

# 2023 NON-FINANCIAL PERFORMANCE STATEMENT

GAME CHANGERS



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# MESSAGES FROM THE CHAIRMAN AND THE CHIEF EXECUTIVE OFFICER

## 1.1 Message from the Chairman

**ESG (Environmental, Social and Governance) is now everywhere.** All our stakeholders expect companies to be committed to and drivers of change when it comes to the environment, to supporting their teams and communities, and ensuring strong corporate governance. Today, our clients are asking Ipsos to help them on their own ESG journey. Our investors want us to be top ESG performers. And our people, young and old, want us to be act – and are ready to help us.

**This is nothing new for Ipsos.** After nearly fifty years of measuring and analysing markets and public opinion around the world, we have long recognised that businesses need to be sustainable to be successful in the long term. Today, in addition to our own actions and our work for our clients, we are leading our own supply chain on this journey, be it through the United Nations Global Compact, our Ipsos Supplier Code of Conduct, or our commitment to achieve net zero carbon emissions by 2050 at the latest, in line with the Paris Climate Agreement.

I am delighted to see the publication of this new annual ESG report. As every year, it sets out our latest achievements and our projects for the coming months and years. It will be the last of its kind, before next year's new "Sustainability Report", published under the new European Corporate Sustainability Reporting Directive (CSRD), which will include even more data on our initiatives and performance – in a welcome development for the transparency of corporate ESG actions.

### **Didier Truchot**

Chairman of the Board of Directors

## 1.2 Message from the Chief Executive Officer

**2023 was another landmark year for ESG and sustainable development, both for the world and for Ipsos.**

**2023 was the hottest year on record, with floods, droughts and forest fires around the world and an unprecedented rise in ocean temperatures compared to historical averages.** Our own Ipsos polling shows that a sizeable majority of people around the world are now keenly aware of the issues raised by climate change and are increasingly concerned about its impact on their lives. Ipsos chose 2023 to formalise its commitment to reaching Net Zero by the 2050 deadline set by the Paris Climate Agreement – with ambitious emissions reduction targets for 2030, as part of the Science-Based Targets Initiative (SBTi). The fight against climate change is an evolving field, with new initiatives and technologies being developed, and all companies will have to learn along the way, continuously improving how they measure and reduce their carbon footprint. For Ipsos, this journey has begun, with an 18% reduction in our carbon emissions since 2019. It will be a long journey, as it is for all organisations. Importantly, it will also be a collective effort, only achievable through

collaboration with all our partners, including clients and suppliers (suppliers account for over two-thirds of our emissions). As a service provider we are not among the world's largest carbon emitters, but we all have a part to play in preserving a world worth living in for future generations.

**On the social element of ESG, as a company dedicated to understanding humanity we have a focus both on our own people and the societies we operate in.**

**Last year, saw Ipsos receive further recognition for its people achievements**, including being named a Great Place To Work in more countries and one of the “world's top companies for women” by Forbes. We also rose to the sixth place among the 120 main companies listed on the Paris stock exchange (the “SBF 120”) for gender equality on our board and executive teams.

**In 2023, our 19,000 people spread across 90 countries and 220 cities, continued to spend part of their working time helping the communities in which we live and work**, with nearly 11,500 hours of paid volunteering work by Ipsos. The Ipsos Foundation funded over a dozen new projects on all continents, focusing on the education of disadvantaged children. Since its creation in 2014, it has funded over 120 projects in more than 40 countries.

**Governance, the third pillar of ESG, is another area where we have continued to perform and make progress in 2023.**

**A new, enhanced Professional Code of Conduct and ethics has been rolled out to all our 19,000 employees**, covering all aspects of the integrity rules we expect all our teams to follow. Meanwhile, a new edition of our Supplier Code of Conduct was published last summer – emphasising our expectation that our supply chain should meet the same ESG standards we aim for in our own operations. At the end of 2023, 91% of our global suppliers have signed up to the United Nations Global Compact, of which Ipsos has been a member since 2008, when it became the first global market research company to join the initiative.

**We remain keenly aware of issues around data security, protection and privacy.** The accuracy of our data is critical to our clients, whose decisions need to be informed by relevant and verified insights, based on accurate and fresh data, collected in a way that respects the rights of all our stakeholders. This work on data quality applies in particular to our online panels, which Ipsos protects from any form of fraud or attempt to falsify results. At Ipsos, we produce our own data – a principle that has been central to the way we operate since our creation almost 50 years ago. This ensures that the data is traceable, clearly sourced, and professionally processed to the highest industry standards.

**We have embraced generative Artificial Intelligence since 2022 and now offer many different AI-powered services**, with more to come later this year – while adhering to the most demanding standards of AI governance. AI is a powerful tool we are using to generate new and better insights, faster – but it is also one we must understand and control to ensure it is used in a responsible, informed and professional way, rather than as a tool for misinformation or a source of unreliability.

**Finally, perhaps Ipsos' most important contribution to ESG is the data we produce and make available to our clients, to governments, to consumers and to voters, to help them make better decisions based on evidence and facts.** That is our raison d'être. And in a world of fake news, “alternative truths” and conspiracy theories, I personally believe this matters enormously and forms our most important contribution to the public good.

## MESSAGES FROM THE CHAIRMAN AND THE CHIEF EXECUTIVE OFFICER

### MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

**Increasingly, we are specifically helping our own clients to meet their own ESG objectives, with research into ESG business questions now a significant part of our services to them.** Helping these clients, which include most of the world's largest and most important companies, to achieve their sustainable development journey, whether in terms of environmental protection, social impact, or good governance, is an extremely important way in which Ipsos strengthens ESG globally.

To find out more about ESG at Ipsos, visit our website:

<https://www.ipsos.com/en/ipsos-and-esg>.

**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 to help the world make the right decisions.”**

#### 2.1.2 Main activities

Ipsos is one of the world's leading market research companies. It works with over 5,000 clients in all sectors, operating in 90 markets, making Ipsos one of the few market research firms that can respond globally and locally.

Ipsos' growth strategy is founded on 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. We are able to do this by offering more than 75 services which, often combined, allow us to carry out customized studies that meet our customers' needs as closely as possible. This positioning is strengthened by the independence and objectivity of our analysis.

In the current environment, which is seeing profound transformations in businesses and institutions, Ipsos provides a complete solution, enhanced by the latest technologies and based on 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 achieve this, Ipsos draws on its key strengths:

- Know-how developed over 49 years;
- Mastering the latest advances in science and technology, including artificial intelligence;
- And, above all, the skills of its 19,000-plus employees, united around its values (Integrity, Curiosity, Collaboration, Client First, Entrepreneurial Spirit).

Ipsos covers the entire information production chain and is able to process all types of data, whether it is produced by the Group, supplied directly by the client or sourced externally. Ipsos delivers accurate, simple, fast and comprehensive responses in the form of surveys and dashboards based on the most relevant samples, using the right methods, the sorting and integration of precise data sources, proprietary analysis, and customized recommendations.

