 20% of the total electricity consumption for the 35 main markets. This is an increase on the figure for 2021 (around 17%).

3.5.1.1.5 Promoting the circular economy and limiting water consumption:

Optimizing our waste and recycling management:

The main type of waste produced by Ipsos is paper. At the international level, we want to make significant progress in recycling paper and reducing our consumption of it.

In 2022, the results of the Greenhouse Gas Emissions Report show that, for all the countries surveyed, the volume of recyclable paper recycled was 79.9% across all markets and 92.9% for the 35 main markets (compared to 81% in 2021 across all markets and 91.9% in 2021 for the 35 main markets). Our 2023 target is to have 90% of recyclable paper actually recycled.

The amount of paper purchased in 2022 for our 35 main markets was 190 tonnes, or 11.13 kg per employee, and 235 tonnes for the Group as a whole, or 12.13 kg per employee.

Water consumption:

Given the nature of Ipsos' activities, the only water we consume is that used daily in our offices. However, we encourage our employees to think about water consumption and to use water responsibly, avoiding waste; we have published a booklet of eco-friendly actions, "Ipsos for the planet: what you can do every day"). Water consumption in 2022 was 103,481 m³ across all markets and 72,092 m³ for the 35 main markets, compared to 79,233 m³ across all markets and 53,713 m³ for the 35 main markets in 2021, i.e. an increase of 30.6% across all markets, which is explained by the lifting of Covid-19 lockdown measures and the return of staff to the Group's offices as homeworking began to decline.

3.5.1.1.6 IT-related challenges

Our IT organization, *Ipsos Tech*, supports the Company's global sustainability strategy and the reduction of its environmental footprint. To this end, we are developing the technical knowledge and skills required to implement a comprehensive plan to reduce IT-related carbon emissions. In 2022, we continued to work on our supply chain (Scope 3 emissions), with a focus on our five main suppliers, in order to develop thinking around sustainability issues. We have created a tracking table consolidating the carbon emissions emitted by our suppliers for a better overview and have initiated a bottom-up measurement process to further support the Group's SBTi work. Through measurement and benchmarking, we will gain a better understanding of our consumption and be able to make improvements across the business.

Work is underway within the IT department to introduce responsible principles and specific KPIs in order to gradually move from a traditional model to the implementation of a more responsible model, making sustainability more tangible.

In 2023, Ipsos Tech will be working to embed the use and procurement of eco-friendly solutions and products within our organization, promoting what has been done so far and using more internal metrics to encourage such behavior.

Responsible purchasing

Sustainable procurement

Sustainability was introduced in 2021 as a selection criterion in our procurement. We aim to increase transparency throughout the chain in order to manage and reduce Scope 3 carbon emissions. We favor suppliers that demonstrate good environmental practices (e.g., use of renewable energy), have carbon accounting and can share their consumption data with their customers, and have a strategy in place to reduce their carbon footprint. We have made it a general practice to include environmental clauses in our new contracts with major IT suppliers. These now include all the sustainability principles that underpin our activities and actions:

- Minimize waste and promote the principles of the circular economy.
- Use resources more sustainably and efficiently.

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- Seek opportunities for innovation with suppliers to reduce carbon emissions and climate change impact over the life of the contract.

We have added obligations for annual reporting on carbon emissions and climate and environmental impact, as well as reviews of progress plans during the life of the contract.

Selecting suppliers

We also ask for environmental credentials for our tenders and have introduced a requirement that our suppliers adhere to the principles of the United Nations Global Compact initiative and report emissions related to our contract. We also look at the energy consumption of products. Where possible, we prioritize the most energy-efficient technologies in order to reduce our carbon footprint and save energy.

To ensure greater consistency, other CSR (Corporate Social Responsibility) considerations are covered by our supplier management procedure, organized by our *Program Management Office* (PMO) which monitors, facilitates and manages Ipsos' project and governance activities. Governance includes the onboarding of new suppliers for which there is a structured process that asks suppliers for key details. New suppliers are also assessed to check that they comply with Ipsos' standards and requirements. Supplier management records are managed, regularly updated and stored by the PMO.

User equipment

Reducing the environmental impact of our activities related to end-users and to the sustainable use of resources

We have continued to modernize our technical infrastructure by eliminating obsolete IT systems and aging equipment. Where applicable, we have also adopted more efficient solutions with environmental performance certifications and eco-labels, shared systems and services, and a pay-as-you-go model that allows us to spend only what we need while improving security and integrity.

We have also implemented responsible ways of working by giving preference to virtual collaboration and online meetings. All new employees of the IT organization receive an online induction pack containing key information on the correct management of IT resources, and on eco-friendly actions and their environmental impact (including the issue of recycling), and they are encouraged to explain the eco-friendly actions to employees.

Maximizing the use of IT equipment is an integral part of our IT equipment strategy and equipment is reassigned, where possible, for less demanding tasks. Repair is part of our global computer supply agreement. We also store our reusable network hardware and ship it to other Ipsos sites, instead of purchasing new hardware, working with global logistics providers to help us.

E-waste recycling and management

In 2022, we introduced a section on IT and electronic equipment end-of-life and the use of suppliers for recycling, refurbishment and/or donation into our overall IT asset management procedure, allowing us to be more efficient in quantifying and reporting on end-of-life equipment.

Data storage and hosting

Data hosting and storage virtualization improvement project

We are working to delete obsolete data and store data on the storage medium best suited to performance needs, thereby reducing our energy consumption, and have replaced older backup storage modules with more energy-efficient solutions in some countries.

We have an updated data retention policy that clearly details what data must be stored and what can be deleted, including emails, and tools developed to identify both.

Migration to the Cloud

Migrating to the cloud has environmental benefits and we have also established standardized security and connectivity groups for the cloud.

In general, cloud services are less carbon-intensive (sharing the resource across multiple customers and being more responsive and flexible on usage) and more energy-efficient than on-premises facilities. We expect our vendors to implement data center and network best practices. When we scale up, we look at their power efficiency (PUE) and water efficiency (WUE) ratings, and, where possible, we consider carbon emissions and energy consumption specifics when choosing the geographic location of cloud services.

In 2022, we migrated additional countries to managed hosting and expanded our technology platforms in the public cloud through partnerships with some of the world's largest large-scale cloud providers, such as Google Cloud Platform, Amazon Web Services, and Microsoft Azure.

Applications

Application rationalization & standard product platform catalog

One of our key activities is to achieve a more sustainable project portfolio by streamlining and consolidating a substantial portion of our business applications. We are working to release a standard catalog of 'product platforms' that support our Triple A (Appropriate, Agile, Affordable) solutions, retiring redundant, unused and more expensive-to-maintain applications, and consolidating those that are similar into a single platform.

Better software methodologies and optimized projects

A new project was launched in 2021 and continued in 2022 to standardize our software development methods. In addition to providing a common platform, this project has allowed us to reduce costs, increase security, drive automation via CI/CD pipelines and have automated test routines, introduce consistent workflows and methodologies, and centralize source code control for *Ipsos Tech*. Goals for 2023 will include standardization of business processes, standardization of project progress reporting, and greater capitalization of Agile methodology as we look for opportunities to increase skills and utilize shared knowledge.

At the same time, Ipsos has implemented a *Site Reliability Engineering* (SRE) organization in parts of the organization to optimize the functioning of our operations and increase reliability. This reduces cycle times, seeking to improve and automate operations-related tasks and helping to improve system reliability now and as it develops.

Replicability, containerization and modular architecture

We have started to reduce the number of different architectures and technologies, eliminating unnecessary redundancies and opting for a modular, service-oriented application architecture for our latest product platforms, allowing us to leverage cloud technologies where possible. Investing in containers promises to significantly improve sustainability, productivity and repeatability.

We have also made greater use of RPA (robotic process automation) tools to automate routine and predictable data transcription work.

At the same time, we have participated in online conferences to understand the emerging considerations around digital sobriety and *green software* with the aim of gaining the necessary understanding to be able to integrate the relevant specifications and adhere to best practices in the next five years.

Challenges around sustainable development

In some locations, the carbon impact will remain high as whether an activity is clean or not will also depend on the energy mix of the local grid and when the energy is consumed. Moreover,

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Ipsos' growth is an important factor to consider in our carbon impact projections and we will need to integrate more decarbonized resources to manage our growing computing power.

We see gaps in supply chains around the IT footprint of the products and services we consume. IT manufacturers have a key role to play in providing us with this information and accelerating the transition to a sustainable and circular environment. To ensure that our infrastructure and services are streamlined and responsible, we will continue to work with our suppliers to identify best practices, obtain calculations of the emissions generated by the products or services we consume, and implement innovative solutions to reduce our energy consumption and CO₂ emissions.

Ipsos Tech has established sustainability as an important part of our IT strategy and model in order to support continuous innovation and accelerate service delivery. We are seizing this opportunity to create more responsible IT for Ipsos as we develop the way forward and find solutions that can help us minimize our impact on the environment, wherever we operate.

AI Ethics and Algorithmic Equity

AI Ethics and the emerging field of algorithmics (alongside data and analytics) is a major area of focus for the Ipsos *Global Science Organization*.

Ipsos is currently developing a framework, an Ipsos Viewpoint and a white paper on algorithmic equity and *AI Ethics*. Work is underway to improve internal processes and share them with clients and the public to improve the accuracy and ethics of their efforts.

Internal work streams are being developed to increase qualitative and quantitative work within Ipsos, with the use of cross-cultural data and inclusive design principles to support the data science.

Ipsos researchers and academic partners have been actively involved in algorithmic equity conferences, external thought leadership, and awareness-raising at events and through podcasts with the Advertising Research Foundation.

Digital accessibility at Ipsos

Our work with the government in the UK requires Ipsos to meet accessibility requirements. This means that websites, mobile apps and documents must be accessible to as many people as possible. At Ipsos, we want accessibility to be more than just an obligation. As part of our commitment to being as inclusive as possible, we recognize that accessibility should be standard practice and integrated into as much of our content as possible. While it is primarily about removing barriers so that everyone has fair and equal access, accessible design also means inclusive design and good design.

To help Ipsos achieve this goal, our content design *Studio* has undertaken a lot of work in the UK. In 2022, we updated our templates to pass Microsoft testing and create accessible content, created guidelines for accessible design in Adobe InDesign, and ensured that our Ipsos publications in the UK were designed in an accessible way. We also improved the accessibility of our Ipsos website in the UK, in particular on social media channels through better use of accessibility principles. The *Studio* has also designed several accessible infographics and used this experience to define design best practices and to create a series of training and guidance materials available to all Ipsos UK staff.

Ipsos has also achieved its first external accreditation (through the DAC [Digital Accessibility Centre]) for accessible online surveys and is now able to offer accessible online surveys in the UK using our new custom template which covers all standard question types, including mobile-optimized grid questions. It has been audited and certified to meet the required WCAG 2.1 AA standards.

Along with the above, which will continue to be developed and promoted in 2023, Ipsos is also looking at accessibility on certain data platforms and maintaining an accessible design when creating automated reports.

This work has focused on requirements and clients in the UK, primarily for screen readers and people with visual impairments, including color blindness. However, as this becomes Group practice and we learn more about it, Ipsos will start looking at how we make our content available through a greater number of accessibility channels and for people with other disabilities and access requirements.

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

Managing impact on biodiversity

Ipsos' activities are by nature low-polluting. Nevertheless, the Company and its employees have taken initiatives to help preserve local biodiversity.

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

Combating food wastage

Our business activities do not directly generate food waste.

Nonetheless, our employees do behave responsibly in this respect. For example, dishes that have not been consumed from buffets are made available to staff in the communal kitchen areas. In addition, we select catering service providers who are committed to reducing food waste.

Combating food insecurity

Owing to the nature of its business, Ipsos does not have a direct impact on policies to combat food insecurity.

Land appropriation & provisions for environmental risks

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

3.5.1.2 Green Taxonomy

3.5.1.2.1 Ipsos in the regulatory framework of the European Green Taxonomy

Ipsos supports the work of the European Commission to define a set of technical criteria to help public and private sector entities identify the economic activities and sectors that contribute directly to achieving European environmental and climate objectives.

In accordance with European Regulation 2020/852 of June 18, 2020 on the establishment of a framework to encourage sustainable investment within the European Union (EU), Ipsos is required to disclose the proportion of its revenue, capital expenditure and operating expenditure derived from products or services associated with economic activities that can be considered environmentally sustainable. This classification system, called the European Taxonomy for Sustainable Activities or 'Green Taxonomy', establishes a list of economic

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activities considered environmentally sustainable on the basis of ambitious and transparent scientific criteria, in line with the EU's environmental objectives, including carbon neutrality and the Paris Agreements.

The activities that qualify for the climate change mitigation and adaptation objectives are identified in the 'Climate' delegated act issued in April 2021. They are recognized as contributing substantially to the climate change mitigation and adaptation objectives when they help to stabilize the concentration of greenhouse gases in the atmosphere, prevent or reduce greenhouse gas emissions or improve their absorption.