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 service lines. These service lines include 75 services enabling the Group to affirm its position as a global leader in its market segment, with the support of the Client Organization (see Section 5.1.7 of the Universal Registration Document). In some cases, these services can be combined to offer clients even more added value. This plan was accompanied by a dynamic acquisitions policy to further

## **IPSOS BUSINESS MODEL**

### **NATURE OF OPERATIONS AND MAIN ACTIVITIES**

develop Ipsos' offering and expertise. Innovation remains an overarching strategic focus for our Company and aligns perfectly with the Total Understanding initiative.

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

- Put people firmly at the heart of the strategy;
- Reinforce Ipsos' leadership in platforms, operational capabilities and specialized services;
- Align Ipsos' strategy and performance with the Group's criteria for a sustainable future;
- Renew the management team with an Executive Committee comprising six members;
- Capital allocation and delivering value to shareholders;
- 2022-2025 financial objectives.

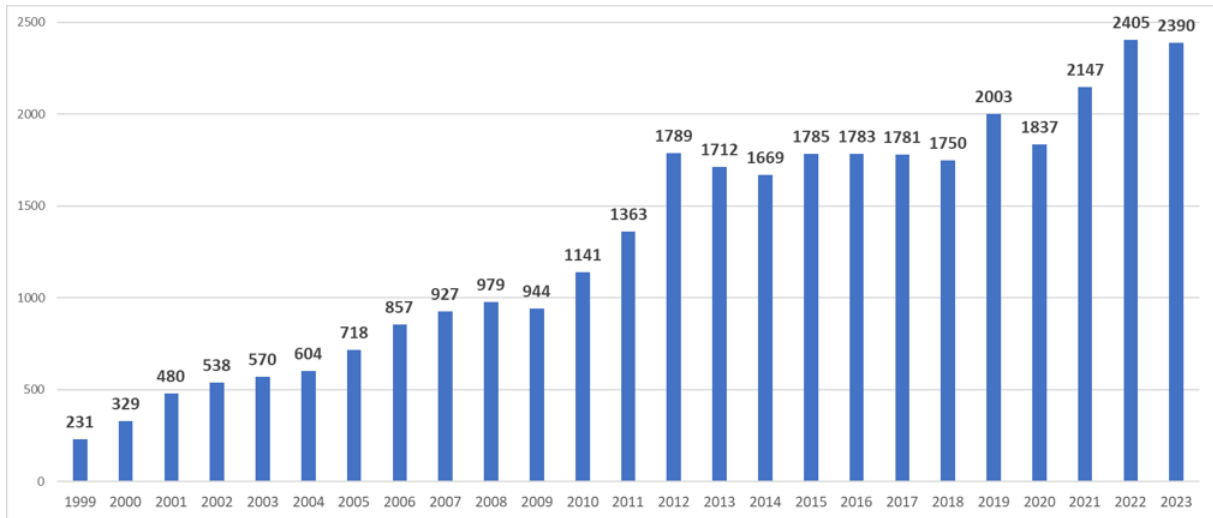
Our operating model is unique and has proven its strong resilience in recent years. Our goal is to capitalize on our cutting-edge human and technological expertise to accelerate our growth, increase our market share and make Ipsos the best market research company, recognized globally.

In 2023, Ipsos ramped up its acquisition strategy in different regions, including the United States, China, West Africa, Australia, Ireland, and New Zealand, and in a variety of sectors (B2B, healthcare, audience measurement, public sector and automotive). It made seven acquisitions:

- Xperiti, a start-up specializing in business-to-business (B2B) studies, with operations in the United States, Israel, and the Philippines;
- Shanghai Focus RX Research, a company specializing in RX (medical prescriptions) market research, strengthening our position in the pharmaceutical research market in China;
- Omedia, a leading agency in Western Sub-Saharan Africa, which carries out a wide range of marketing research studies, audience measurements, and advertising intelligence for press and digital media;
- Big Village Australia, an acquisition that aims to strengthen our public sector and data collection capabilities;
- The New Vehicle Customer Study, the largest and longest-running syndicated automotive program in North America;
- Behaviour & Attitudes, the largest Irish agency specialized in opinion and social research studies, as well as market studies;
- CBG Health Research Ltd, a major provider of research, surveying and telehealth services in New Zealand.

### **Annual revenues of the Group (1999 - 2023)**

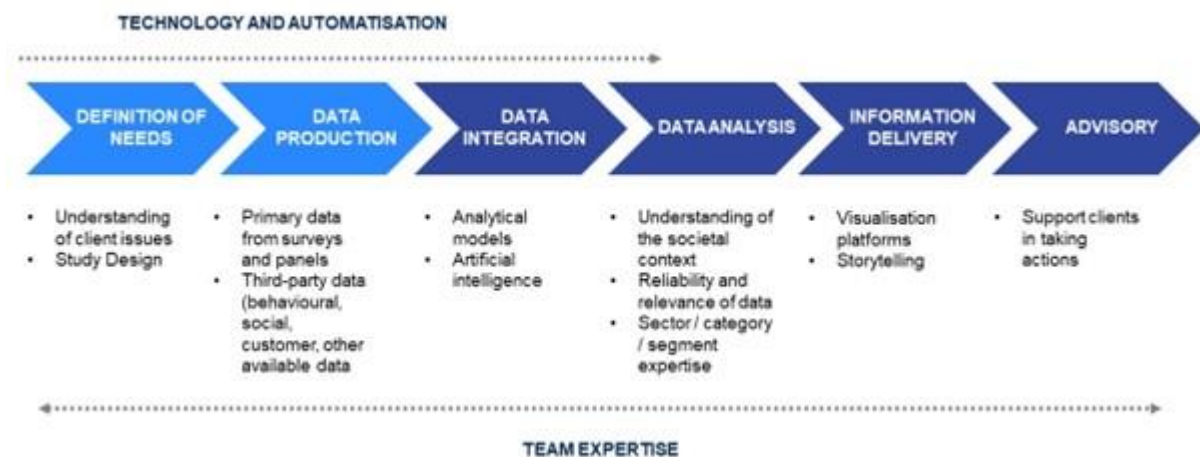




## 2.2 Ipsos, a company with a presence throughout the information production chain

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 at each step in this chain in order to produce reliable information for its clients:

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



### Data collection

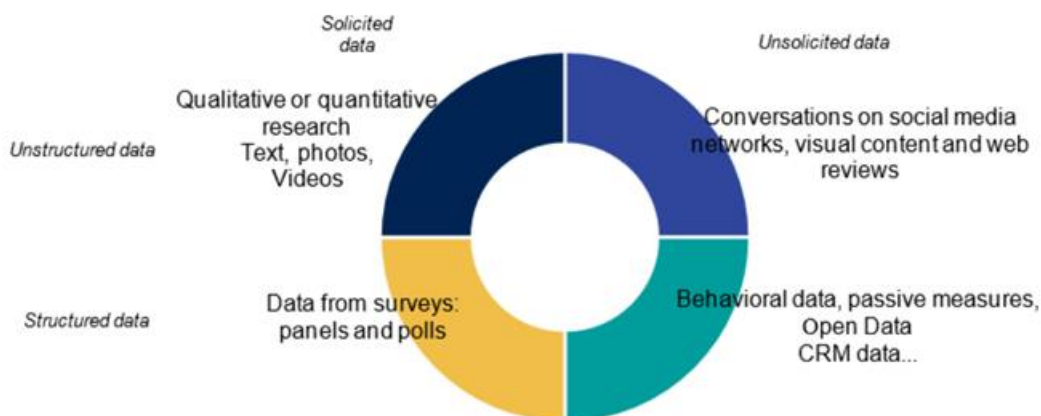
Data sources have multiplied in recent years: behavioral data, social media data, client data from CRM systems or open data, i.e. data that anyone can access, free of charge.

## IPSOS BUSINESS MODEL

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

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 making more use of our various online research platforms such as Synthesio, which generates data from social media listening.

The data collection stage consists of polling consumers, citizens, patients, and clients 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 enrichment

Ipsos has the technological capabilities to process and integrate large volumes of data. Our teams have the ability to process all forms of data: figures, text, images, sounds, videos, etc. Our technology and data analysis solutions provide us with a wider range of sources as well as speed and proximity to meet our clients' complex demands.

### 2.2.2 Data analysis

Ipsos' teams apply their expertise and know-how in science and technology and in the analysis of the data they have collected. This expertise, combined with their in-depth 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, it is also necessary to know how to store the data in compliance with the standards of confidentiality and anonymization defined by our internal procedures as well as by local, regional or industry regulations (GDPR, Esomar Code, 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 tailored 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, in 2023, Ipsos' innovative spirit was once again acclaimed by the Greenbook Research Industry GRIT Report, which, since 2019, has ranked the Group as the most innovative of the major international research 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 for its clients consists in producing and analyzing reliable information in order to offer them a true understanding of Society, Markets and People. This *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 generate a high level of satisfaction among its 5,000-plus clients – as reaffirmed by the 2023 score. 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, improves again and remains high – above its pre-pandemic level (8.2/10, after 8.1 in 2022).

### 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 2023, around 91% of Ipsos' international suppliers were members of the United Nations Global Compact.

### 2.3.3 For 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 open 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 for 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.

Overall, more than 75 services are delivered by 16 service lines, each specializing in a market segment:

- 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
- Ipsos Synthesio
- 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, UX (User Experience) and Ipsos Digital.

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

- Ipsos' operations (see 5.1.6 of the Universal Registration Document);
- The Client Organization (see 5.1.7 of the Universal Registration Document);
- The structures dedicated to knowledge (see 5.1.8 of the Universal Registration Document);
- The Global Headquarter Services (support functions: HR, Finance, Legal, Communications).

The Group operates in close to 90 markets, which are grouped into three major 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.

## REFERENCE FRAMEWORK

### 3

#### 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 managers. This work was 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 the Group in this Non-Financial Performance Statement.

##### 3.1.2 The major non-financial risks for Ipsos

**One set of risks concerns Ipsos' human resources**, one of its main assets being the talents and skills of the Group's 19,701 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 3.2.8 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 3.5.1.3 of this Non-Financial Performance Statement.

The understanding and management of climate risks are described in Section 3.5.1.3.

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 join 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, Environment. It is regularly monitored by the Ipsos Board of Directors' Strategy and ESG Committee.

Our ESG strategy is based on the expectations of all our stakeholders:

- Those of our 19,000-plus 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 nearly 50 years, helping them succeed in their strategic projects;
- The trust of the people we interview, for whom we ensure the protection, security, and anonymization of their personal data;
- The support of our shareholders and investors who help us to grow and create value;
- Our collaboration with our suppliers, with whom we maintain relationships of trust and whose role will be essential in achieving our carbon reduction objectives;
- Our partnerships with governments, international organizations and associations which 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;
- International Labour Organization (ILO) conventions and the ILO Declaration on Fundamental Principles and Rights at Work;
- The Ten Principles of the United Nations Global Compact;
- The provisions relating to due diligence resulting from the French Act No. 2017-399 of March 27, 2017;
- The General Data Protection Regulation (No. 2016/679);
- French 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 on Market, Opinion and Social Research and Data Analytics;
- Our own Professional Code of Conduct and Ethics, available on the Ipsos website;

## REFERENCE FRAMEWORK

### IPSOS' SUSTAINABLE DEVELOPMENT STRATEGY: TAKING RESPONSIBILITY

- 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 our Corporate Social Responsibility policies and actions.

Lastly, Ipsos' ESG performance is one of the criteria used to determine the variable compensation of the Chief Executive Officer (20% weighting) and members of the Executive Committee (10% weighting).

#### 3.2.1 Our commitment to people

Our employees, our talents, are Ipsos' greatest asset. Their skills and expertise are the foundation of our success. We want to remain an employer of choice for our current and future employees.

Our human resources policy encourages diversity and inclusion. Our teams reflect the diversity of the markets in which we operate. This is the purpose of our global program called "Belong", which aims to strengthen inclusion and diversity through concrete actions in our different countries.

The physical and mental well-being of our employees is another key objective, which became particularly important during the Covid-19 pandemic. A global program, "Well-being 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 in each country based on the needs and requests expressed by our staff.

#### 3.2.2 Our commitment to society

Our Professional Code of Conduct and Ethics 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 its suppliers and partners are committed to the Ten Principles of the United Nations Global Compact and adhere to our Supplier Code of Conduct.

We support a range of humanitarian and development projects around the world, notably via the Ipsos Foundation. We also take action at a local level and encourage our employees to participate in humanitarian activities, volunteer work and skills sponsorship in their countries. Each employee can devote two days per year, paid by Ipsos, to these actions.

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



### 3.2.3 Our commitment to the planet

In 2023, Ipsos committed to achieving net-zero emissions by 2050, in line with the Paris Agreement and its goal of keeping the rise in global temperatures below 1.5°C compared to the pre-industrial period. Our carbon reduction trajectories have been submitted to the Science Based Targets Initiative (SBTi).

Although our service activities have a limited direct impact on the environment, climate change is at the heart of our concerns.

Since 2012, Ipsos has published an annual report on its greenhouse gas (GHG) emissions. This data now covers all of our markets and fully-consolidated subsidiaries and is reviewed by an external auditor.

The 2023 emissions reduction target - to reach 2.05 metric tons of CO2 per employee - covers Scope 1, Scope 2 and employee business travel for the 35 main markets.

### 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, employee rights, 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 ranked "Advanced" for six years by the Global Compact.

Sustainable Development Goal (SDG)	Ipsos contribution
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#### 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.