Eligible activities are also considered aligned and therefore sustainable when they meet the following conditions:

- Meet the technical review criteria (setting **thresholds for environmental performance**)
- Do not cause significant harm to any of the other five environmental objectives of the taxonomy (DNSH [*Do No Significant Harm*] analysis)
- Are carried out in compliance with the OECD, UN and ILO guidelines on human rights (analysis of minimum social safeguards)

For fiscal year 2022, Ipsos is required to report:

- The eligible portion of its revenues and capital and operating expenditures with respect to the first two objectives (climate change mitigation and adaptation objectives, also known as 'climate' objectives) detailed in the Delegated Act on the climate component of the taxonomy;
- The aligned portion of its revenues and capital and operating expenditures.

3.5.1.2.2 Analysis of the eligibility and alignment of Ipsos' activities under the first two objectives ('climate' objectives) of the European Green Taxonomy

Share of 2022 revenue-generating activities eligible for climate change mitigation and adaptation objectives

The analysis of the eligibility of Ipsos' activities for the climate change mitigation and adaptation objectives was carried out using a methodological framework that included:

- An analysis based on the Statistical Classification of Economic Activities in the European Community;
- A detailed analysis of the Ipsos Group's activities based on its business model.

Analysis based on the Statistical Classification of Economic Activities in the European Community

Ipsos' activity falls under NACE code 73.2 "*Market Research and Public Opinion Pooling*" of the Statistical Classification of Economic Activities in the European Community. This activity is not included in the Annexes to the 'Climate' delegated act defining the technical review criteria for climate change mitigation and adaptation objectives.

Therefore, an initial analysis of Ipsos' business in relation to the Statistical Classification of Economic Activities in the European Community could lead to the conclusion that Ipsos' activities are not eligible for the European Green Taxonomy.

A more in-depth analysis of the various stages in the information production chain presented in the Ipsos business model was carried out to ascertain whether certain activities or investments might not fall within the scope of the European Green Taxonomy.

[Detailed analysis of the Ipsos Group's activities based on its business model.](#)

Ipsos, a company with a presence throughout the information production chain

Ipsos covers the entire information production and analysis chain; from raw data collection, to activation by the client. Ipsos stands out because of its commitment to innovation throughout this chain and at each of its stages:

Data collection

The data collection stage, which consists of polling consumers, citizens, patients, clients, etc., either actively, by asking questions, or passively, by observing behaviors, is not eligible under the Green Taxonomy because it does not directly contribute to either mitigation of or adaptation to climate change.

In our production process, all collection costs are mainly direct and variable costs recorded in our operating margin under direct costs - between the Ipsos Group's revenue and gross margin.

Data processing, integration and analysis

For Ipsos, all of these stages may require the storage of collected data. This is a necessary step in our production process. This data storage activity is outsourced to selected and controlled hosting providers. The use of these storage resources is ensured by means of hosting contracts, the related expenses of which are included in the general operating expenses of Ipsos' income statement (note that there are no external tangible assets associated with this hosting). These hosting costs are not included in the definition of operating expenses (OPEX) as defined in the Taxonomy (see below).

Furthermore, it should be stressed that this data storage step cannot be 'diverted' into our revenues, as Ipsos sells a comprehensive service to its clients to help them in their decision-making. This service as a whole, as well as the way it is invoiced, cannot be broken down into different parts and different types of costs (whether for collection, processing, storage, analysis, etc.)

Delivery, presentation and activation of information

Delivering information in a form that is relevant and usable by the client is one of the main stages in the research process. How well a client activates the results of research depends on how well Ipsos shares those results. To enable clients to make informed decisions, Ipsos staff are trained to present research results in the clearest possible way.

[All the steps mentioned above are essential to the preparation of the Ipsos service and require the work of our researchers.](#)

Each step requires the intervention of our teams of researchers, especially since the majority of our studies are ad hoc studies, specifically tailored to the client's needs. Our staff are therefore our main asset and our main cost item. Our teams' personnel costs appear on a separate line in our income statement.

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In conclusion, none of the services provided by our teams are eligible under the Taxonomy because they do not contribute directly to either mitigation of or adaptation to climate change.

In view of the detailed analyses carried out and described above, the Group therefore considers that the proportion of revenues from activities that are eligible for the European Green Taxonomy was equal to 0% in 2022.

Share of revenue-generating activities in 2022 "aligned" with climate change mitigation and adaptation objectives:

As the Group's share of revenue from eligible activities is 0%, the share of revenue from aligned activities is also 0%.

Taxonomy indicator table for eligibility and alignment of revenue-generating activities in 2022:

In millions Euros				Substantial contribution criteria													DNSH criteria (Does Not Significantly Harm)				Taxonomy-aligned proportion of turnover, year N (18)	Taxonomy-aligned proportion of turnover, year N-1 (20)	Category '(transition activity)' (21)	Category '(enabling activity)' (22)	
Economic activities (1)	Code(s) (2)	Absolute turnover (3) In millions Euros	Proportion of turnover (4) %	Climate change mitigation (5)	Climate change adaptation (6)	Water and marine resources (7)	Pollution (8)	Circular economy (9)	Biodiversity ecosystems (10)	Climate change mitigation (11)	Climate change adaptation (12)	Water and marine resources (13)	Circular economy (14)	Pollution (15)	Biodiversity ecosystems (16)	Minimum safeguards (17)	Taxonomy-aligned proportion of turnover, year N (18)	Taxonomy-aligned proportion of turnover, year N-1 (20)	Category '(transition activity)' (21)	Category '(enabling activity)' (22)					
																					Y/N	Y/N	Y/N	Y/N	Y/N
A. TAXONOMY-ELIGIBLE ACTIVITIES																									
A.1. Environmentally sustainable activities (Taxonomy-aligned)																									
None	n.a.	0	0%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.									
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)		0	0%	%	%	%	%	%	%	%	%	%	%	%	%	%									
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																									
None	n.a.	0	0%																						
Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		0	0%																						
Total (A)		0.0	0.0%																						
B. TAXONOMY - NON-ELIGIBLES ACTIVITIES																									
Turnover of Taxonomy non-eligibles activities (B)	N.A.C.E.: 73.2 Market Research and Public Opinion Pooling.	2 465.3	100.0%																						
Total (A + B)		2 465.3	100.0%																						

Share of 2022 capital expenditures (CAPEX) eligible for climate change mitigation and adaptation objectives

The Ipsos Group does not have any eligible revenue-generating activities, and has therefore conducted an analysis of its CAPEX to determine the proportion of CAPEX that individually contribute to one or more of the Taxonomy activities as described in the Annexes to the 'Climate' delegated act of April 2021 concerning the climate change mitigation and adaptation objectives. To determine the CAPEX individually eligible for the Green Taxonomy, the Ipsos Group has therefore compared the nature of the various current assets held by the Group with the list of activities eligible for the Green Taxonomy as described in the Annexes to the 'Climate' delegated act of April 2021 concerning the climate change mitigation and adaptation objectives.