## REFERENCE FRAMEWORK

### IPSOS' SUSTAINABLE DEVELOPMENT STRATEGY: TAKING RESPONSIBILITY

Sustainable Development Goal (SDG)

Ipsos contribution



#### 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.



#### 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.

Sustainable Development Goal (SDG)

Ipsos contribution



**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 undertook to reduce its carbon footprint by reaching an average of 2.05 metric tons of CO2e per employee by 2023 and achieving net-zero emissions by 2050, in accordance with the commitment to the Science Based Target initiative (SBTi) made in 2023.



**SOCIAL RESPONSIBILITY INITIATIVES**

Ipsos adheres to the Esomar International Code on Market, Opinion and Social Research and Data Analytics and has 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.

Sustainable Development Goal (SDG)

Ipsos contribution



**SOCIAL RESPONSIBILITY INITIATIVES**

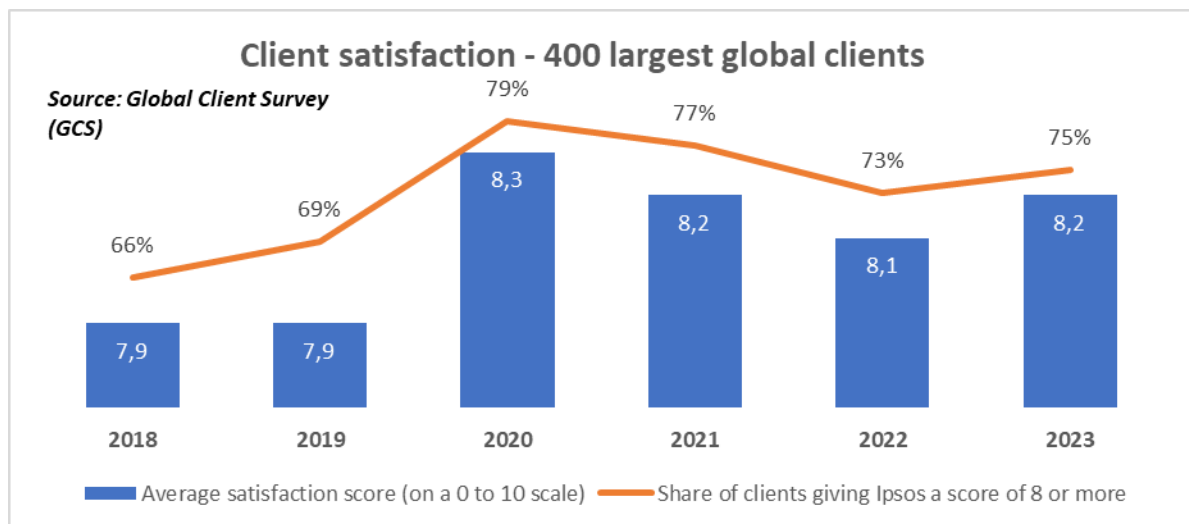
In each country where Ipsos operates, it cooperates with various public and private organizations to put its expertise and knowledge of markets, society and consumers to good use in the community. Ipsos has joined the Tent Partnership for Refugees and recruited more than 100 refugees to its teams worldwide. 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.

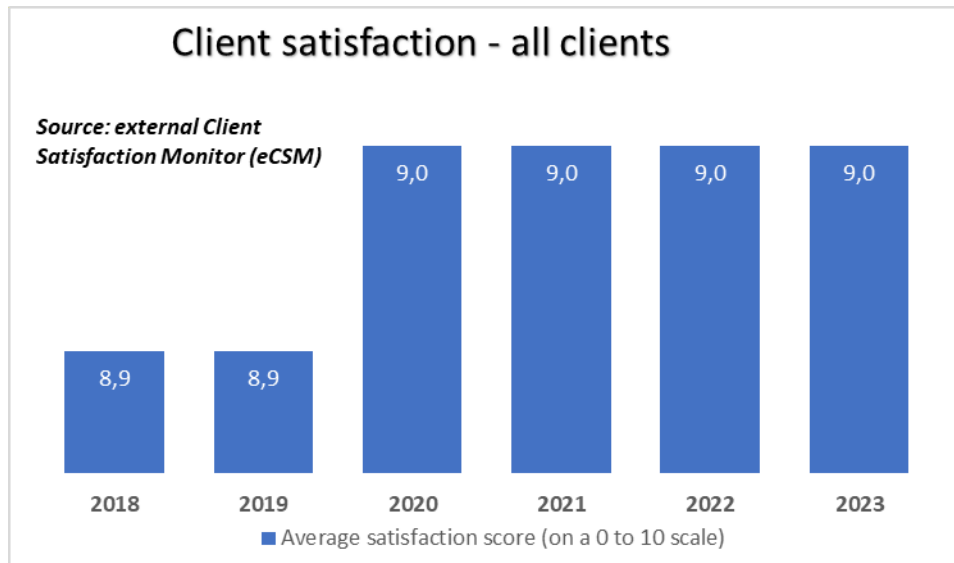
**3.2.5 A client-focused organization**

Ipsos is resolutely focused on its clients in a complex period where 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 19,000-plus 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 2023, 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 8.2 out of 10, up from 8.1 in 2022. More than 40% say they are extremely satisfied with Ipsos’ performance, giving us a score of 9 or 10. Nearly three-quarters (75%) rate our services at 8 or higher.





In addition to its solutions, the quality of its experts, methods and technologies, and its presence in 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;
- Pierre Barnabé, Director;
- Àngels Martín Muñoz, Director;
- Sylvie Mayou, Director representing employees.

Didier Truchot, Chairman of the Ipsos Board of Directors and Ben Page, Chief Executive Officer, participate on this committee as necessary.

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.

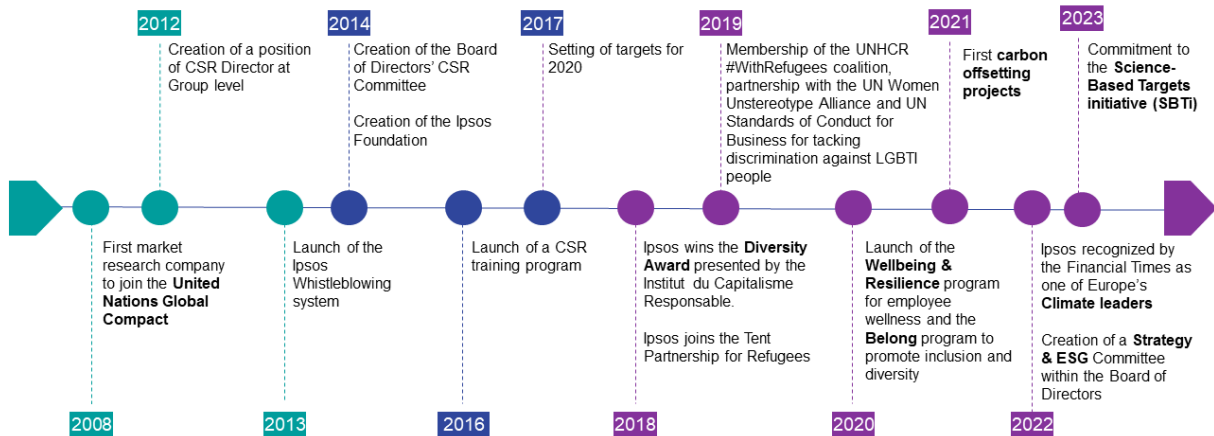
## REFERENCE FRAMEWORK

### IPSOS' SUSTAINABLE DEVELOPMENT STRATEGY: TAKING RESPONSIBILITY

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 representatives in each country to deploy ESG initiatives.

### 3.2.7 The Ipsos ESG 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.

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 2023 performance:

**REFERENCE FRAMEWORK**

IPSOS' SUSTAINABLE DEVELOPMENT STRATEGY: TAKING RESPONSIBILITY

Area	Indicator No.	CSR Indicator	Target 2023	Scope	Baseline values for the 2020-2023 plan	12/31/2022	12/31/2023
<b>SOCIAL</b>	1	Level of employee engagement (see 3.3.1.2)	Employee engagement level equal to the RED (Representative Employee Data) benchmark	Group	72%	79% (vs. RED 72%)	76% (vs. RED 70%)
	2	Taking Responsibility survey response rate (Covering all CSR issues)	95% response rate to the TR survey for all countries with more than 50 employees	Countries > 50 employees	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) 3.3.4.2	40% by 2023	Group	34.2%	36%	40%
		Professional equality between men and women - % of women appointed to Level 2 of the Leadership Team (see 3.3.1.2) 3.3.4.2	50% by 2023	Group	43.6%	45%	48%
	4	Employee turnover rate for voluntary departures (see 3.3.1.2) 3.3.3.1.1	Turnover rate below 12% (excluding employees with under three years' seniority)	Group	11.7%	9.4%	7.8%
<b>SOCIETAL</b>	5	Percentage of suppliers that are members of the United Nations Global Compact (see 3.4.8.1)	90% of global suppliers to subscribe to the UNGC by 2023	Group	N/A	59%	91%
<b>ENVIRONMENTAL</b>	6	Greenhouse gas emissions per employee (see 3.5.1.1)	Total tonnage of CO <sub>2</sub> equivalent emissions for Scopes 1 and 2 and business travel in Scope 3 of 2.05 per employee by 2023	35 countries monitored for GHG emissions	2.35 metric tons of CO <sub>2</sub> e per employee	1.18 metric tons of CO <sub>2</sub> e per employee	1.06 metric tons of CO <sub>2</sub> e per employee
	7	Paper recycling % (see 3.5.1.1)	90% of recyclable paper is recycled	35 GHG countries	84.2%	92.9%	97.7%
		Direct purchases of paper	Reduce purchases of paper by 10%	35 GHG countries	260 metric tons - 17 kg per employee	190 metric tons (11.1 kg per employee), i.e. -26.9% compared to the baseline value	174 metric tons (10.0 kg per employee), i.e. -33.1% compared to the baseline value
	8	Single-use plastic	Ban of single-use plastic by 2023	Group	N/A		Use banned at all Ipsos sites

## REFERENCE FRAMEWORK

### IPSOS' SUSTAINABLE DEVELOPMENT STRATEGY: TAKING RESPONSIBILITY

At the beginning of 2024, the Strategy and ESG Committee and the Board of Directors decided on Ipsos' ESG roadmap for the 2024-2026 period and the performance indicators to be followed over this period.

Area	Indicator No.	ESG Indicator	Target 2026	Scope	Baseline values for the 2024-2026 plan
SOCIAL	1	Level of employee engagement	Employee engagement at least equal to the RED (Representative Employee Data) benchmark	Group	72%
	2	Proportion of women among Level 1 of the Leadership Team	42%	Group	40%
		Proportion of women among Level 2 of the Leadership Team	50%	Group	48%
	3	Employee turnover rate for voluntary departures	Turnover rate below 12% (excluding employees with under three years' seniority)	Group	7.8%
GOVERNANCE	4	Share of employees trained on data protection and security risks and on the risks of corruption with respect to customers and suppliers.	95%	Group	N/A
ENVIRONMENT	5	Greenhouse gas emissions per employee (in metric tons of CO <sub>2</sub> e)	Scopes 1 + 2: -42% compared to 2019 (baseline year) Scope 3 excluding fixed assets: -19% compared to 2019 (baseline year)	Group	<b>2019 (baseline year):</b> Scopes 1 + 2: 19,544 tCO <sub>2</sub> e* Scope 3 excluding fixed assets: 158,960 tCO <sub>2</sub> e* <b>2023:</b> Scopes 1 + 2: 12,431 tCO <sub>2</sub> e* Scope 3 excluding fixed assets: 134,321 tCO <sub>2</sub> e*
	6	Share of renewable energies in total energy consumption	35%	Group	N/A

\* Under review by the SBTi and subject to approval

## 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 Global Head of ESG 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 2023). The 35 main markets for which reduction targets were set for the 2021-2023 period (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, 2023.

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 mainly collected at country level by the Group Finance Department under the supervision of the Deputy Chief Financial Officer by entering environmental data in specific pages of the Group's financial reporting tool (these pages for recording greenhouse gas emissions and the corresponding calculations are prepared using the tools provided by the Bilan Carbone® association and its methodology). Since 2019, the internal control process for CO2 emissions reporting process has been tightened. The Group Finance Department team has also provided the following training resources and materials: instructions and a methodology guide / user manual for the reporting tool designed according to the Bilan Carbone® method. 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 social indicators;
- In the absence of actual data, estimations 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.

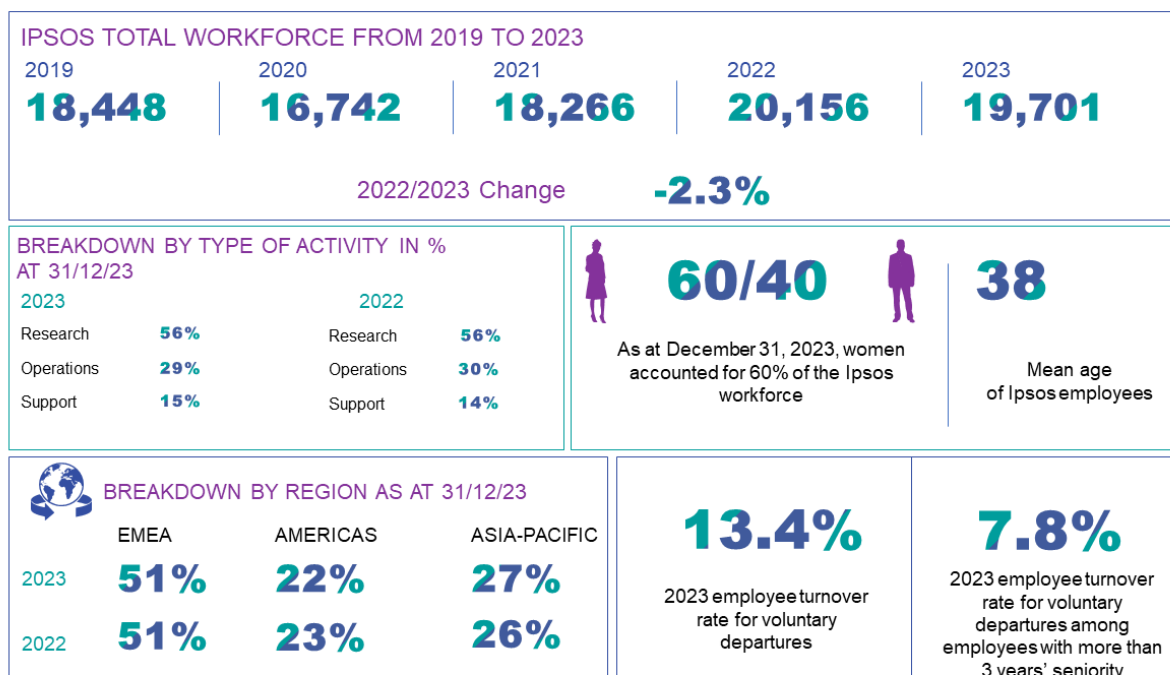
### 3.2.8.2.5 Review by independent auditors