After analysis, the Group considers that some of its capital expenditures are related to eligible activities. In 2022, these expenditures comprised transport equipment (activity 6.5 of the Taxonomy) for €3.5 million and buildings (activity 7.7 of the Taxonomy) for €32.6 million (mainly rights of use within the meaning of IFRS 16).

The amount of capital expenditure considered eligible for the Green Taxonomy is therefore €36.1 million, i.e. 38.6% of the capital expenditure retained for the Taxonomy for financial year 2022.

Share of 2022 capital expenditures (CAPEX) aligned with climate change mitigation and adaptation objectives

Individually eligible CAPEX related to buildings:

Analysis of technical review criteria

2022 CAPEX related to buildings amounted to €32.6 million at the end of December 2022. Of this total amount, **€31.8 million of 2022 CAPEX** has been analyzed within the framework of the alignment analysis based on the technical review criteria, i.e. 98%.

The technical criterion used by the Group is the following market practice based on the latest report of the OID [observatoire de l'immobilier durable - sustainable real estate observatory]:

- If the annual primary energy consumption of an office with a CAPEX in 2022 is less than 156 kWh/m², that office meets the technical review criterion and the asset can undergo the additional alignment analyses (DNSH analysis and minimum social safeguards analysis)
- If the annual primary energy consumption of an office with a CAPEX in 2022 is greater than 156 kWh/m², that office does not meet the technical review criterion and therefore cannot be considered aligned or sustainable.

The energy consumption data was provided by the local management of each of the countries having 2022 CAPEX for buildings. The energy consumption data provided reflects final energy consumption to which we have applied a coefficient of 2.3x in order to determine the primary energy consumption.

The data relating to surface areas in m² was retrieved from our database tool for leases (offices and vehicles) used to document contract data and calculate IFRS 16 impacts since the standard was implemented on January 1, 2019.

Of the **€31.8 million of 2022 CAPEX for buildings analyzed, €6.6 million meet the technical review criterion**. These CAPEX also represent 7.1% of the total 2022 capital expenditure of €93.5 million.

DNSH and minimum social safeguards analysis

The 2022 capital expenditures for offices, which meet the technical review criterion outlined above, are considered non-material in relation to the amount of the Group's total capital expenditures retained under the Taxonomy. Furthermore, in the absence of climate risk maps for each of the assets underlying these expenditures, we have not been able to demonstrate that these capital expenditures do not cause significant harm to any of the other five environmental objectives of the Taxonomy (DNSH analysis). Therefore, we report that the share of 2022 capital expenditures aligned with the climate change-related mitigation and adaptation objectives is 0%.

Individually eligible CAPEX related to vehicles:

Analysis of technical review criteria

2022 CAPEX for vehicles amounted to €3.4 million at the end of December 2022, of which €3.3 million relating to leases and €0.2 million to owned vehicles.

The Group adopted the technical review criterion as detailed in the 'climate' delegated act:

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- If a vehicle has an emission level of less than 50 grams of CO₂ per kilometer, it meets the technical review criterion and will be subject to further analysis for alignment: DNSH analysis and minimum social safeguards analysis (see below)
- If a vehicle has an emission level of more than 50 grams of CO₂ per kilometer, that vehicle does not meet the technical review criterion and therefore cannot be considered aligned or sustainable.

The data on the CO₂ emissions (in grams per kilometer) was provided by the local management of each of the countries having CAPEX for vehicles in 2022.

The conclusions of the Group's analyses are as follows:

- Share of vehicles meeting the technical review criteria: €0.4 million (all leased), i.e. 12.4%
- Share of vehicles not meeting the technical review criteria: €3 million (of which €2.8 million leased and €0.2 million owned), i.e. 87.6%.

DNSH analysis

The vehicles meeting the technical review criteria relate to European Union countries. We consider that the vehicles marketed in Europe meet the DNSH criteria and are therefore considered to be aligned.

Minimum social safeguards

- Human rights: the IPSOS Group has implemented a global due diligence process covering its human rights risks throughout the value chain (see §.3.4.8.1 p. XXX).
- Anti-corruption: the IPSOS Group is subject to the SAPIN II Law and has implemented the measures required under this law (see §.3.4.8.4 p. XXX).
- Taxation: the IPSOS Group is committed to complying with the applicable regulations in all the countries where it operates and implements a transparency policy in line with the OECD's BEPS recommendations (see §.3.4.8.3 p. XXX).
- Competition law: the IPSOS Group complies, within its scope of activity, with the legislation in force under competition law (see §.3.4.8.8 p. XXX).

Taxonomy indicator table for eligibility and alignment of 2022 capital expenditures:

In millions Euros				Substantial contribution criteria										DNSH criteria				Minimum safeguards (17)	Taxonomy-aligned proportion of CAPEX, year N (18)	Taxonomy-aligned proportion of CAPEX, year N-1 (19)	Category (enabling activity) (20)	Category (transition activity) (21)
Economic activities (1)	Code(s) (2)	Absolute CAPEX (3)	Proportion of CAPEX (4)	Climate change mitigation (5)	Climate change adaptation (6)	Water and marine resources (7)	Circular economy (8)	Pollution (9)	Biodiversity and ecosystems (10)	Climate change mitigation (11)	Climate change adaptation (12)	Water and marine resources (13)	Circular economy (14)	Pollution (15)	Biodiversity and ecosystems (16)	Percent	Percent					
A. TAXONOMY-ELIGIBLE ACTIVITIES																						
A.1. Environmentally sustainable activities (Taxonomy-aligned)																						
6.5 Transport by motorbikes, passenger cars and light commercial vehicles	H49.32 / H49.39 / N77.11	(0.4)	0.5%	100%	n.a	n.a	n.a	n.a	n.a	n.a	Yes	n.a	Yes	Yes	n.a	Yes	0.3%	n.a	n.a	n.a		
CAPEX of environmentally sustainable activities (Taxonomy-aligned) (A.1)																						
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																						
6.5 Transport by motorbikes, passenger cars and light commercial vehicles	H49.32 / H49.39 / N77.11	(3.0)	3.2%																			
7.7 Acquisition and ownership of buildings	68	(32.6)	34.9%																			
CAPEX of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)																						
Total (A)																						
(36.1)																						
38.6%																						
B. TAXONOMY - NON-ELIGIBLE ACTIVITIES																						
CapEx of Taxonomy non-eligible activities (B)																						
(57.5)																						
61.4%																						
Total (A + B)																						
(93.5)																						
100.0%																						

Share of 2022 operating expenditure (OPEX) eligible for the climate change mitigation and adaptation objectives

OPEX relate to the activities identified:

- Either OPEX related to revenue-generating business activities; which is not the case for the Ipsos Group;
- **Or to individually eligible CAPEX** (see above).

The operating expenses to be retained under the Taxonomy are defined according to a **restrictive list** that includes the following direct non-capitalized costs:

- Research and development costs
- Building renovation costs
- Short-term leases
- Maintenance/upkeep and repair costs
- Any other direct expenditure incurred in connection with the day-to-day maintenance of tangible assets by the Group or by the third party to whom these activities are outsourced, which is necessary for the continued proper functioning of these assets.

A complete analysis of these operating expenses (direct costs and general operating expenses, also known as GENEX) incurred in financial year 2022 was carried out by comparing these operating expenses with the definition of the costs included in OPEX as defined in the Taxonomy (see above). Costs relating to short-term leases and building maintenance costs were therefore identified. These represented €6.9 million in 2022, which was not considered significant in relation to the total operating expenses (composed of direct costs, personnel costs and general operating expenses [GENEX]) of €2,082 million in 2022, or **0.3 %**.

The Group has therefore concluded that the expenses covered by the definition of OPEX within the meaning of the Taxonomy are not material, since they are well below 5% of total operating expenses, and that it is therefore not relevant to determine the eligible share.

Share of 2022 operating expenditure (OPEX) aligned with the climate change mitigation and adaptation objectives

The share of 2022 aligned operating expenses (OPEX) is 0% due to the exemption of these costs deemed immaterial in the eligibility analysis.

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In millions Euros				Substantial contribution criteria										DNSH criteria				Taxonomy-aligned proportion of OPEX year N (18)		Taxonomy-aligned proportion of OPEX year N-1 (20)		Category (enabling activity or 'transition activity') (21)																					
Economic activities (1)	Code(s) (2)	Absolute OPEX (3)	Proportion of OPEX (4)	Climate change mitigation (5)	Climate change adaptation (6)	Pollution (7)	Circular economy (8)	Water and marine resources (9)	Biodiversity (10)	Pollution (11)	Biodiversity ecosystems (12)	Climate change mitigation (13)	Climate change adaptation (14)	Pollution (15)	Circular economy (16)	Biodiversity ecosystems (17)	Minimum safeguards (18)	Taxonomy-aligned proportion of OPEX year N (18)	Taxonomy-aligned proportion of OPEX year N-1 (20)	Category (enabling activity or 'transition activity') (21)	Category (22)																						
																						In millions Euros	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	
A. TAXONOMY-ELIGIBLE ACTIVITIES																																											
A.1. Environmentally sustainable activities (Taxonomy-aligned)																																											
None																						n.a.	0	0%																			
OPEX of environmentally sustainable activities (Taxonomy-aligned) (A.1)																						n.a.	0	0%																			
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																																											
Short term lease contracts - "605001 - Costs of premises – rent"																							(3.9)	0.2%																			
Maintenance expenses - "605401 - Maintenance General"																							(3.0)	0.1%																			
OPEX of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)																							(6.9)	0.3%																			
Total (A)																							(6.9)	0.3%																			
B. TAXONOMY - NON-ELIGIBLE ACTIVITIES																																											
OPEX of Taxonomy non-eligible activities (B)																							(2 075.2)	99.7%																			
Total (A + B)																							(2 082.0)	100.0%																			

Conclusion on the eligibility and alignment analyses of the Ipsos Group's activities for the two 'Climate' objectives of the European Green Taxonomy:

The activities eligible for the two climate objectives (mitigation and adaptation) of the European Green Taxonomy represent:

- 0% of the Group's 2022 revenues;
- 38.6% of the 2022 capital expenditure (CAPEX) retained under the Taxonomy;
- A non-material amount of the total operating expenses (OPEX) in 2022 (and thus exempt from our eligibility analysis).

The activities aligned with the two climate objectives (mitigation and adaptation) of the European Green Taxonomy represent:

- 0% of the Group's 2022 revenues;
- 0.5% of the total 2022 capital expenditure (CAPEX) retained under the Taxonomy;
- A non-material amount of the total operating expenses (OPEX) in 2022 (and thus exempt from our alignment analysis).

3.5.1.3 TCFD Report

Report on Ipsos' alignment with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD)

Ipsos has been committed to limiting its environmental impact for 14 years. The Group has voluntarily joined various initiatives such as the Carbon Disclosure Project (CDP) and has decided to adopt the Recommendations of the TCFD (Task Force on Climate-related Financial Disclosures). In 2023, we intend to join the Global Compact's "Caring for Climate" initiative.

In line with the TCFD recommendations, Ipsos' actions focus on the following core areas:

Governance

In 2014, Ipsos set up a CSR Committee within its Board of Directors. Tackling climate change is part of its mandate. The Chairman of the Board of Directors sits on this Committee, as does the Company's Chief Executive Officer. The Committee is responsible for reviewing the Company's ESG (environmental, social, and corporate governance) policies, procedures and objectives, while taking into account the impact of Ipsos' activities on all internal and external stakeholders: employees, clients, suppliers and investors in particular. This Committee meets approximately three times a year. It cooperates with the Audit Committee and reports regularly

to the Board of Directors on its work, in particular on the monitoring of CSR performance indicators. In 2022, its remit was extended, and the Committee currently covers issues relating to both the Company's Strategy and to ESG.

Climate risk management policy is defined at Group level. The Board of Directors is responsible for decisions on climate-related risks and opportunities. Climate change risks are integrated into the Company's overall risk mapping process, conducted under the responsibility of a member of the Board of Directors.

The environmental action plan and objectives are discussed and validated by the Strategy and ESG Committee and then shared with all members of the Board of Directors.

The achievement by Ipsos of its environmental objectives is one of the criteria used to determine the variable remuneration of the Chief Executive Officer.

The Group's ESG activities are deployed by the Group Sustainable Development and ESG Director, who is responsible for the implementation of the environmental strategy and action plan. These initiatives are incorporated into each entity's management process. Progress is measured and audited annually and reflected in action plans that are shared with the country managers and Group executives. The Group's Sustainable Development and ESG Director works closely with the Chief Executive Officer and relies on ESG 'Ambassadors' in each country to deploy local initiatives.

Our local teams are responsible for identifying local solutions to reduce our environmental impacts. This work is done with partners (including the owners of buildings and offices that we usually rent), local shared services teams and suppliers (energy brokers, waste management companies, etc.).

Strategy: Integration of risks and opportunities

Ipsos is aware of the impact of climate change on its activities and on the countries where we live and operate, and we remain committed to identifying and providing solutions that will help us address this global issue.

Since 2012, using the "Bilan Carbone" methodology, we have been measuring our direct and indirect greenhouse gas emissions in all the markets in which we operate, for Scopes 1 and 2 and part of Scope 3 (employee business travel). At the end of 2022, we began work to expand our collection of Scope 3 emissions data beyond employee travel. Through this work, we plan to engage in the *Science-Based Targets Initiative* (SBTi) validation process for our greenhouse gas emission reduction targets. In so doing, we want to ensure that our roadmap is aligned with the latest climate science and the goals of the Paris Agreement - to limit global warming to below 2 degrees Celsius, and to continue efforts to limit warming to 1.5 degrees Celsius.