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. Its report appears at the end of this section.

### 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 compensation package with an annual bonus and long-term schemes such as free share awards. 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 brought about an unprecedented change in society and 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 2023, Ipsos continued its policy of protecting employees in accordance with local government health regulations.

##### 3.3.2.1.1 Preventing mental health risks

In the multiple economic and social contexts of the countries in which we operate, faced with global upheavals and inflation, which may lead to psychosocial risks, Ipsos has implemented prevention and support measures for our employees, such as:

- Helplines with specialists in most countries via the Employee Assistance Program (EAP) or dedicated counseling lines;
- Online training via our internal platform to help managers manage teams with hybrid working patterns (see 3.3.3.4) and resources to help employees manage stress and develop their resilience by fostering their well-being within the company;
- Respect for employees' right to log off outside of office hours when working from home;
- Donations of leave days in France, allowing employees caring for their loved-ones to benefit from additional days off, creating a genuine community of support within the company (73 days donated in 2023);
- In the United States, the Wellable app allows employees to take mindfulness and meditation classes. Workshops with external stakeholders on various topics such as parenting, financial education, personal motivation, and use of social media provide our employees with knowledge and skills that can have a positive impact on their personal and professional lives. These workshops encourage continuous learning and personal development within our organization;

- The implementation of psychosocial risk training courses for all Ipsos managers in France to help them understand and map psychosocial risks, prevent problems such as stress, burnout and a poor work-life balance, adopt the right preventive action, learn how to draw on managerial resources to limit risks and deal with suffering and support employees' return to work after a long absence. In 2023, more than 300 employees attended these training courses.

In our recent Pulse survey, 78% of Ipsos employees reported that they felt able to share their opinions at work without fear of negative consequences. This reflects the supportive environment we cultivate at Ipsos and active measures to further support our teams' psychosocial well-being. Our continued focus in this area reflects our commitment to maintaining a healthy and open workplace where our employees feel listened to and supported.

#### 3.3.2.1.2 Compliance with hygiene, health and safety standards

Ipsos is fully committed to ensuring the health and safety of all its employees. This principle is underlined in the Ipsos Professional Code of Conduct and Ethics (p.6). Detailed policies and procedures are available at country level, as, beyond our general legal obligations and employer commitments, many country-specific and location-specific rules and procedures apply in the 90 markets and 250 cities where we operate. They are available on request.

We want to ensure that everyone at Ipsos looks after their own health, safety and well-being, as well as those of all visitors, field workers and people who may be affected by our activities.

Nearly 1,010 employees worldwide have been designated and trained (6,089 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.

### **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 was 1.2%, stable against 2022.

#### 3.3.2.2.2 Flexibility in work organization and work-life balance

3.3.3.1.2 At Ipsos, we believe that spending time and working together in the office fosters career development, collaboration, creativity, informal interactions and a sense of belonging that are essential to the success of our business. We firmly believe that this way of working has a positive influence on everyone's psychological health.

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<sup>3.3.3.1.23.3.3.1.2</sup>.

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 (having a sense of purpose/reason for living) have been offered to employees with the aim of developing their potential and fulfillment over time.
- Our Ipsos Training Center offers 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.

The recent employee satisfaction survey, Pulse 2023 (see 3.3.3.1.2), showed that the three main factors that positively influence the work-life balance are the ability to work remotely, the flexibility of working hours and understanding and supportive colleagues.

### **3.3.2.3 Non-work commitments**

Regarding the commitments of employees who are members of the military reserve force, Ipsos ensures that local regulations are respected. For example, in France, Ipsos follows the Labor Code and accepts that a reservist may be absent at any time by approving requests for leave without pay.

### **3.3.2.4 Well-being & Resilience Initiative**

We want our employees to work in the best conditions to give their best, especially during the current periods of crisis (uncertainties due to the various wars around the world, inflation, climate change).

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

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

This guide is accessible to all our employees via our intranet.

In 2023, we invested in the development of a comprehensive health and wellness program that will be officially launched in early 2024. The main objective of this program is to provide all employees with a common foundation of tools and best practices to enable them to lead a balanced life at work on the mental, physical and social levels. As a result, all employees, wherever they are, will be able to benefit from equivalent services and work in a professional environment that fosters their well-being.

While it is difficult to assess the precise impact of the initiatives we have put in place, we have very high levels of engagement and interest from our employees in the well-being and resilience activities we organize. This is also reflected in our annual satisfaction survey, in which 76% of our employees say Ipsos provides the resources needed to support the health and well-being of its employees.

- Our employees have access to a wide range of training courses via our training platform. These focus on key areas such as time management, stress management and personal resilience, promoting inclusion and diversity, and improving personal efficiency.
- Sports events (races, walking challenges, yoga, Pilates, etc.) are organized locally to encourage employees to come together, strengthen team cohesion, and promote mental health while reducing stress.
- In Paris, 50 women from various Ipsos departments in France and Switzerland and from the global teams took part in La Parisienne, an iconic race that raises funds for breast cancer research, for the 13th year running.
- The Wellable app in North America gives all employees in the region access to health content and on-demand fitness classes. This app sends health tips 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.
- Our team in Belgium has developed a program entitled Energy@Ipsos dedicated to total well-being based on four pillars (Food, Mind&Relax, Move, ESG) which won its first Wellbeing/Sports prize. This prize, awarded by the government, recognizes companies that invest in programs to promote sports and well-being in the workplace to improve employee wellness and enable them to lead healthier lives. Energy@Ipsos includes more than 30 activities over a full year.
- Ipsos has been officially certified a “Great Place to Work” in 12 markets, including seven in the Asia-Pacific region. The countries concerned are India, Indonesia, South Korea, Malaysia, Singapore, Thailand, Vietnam, Canada, the United States, Peru, Mexico, and Ecuador. This success reflects our commitment to creating a workplace that prioritizes our employees’ well-being and professional development.
- Ipsos in China was recognized as one of the best companies to work for in Asia by Business Media International (HR Asia). This was the second year we won in this category, which rewards companies that create an excellent working environment and foster employee engagement.
- Ipsos in the UK was certified by the Times Top 50 Employers ranking as one of the top 50 employers for gender equality in 2023, while in Italy, it received gender equality certification by Uniter (accredited certification and inspection body).