In 2022, climate risks were incorporated into the business strategy and climate scenarios to assess their respective impact on our business. This assessment includes analyses of risks related to the green transition (market, reputational, technological, political and legal risks), as well as a review of physical risks.

The incorporation of climate risks into our business model also allows us to identify a number of opportunities resulting from our action to tackle climate change:

- The development of new products and services through R&D and innovation and increased revenues resulting from increased demand;
- Our clients are increasingly interested in working with companies that are taking responsible action against climate change. Through its long-standing commitment, and recent CSR initiatives, Ipsos is well positioned in such a market;
- Reducing our expenses: our goal is to reduce our direct paper purchases by 10% by 2023, and to continue to reduce our business travel, particularly through the use of

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online communication tools. These measures will have a direct impact on reducing our costs;

- We continue to leverage our unique expertise to provide our clients and the public with information and analysis on the impact of climate change and sustainable development.

Risk Management

In our corporate risk management process, climate change-related risks are dealt with in a specific and autonomous manner. Our risk mapping process is carried out under the responsibility of a member of the Board of Directors and overseen within the Board by the Audit Committee. Every three years, we update this mapping, in particular the mapping of non-financial risks, which include climate change risks. The last assessment was carried out at the end of 2022.

The teams working on this mapping represent all functions of the Company, including finance, audit, cash management, data protection, compliance, human resources and ESG.

In 2021, an initial climate risk assessment was carried out with our Country Managers, to identify both physical and climate change-related risks to our activities and operations up to 2050. This analysis was completed during Ipsos' last risk identification process in the fall of 2022.

Our work shows that Ipsos' business and its various offices are only marginally exposed to climate risks.

The exposure of our sites in 90 countries to physical climate risks is very low in terms of sea level rise, water and heat stress, exposure to cyclones and frequency of extreme rainfall.

With respect to transition risks, our assessment is as follows:

- Technological changes: Our operational performance is linked in particular to the efficiency of our data processing and storage. The level of risk identified is low. Nevertheless, we will continue to encourage our entities to use data center providers located in geographical areas with low climate risk and to use renewable energy sources. We have identified a risk of increased costs for data processing services, which we will incorporate into our long-term climate scenarios.
- Reputational risk: The climate risk identification process concluded that we have a low level of reputational risk. Furthermore, as one of the world's leading market and opinion research companies, we are committed to disseminating our research on sustainable development and the impact of climate change on the planet, society and the economy, in order to inform and mobilize individuals and contribute to collective decision-making.
- Risk of impact on revenues: As our clients' activities may potentially be impacted by climate change, it could be that in the medium term, they may spend more of their budget on investments in this area and less on market research. This could lead to a decrease in the revenue we generate through them.

Measures and objectives

Every year since 2012, within the framework of the Company's CSR reporting, in order to comply with French regulations and the European directive on non-financial reporting, the Ipsos Group has published data on its greenhouse gas emissions. Our carbon emissions calculations are externally audited to a moderate level of assurance by an independent third party, KPMG, and cover all the countries where Ipsos operates, with selected on-site audits. Environmental targets are one of the criteria used to determine the variable remuneration of the Chief Executive Officer.

To achieve its objectives, the Ipsos Group has identified various levers:

- Reducing our employees' travel. Ipsos is working with its clients to use alternatives to carbon-intensive travel, and to use virtual communication tools (MS Teams in particular). In addition, our new company car policy favors low-emission vehicles such as electric or hybrid. Starting in 2023, staff will also be encouraged to use online tools (carbon calculators) when planning journeys or trips, to help them make a complete assessment of their environmental impact.
- Developing homeworking, based on the Group's policies. Homeworking is managed locally, country by country, according to the type of job and the individual situation of the employee.
- In 2021, the Group launched its "Zero Single-Use Plastic" plan to eliminate these types of plastic and replace them with more environmentally-friendly products.
- Reducing waste and making recycling the norm. Ipsos wants to use more materials that can be recycled (and therefore minimize the need for end-of-life disposal). These processes are managed with our local teams, in order to identify the best options (partners, solutions), and foster the circular economy and employee commitment on a daily basis.
- The Group seeks to give preference to the latest energy-saving electrical and computer equipment.
- By selecting suppliers who have implemented responsible and environmentally-friendly production, we reduce the environmental impact of our supply chain. All our strategic partners will be invited to sign our "Ipsos Supplier Code of Conduct".
- While all the above actions are leading to a managed reduction of the Group's carbon emissions, there will still be an unavoidable carbon footprint due to the availability of renewable energy, certain raw materials that cannot be substituted, and business and personal transportation. Ipsos has decided to invest in offset programs based on certified projects that comply with international standards and is committed to achieving carbon neutrality by 2035. The first pilot program has been launched in the UK and France.

3.5.2 Promoting the protection of the environment

3.5.2.1 Raising awareness and training staff

We make sure that each new employee is aware of what we are doing to protect the environment and how it affects them. For several years now, the mandatory induction training has included a module on CSR. This module is available on the Ipsos Training Center e-learning platform. In 2022, 4,294 new employees completed this training.

We continue to raise the awareness of our staff through the CSR sections on our intranet and the Ipsos website, which allow staff to keep abreast of the progress made by the Company.

Our in-house newsletter, *Ipsos Today*, completes the picture by sharing local and global best practices.

Group-wide initiatives such as "Plastic-Free July" promote environmentally-friendly practices and get volunteers involved in projects to protect the environment, such as cleaning up beaches and forests and picking up trash.

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

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3.5.2.2 Ipsos' contribution to raising awareness of the climate emergency: the work of the Ipsos Knowledge Centre

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

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

In recent months, we have shared and disseminated a number of studies on the following environment-related issues:

3.5.2.2.1 Climate change

EARTH DAY POLL - IPSOS GLOBAL ADVISOR
GLOBAL



Every year, Ipsos polls people in 30 countries around the world on [how they perceive environmental issues](#) and what their priorities are in this area.

3.5.2.2.2 Refugee crisis

SUPPORT FOR POLICIES ON REFUGEES
GLOBAL



[This report](#) presents the results of a survey of 20,000 adults in 28 countries to mark World Refugee Day 2022. It gauges the place of this issue in public opinion. Through this work, Ipsos contributes to a better understanding of the level of public support and hopes to contribute to better provision for refugees.

CROSS-REFERENCE TABLES

GRI STANDARDS AND UN GLOBAL COMPACT PRINCIPLES CROSS-REFERENCE TABLES

3.5.2.2.3 Gender equality

INTERNATIONAL WOMEN'S DAY 2022
GLOBAL



Ipsos surveyed citizens in 30 countries (over 20,000 respondents) about their perceptions of the causes of gender inequality and the solutions to address it. [This report](#) was published to mark International Women's Day.

CROSS-REFERENCE TABLES

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

GRI Standards		NFPS Section
GRI 101-1	General principles 2016	2 ; 3.2
GRI 103	Management approach	1
GRI 205	Anti-corruption	3.4.8.4
GRI 206	Anti-competitive conduct	3.4.8.8
GRI 301-2	Recycled materials used	3.5.1.1
GRI 302-1	Energy consumption within the organization	3.5.1.1
GRI 302-2	Energy consumption outside of the organization	3.5.1.1
GRI 302-4	Reduction of energy consumption	3.5.1.1
GRI 305-2	Indirect GHG emissions	3.5.1.1
GRI 305-5	Reduction of GHG emissions	3.5.1.1
GRI 306-2	Waste by type and disposal method	3.5.1.1

CROSS-REFERENCE TABLES

GRI STANDARDS AND UN GLOBAL COMPACT PRINCIPLES CROSS-REFERENCE TABLES

GRI 307	Environmental compliance	3.5.1.1
GRI 401	Employment	3.3.1
GRI 401-1	New employee hires and employee turnover	3.3.3
GRI 401-2	Benefits provided to full-time employees	3.3.3
GRI 402	Labor/Management Relations	3.3
GRI 403	Occupational health and safety	3.3.2
GRI 403-1	Worker representation on formal health and safety committees involving both workers and management	3.3.5
GRI 403-2	Types of work-related accidents and rates of work-related accidents, occupational illnesses, days lost, and absenteeism, and number of work-related deaths	3.3.2.2
GRI 404	Training and Education	3.3.3.4
GRI 405	Diversity and Equal Opportunity	3.3.4
GRI 407	Freedom of Association and Collective Bargaining	3.3.5
GRI 409	Forced or Compulsory Labor	3.3.4.3
GRI 412	Human Rights Assessment	3.3.4
GRI 413	Local Communities	3.4
GRI 415	Public Policy	3.4.4
GRI 418	Customer Privacy	3.4.5
GRI 419	Socio-economic Compliance	3.2

The GRI standards can be consulted [here](#).

Global Compact Principles	Chapter - Section of the NFPS
Principle 1 Businesses should support and respect the protection of internationally proclaimed human rights within their sphere of influence.	3.4.2
Principle 2 Make sure that they are not complicit in human rights abuses.	3.4.8.3
Principle 3 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	3.3.5
Principle 4 The elimination of all forms of forced and compulsory labor.	3.3.4.3
Principle 5 The effective abolition of child labor.	3.3.4.3
Principle 6 The elimination of discrimination in respect of employment and occupation.	3.3.4
Principle 7 Support a precautionary approach to environmental challenges.	3.5
Principle 8 Undertake initiatives to promote greater environmental responsibility.	3.5
Principle 9 Encourage the development and diffusion of environmentally friendly technologies.	3.5
Principle 10 Combat corruption in all its forms, including extortion and bribery.	3.4.8.1

4.2 Non-financial Performance Statement Cross-reference table

Non-financial performance statement	Chapter - Section of the NFPS
Company business model	2
Description of the main risks relating to the way in which the company addresses the social and environmental consequences of its activities, as well as the effects of these activities in terms of respect for human rights, combating corruption and tax evasion	3.1
Social consequences of the company's activities	3.3
Environmental consequences of the company's activities	3.5
Respect for human rights	3.2.4 ; 3.3.4
Anti-corruption	3.4.8.4
Combating tax evasion	3.4.8.3
Effects on climate change arising from the company's activities and the use of the goods and services it produces	3.5
Corporate social commitments to sustainable development	3.4
Corporate social commitments to the circular economy	3.5.1
Corporate social commitments to combat food wastage	3.5.1.1
Corporate social commitments to combat food insecurity	3.5.1.1
Corporate social commitments to animal welfare	Not applicable
Corporate social commitments to responsible, fair and sustainable food	Not applicable
Collective agreements signed within the company and their impact on the company's economic performance and the working conditions of staff	3.3.5
Actions to combat discrimination and promote diversity	3.3.4

INDEPENDENT THIRD PARTY REPORT ON THE CONSOLIDATED NON-FINANCIAL PERFORMANCE STATEMENT

Year ended December 31, 2022

To the General Meeting,

In our capacity as an independent third party for your company (hereinafter referred to as the "Entity"), accredited by COFRAC under number 3-1884¹, we have carried out work designed to provide a reasoned opinion expressing a conclusion of moderate assurance on the (recorded or extrapolated) historical information contained in the consolidated statement of non-financial performance prepared in accordance with the Entity's procedures (hereinafter the "Reporting Criteria"), for the year ended December 31, 2022 (hereinafter the "Information" and the "Statement" respectively), presented in the Group's management report in accordance with the provisions of Articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code.

Conclusion

Based on our procedures, as described in the "Nature and scope of our work" section, and on the information, we obtained, nothing has come to our attention that causes us to believe that the Statement is not in compliance with the applicable regulatory requirements and that the Information, taken as a whole, is not presented fairly in accordance with the Reporting Criteria.

Preparation of the non-financial performance statement

The absence of a generally accepted and commonly used reference framework or established practices on which to base the assessment and measurement of the Information allows for the use of different, but acceptable, measurement techniques that may affect comparability between entities and over time.

Therefore, the Information should be read and understood with reference to the Reporting Criteria, the material elements of which are set out in the Statement (or are available on the website or upon request from the Entity's head office).

Limitations inherent in the preparation of the Information

The Information may be subject to uncertainty inherent in the state of scientific or economic knowledge and in the quality of the external data used. Certain information is sensitive to the methodological choices, assumptions and/or estimates made in preparing it and presented in the Statement.

¹ Cofrac Inspection accreditation, no. 3-1884, scope available on the website www.cofrac.fr

INDEPENDENT THIRD PARTY REPORT ON THE CONSOLIDATED NON-FINANCIAL PERFORMANCE STATEMENT

NON-FINANCIAL PERFORMANCE STATEMENT CROSS-REFERENCE TABLE

Responsibility of the Entity

It is the responsibility of the management to:

- Select or establish appropriate criteria for the preparation of the Information;
- Prepare a Statement in accordance with statutory and regulatory requirements, including a presentation of the business model, a description of the main non-financial risks, a presentation of the policies applied with regard to these risks and the outcomes of these policies, including key performance indicators and, in addition, the information required by Article 8 of Regulation (EU) 2020/852 (Green Taxonomy);
- Prepare the Statement in accordance with the Entity's Reporting Criteria as referred to above; and
- Implement such internal control as it determines is necessary to ensure that the Information is free from material misstatement, whether due to fraud or error.