### 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.

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.

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 first half of 2023, workshops were held to promote the Leadership Behaviors within Ipsos, and to help our leaders put them into practice. More than 3,000 employees participated in these workshops, which included a self-assessment on Leadership Behaviors and role-playing activities.

##### 3.3.3.1.1 Turnover rate: Departure analysis

As of December 31, 2023, the Group had 19,701 employees worldwide (including employees acquired through acquisitions and including standard contractors), compared to 20,156 in 2022.

The staff turnover rate is based on the permanent workforce (excluding standard contractors). The definition of Ipsos’ permanent workforce is a broad one that encompasses all steadily employed and permanent employees, whether on permanent or fixed-term contracts. According to this definition, as of December 31, 2023, Ipsos had a total turnover rate of 16.9% (20.3% in 2022) and a turnover rate due to voluntary departures of 13.4% (17.9% in 2022), of which 7.8% for employees with more than three years’ seniority. In 2023, the number of voluntary departures fell to 2,462 (vs. 3,194 in 2022), a decline of 22.9%. The turnover rate recorded an equivalent drop (down 22.9% from 17.9% in 2022 to 13.8% in 2023). Several initiatives on Ipsos’ attractiveness have been organized by the countries and have been



acknowledged on the market (see previous chapter “Well-being & Resilience Initiative”). They are also highlighted by our employees through the internal Pulse survey.

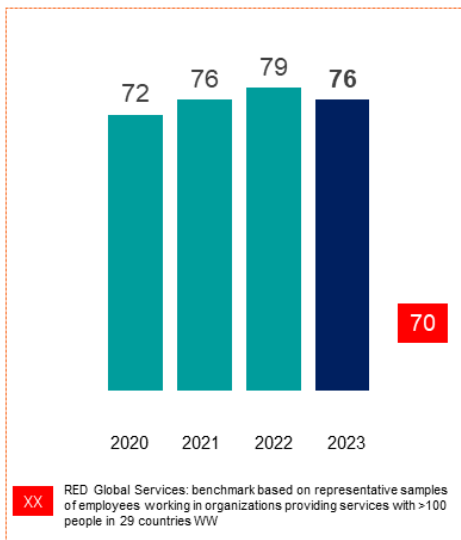
In addition, the Company employs a large number of mainly temporary workers to administer its questionnaires: the interviewers. These workers are not included in the permanent workforce and the variable costs they represent are included in direct costs in the consolidated income statement.

Data on arrivals and departures is based on steady and permanent employees under contract.

### 3.3.3.1.2 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 workplace 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.

*Your engagement score = Average score of 9 questions in the engagement survey*



*Engagement index = 9 questions*

- I appreciate the culture and values of Ipsos
- Overall, I am satisfied with my work
- I am confident in my future at Ipsos
- I am motivated in my current job
- My work gives me a sense of personal accomplishment
- I am proud to say that I work at Ipsos
- I would recommend Ipsos as a great place to work
- I agree with Ipsos' strategy and guidelines
- I have confidence in management decisions 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 2023, the survey was translated into 25 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 again this year, giving us a representative overview, reliable results and enabling us to define our action plans for 2024.

In the various economic and social contexts of the countries in which we operate, our overall engagement rate is very high, at 76%. As such, 83% of our employees are proud to be part of Ipsos and 86% share our values. Our employees feel valued and respected (91%), regardless of their origin, gender or identity. Our diversity and inclusion score reached a very high level of 81% for the second year in a row, confirming our commitment to a diverse and inclusive work environment.

In addition, 74% of employees consider that their work gives them a sense of personal fulfillment, reflecting the satisfaction and achievement they feel in their role in our organization.

In the interest of continuous improvement, the results and findings of the 2023 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.

Finally, the 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 recent graduates**

To demonstrate our deep commitment to our employees' development, the Ipsos Training Center launched the Generation Ipsos program. 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 between 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, by offering them training and development opportunities.

It includes online training courses, practical activities (organized locally) and a team project presented to experienced local managers. Participants can also experience the work and environment of several service lines and thus enrich their knowledge of the market research industry.

Since it was launched, around 4,800 new graduates have enrolled on the program in 72 countries.

Global initiatives have been launched for the Generation Ipsos community:

- Via our Viva Engage account, which is dedicated to Generation Ipsos, each of our regions is invited to share success stories, expert opinions, and testimonials from recent graduates;
- The "Rendez-Vous" series of 30-minute webinars on market research-related topics allows our young people to meet some of our leaders virtually and to discuss business issues in an informal setting.

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

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Local initiatives can also be proposed in each country:

- 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 participated in a design thinking workshop. In 2023, they worked on the employer brand under the guidance of our experts. This was a great learning opportunity and, as this design work was 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.

In South Korea, an off-site induction program is organized for participants in the Ipsos Generation program. For two days, they take part in team-building activities and training workshops to improve their knowledge of the company as well as their technical and relational skills. This initiative is highly appreciated and helps enhance the sense of belonging to the Ipsos community.

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*“It made proud to be part of Ipsos” (score of 4.4 out of 5)*

*“It allowed me to improve my skills” (score of 4.3 out of 5)*

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### **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 between departments by means of talent reviews, performance and mobility interviews, 360-degree assessments and tailored career development plans.

#### **3.3.3.3.1 Classifying our jobs to better manage careers**

Ipsos uses a Job Library in which nearly 200 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 reference framework for talent acquisition, workforce management, training and employee development.

#### **3.3.3.3.2 Assessing employee performance and helping them progress**

In 2023, 81% 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 in their team. According to the internal Pulse survey, 64% of employees say they discuss their performance with their manager once a quarter or more.

At the end of 2023, a new 360-degree assessment tool was launched on our iTalent platform. This method allows employees to receive feedback on their and conduct from various sources in their professional environment: peers, subordinates, managers. The aim is for each employee to have a complete view of his/her strengths and areas for improvement, in order to define individual action plans. It is used as a basis for career and leadership development discussions.

#### 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.

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 compensation, promotions, 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 career paths 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.

In 2023, Ipsos launched the "Opportunity MarketPlace" platform to promote internal mobility and career development within the Group. With this new platform, all employees can access the list of vacancies around the world and apply directly by targeting jobs that match their profile and aspirations. They can also sign up for alerts and transfer details of vacancies opportunities to other colleagues.

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, 2023, 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.