The Statement has been prepared by the Board of Directors.

Responsibility of the independent third party

It is our responsibility to issue, on the basis of our work, a reasoned opinion expressing a conclusion of moderate assurance regarding:

- The conformity of the Statement with the provisions of Article R. 225-105 of the French Commercial Code;
- The accuracy of the historical information (recorded or extrapolated) provided pursuant to paragraphs 3 of sections I and II of Article R. 225-105 of the French Commercial Code, namely, the outcomes of the policies, including key performance indicators, and the actions, relating to the main risks.

As it is our responsibility to form an independent conclusion on the Information as prepared by the Company's management, we are not permitted to be involved in the preparation of the Information, as this could compromise our independence.

It is not our responsibility to comment on:

- The Entity's compliance with other applicable statutory and regulatory requirements (in particular those relating to the information required by Article 8 of Regulation (EU) 2020/852 [Green Taxonomy], the due diligence plan, or efforts to combat corruption and tax evasion);
- The accuracy of the information required by Article 8 of Regulation (EU) 2020/852 (Green Taxonomy);
- The compliance of products and services with applicable regulations.

Regulatory provisions and applicable professional standards

Our work described below was performed in accordance with the provisions of Articles A. 225-1 et seq. of the French Commercial Code and the professional standards of the Compagnie Nationale des Commissaires aux Comptes (CNCC) relating to this type of audit, in particular the technical opinion of the CNCC, *Intervention du Commissaire aux Comptes, Intervention de l'OTI - Déclaration de performance extra-financière*, which serves as an audit program.

Means and resources

Our work was conducted by six people over a total of five weeks between December 2022 and February 2023.

To assist us in our work, we called upon our specialists in sustainable development and corporate social responsibility. We also conducted ten or so interviews with the individuals responsible for preparing the Statement.

Nature and scope of our work

We planned and performed our work taking into account the risks of material misstatement of the Information.

In our opinion, the procedures we performed in the exercise of our professional judgment enable us to provide a moderate level of assurance:

- We have reviewed the business activities of all entities in the scope of consolidation and the main risks;
- We have assessed the appropriateness of the Reporting Criteria with respect to their relevance, completeness, reliability, neutrality and understandability, taking into account industry best practice, where appropriate;
- We have verified that the Statement covers each category of information required under section III of Article L. 225-102-1 relating to corporate governance and the environment, respect for human rights and efforts to combat corruption and tax evasion;
- We have verified that the Statement contains the information required under section II of Article R. 225-105 when it is relevant to the principal risks and includes, where applicable, an explanation of the reasons why the information required by the second paragraph of section III of Article L. 225-102-1 has not been provided;
- We have verified that the Statement presents the business model and a description of the principal risks associated with the activities of all entities in the scope of consolidation, including, where relevant and proportionate, the risks arising from its business relationships, products or services, as well as policies, actions and outcomes, including key performance indicators, relating to the principal risks;
- We consulted documentary sources and conducted interviews to:
 - Assess the process for selecting and validating the main risks, as well as the consistency of the outcomes, including the key performance indicators selected, with respect to the main risks and policies presented, and
 - Corroborate the qualitative information (actions and outcomes) identified as being the most significant among that presented in the Annex. For some risks², our work was carried out at the level of the consolidating entity. For other risks, work was carried out at the level of the consolidating entity and in a selection of entities³.

² Losing skilled employees and preserving expertise; Succession and continuity plans for management and key positions; Protection and security of data collected and used; Compliance of processes with the laws and regulations in force in the countries in which Ipsos operates; Risk of corruption in connection with clients and suppliers.

³ Ipsos France, Ipsos USA and Ipsos Lebanon.

INDEPENDENT THIRD PARTY REPORT ON THE CONSOLIDATED NON-FINANCIAL PERFORMANCE STATEMENT

NON-FINANCIAL PERFORMANCE STATEMENT CROSS-REFERENCE TABLE

- We have verified that the Statement covers the consolidated scope, i.e. all entities in the scope of consolidation in accordance with Article L. 233-16;
- We have read the internal audit and risk management procedures put in place by the Entity and have assessed the process for collecting the Information to ensure that it is complete and accurate;
- For the key performance indicators and other quantitative outcomes presented in the Annex and deemed by us as being the most significant, we carried out:
 - Analytical procedures to verify the proper consolidation of the data collected and the consistency of its trends;
 - Tests of details based on sampling or other means of selection, consisting of verifying that definitions and procedures are properly applied and of reconciling data with supporting documents. This work was carried out with a selection of contributing entities³ and covers between 17% and 100% of the consolidated data selected for these tests;
- We have assessed the overall consistency of the Statement based on what we know of all the entities in the scope of consolidation.

The procedures performed for a moderate assurance engagement are less extensive than those required for a reasonable assurance engagement performed in accordance with the professional standards of the Compagnie Nationale des Commissaires aux Comptes; a higher level of assurance would have required more extensive audit work.

PARIS-LA DEFENSE, FEBRUARY X, 2023

KPMG S.A.

JACQUES PIERRE
PARTNER

FANNY HOULLIOT
ESG EXPERT
CENTRE D'EXCELLENCE ESG

ANNEX

Qualitative information (actions and outcomes) identified as most significant

Outcome of the employee satisfaction survey Pulse 2022

Measures to integrate and develop the skills of young graduates

Raising employee awareness of the culture of diversity and inclusion

Collective agreements that promote the well-being of employees

Accolades obtained in connection with the Group's climate actions

Measures taken to improve the completeness of the Scope 3 carbon footprint

Actions to raise awareness of environmentally responsible practices

Responsible procurement procedures

Supplier assessment system

System put in place to ensure compliance of subsidiaries' processes

Measures put in place to protect personal data

Professional Code of Conduct and Ethics

Volunteering and sponsorship

INDEPENDENT THIRD PARTY REPORT ON THE CONSOLIDATED NON-FINANCIAL PERFORMANCE STATEMENT

NON-FINANCIAL PERFORMANCE STATEMENT CROSS-REFERENCE TABLE

Key performance indicators and other quantitative outcomes deemed to be most significant

Total workforce at 31/12 and breakdown by type and region
Employee turnover rate for voluntary departures
Total turnover rate
Percentage of training hours in relation to hours worked during the year
Proportion of women appointed to Level 1 of the "Leadership Team"
Proportion of women appointed to Level 2 of the "Leadership Team"
Number of alerts raised by the whistleblowing system
Electricity consumption
Greenhouse gas emissions (Scope 1, Scope 2 and Scope 3 - business travel) per employee