### 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 tracks the number of training hours recorded by employees on the iTime platform. Training, excluding time spent as a trainer, accounted for around 2% of total working time in 2023. 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, it is available to all employees from a dedicated platform. It contributes to employees' personal development.

In 2023, the ITC migrated to a new training platform in iTalent. This is a single portal that gives all employees access to the Ipsos training offer, including on mobile devices and without an Internet connection. It makes it easier to find training content and interact with other participants in discussion forums.

The ITC offers training on topics related to Ipsos' solutions and methodologies as well as on technical and soft skills.

The ITC currently offers 554 e-learning courses for employees, classified according to six skill types:

- **Client First:** client interaction and business development skills to become a true partner and advisor to our clients;
- **Leadership and Soft Skills:** skills to become more effective in one's work and to manage a team;
- **Onboarding and Support: fundamental training to understand how to work and collaborate within Ipsos;**
- **Market Research:** skills related to market research know-how;
- **Service lines:** skills related to the service lines, their tools, methodologies and research strategies;
- **Technical Skills:** skills related to existing or new technologies such as generative AI.

In 2023, 84% of Ipsos employees used the ITC to complete 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.

In 2023, we began to enhance our mandatory training programs with a view to ensuring that all our employees have a thorough understanding of their function and the internal dynamics of the company. These training sessions will be structured around three fundamental themes: Working Together, Essential Principles of the Researcher's Profession and Engagement with Ipsos. This new training program will be launched in early 2024.

#### 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.

#### 3.3.3.4.4 New training programs

In 2023, over 90 new courses were added to Ipsos' employee training offering.

There are now five certification programs to train employees in several service lines:

- Innovation;
- Market & Strategy Understanding;
- Brand Health Tracking;
- Healthcare Compliance;
- Creative Excellence;
- Experience Academy.

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.

In 2023, in response to the rapid evolution of generative AI and our employees' training needs, the ITC developed several online training courses in this area. These training courses include content on dedicated tools, such as Ipsos Facto, as well as inspiring videos and speeches from our Ipsos experts.

### 3.3.3.5 Compensation

The Group's compensation 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 compensation 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 5, 6 and 7 correspond to the first stages of a career and represent 71.9% of the Group's workforce. For these levels, compensation is generally just a fixed salary, which increases according to the responsibilities entrusted to the employee, their command of the job and their individual performance.

Levels 3 and 4 correspond to middle management and represent 23.7% 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 free 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 free 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 executive officers (salary, bonus and free shares) is reviewed at Group level.

The individual allocation of free 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 free shares to reward their commitment and individual performance. These allocations are reviewed annually.

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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' compensation expenses, i.e. base salaries, incentives and bonuses, was €1,066 million in 2023, compared with €1,056 million in 2022, representing an increase of 0.9% (changes in exchange rates and scope of consolidation included). For further information, please refer to the Consolidated Financial Statements.

### 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. Our diversity and inclusion score derived from our annual satisfaction survey demonstrates this once again this year with a score of 81%, validating our commitment to ensuring a diverse and inclusive work environment. Thus, 91% of our colleagues feel able to be themselves at work at Ipsos, regardless of their origin, gender or any other aspect of who they are.

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

Belong is an Ipsos initiative to promote diversity, equity and inclusion within the company. It aims to reflect the diversity of individuals and the issues studied by creating an environment where everyone feels proud to belong.

The goal of the Belong initiative is to contribute to an inclusive environment where employees feel integrated, free to be themselves and have an influential voice. The company encourages a culture where diversity of thought and opinion is valued, allowing each individual to fully integrate and produce work that has an impact. The aim is to represent the society in which Ipsos operates, at all levels.

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, 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.

For example, Ipsos has set up various Employee Resource Groups (ERGs) that support and promote inclusion for underrepresented groups, such as the Gender Balance Network, OUT@Ipsos, BRIDGE (Being Racially Inclusive and Diverse Is Good for Everyone) in the United States, Women's Network, the Pride Network. Ipsos also participates in global events such as International Women's Day to raise awareness and promote gender equality.

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.

Some of the actions carried out under the Belong initiative:

- In October 2023, Ipsos organized its third global ESG webinar on the theme of "Diversity, Equity, Inclusion" (DEI) for all our employees, bringing together more than 4,800 colleagues. We shared with our customers the work we do on DEI, our practices to increase representation in our survey samples, and we made a special update on our Belong initiative, which focuses on promoting a diverse and inclusive culture within Ipsos;
- October marked Black History Month in the UK: what does it mean to be black? This year's theme was "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;
- Training courses on "Recruiting without discrimination" and "Working with multicultural teams" are available on our internal training platform;
- As part of the global HR community's efforts to combat bias, the Total Operations HR team continued the "Spot your Blindspots" series 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 held the sixth edition of DuoDay, an initiative aimed at welcoming people with disabilities to our company to introduce them to our roles and professional activities;

- On June 22, 2023, our teams in Thailand celebrated Pride Month with their first event to promote acceptance, fairness and awareness of issues affecting the LGBTQ+ community. This event was an opportunity for our colleagues to share inspiring stories: from the history of Pride celebrations and the fight for LGBTQ+ rights to their own personal experiences.

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 whistleblowing training program. 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 50% 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 monitored gender equality in the Group by analyzing actions in the Group's countries. The analysis includes three key indicators that track year-on-year changes in each country, by level of responsibility, in terms of pay gaps, the percentage of women in top management and the percentage of women earning the top 10% of salaries. The results are analyzed in 14 countries (with a permanent workforce of more than 300 employees) and then studied with the country's leaders and Group HR managers. Action plans are implemented locally based on the analysis carried out.

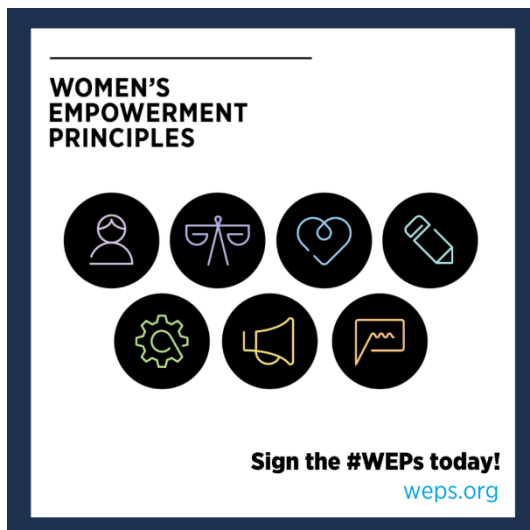
In 2019, Ipsos launched a worldwide program called Women in Ipsos that aims to ensure that women are not discriminated against in terms of salary, career progression, treatment, etc. Through the formation of an international network, this program aims to support women in their careers and enable them to 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

- Ipsos, a longtime player in the fight against all forms of discrimination, is now a signatory to the United Nations Women's Empowerment Principles (WEPs). The WEPs are a set of seven principles through which companies can promote women's empowerment, ranging from high-level leadership to community initiatives and reporting transparency.

In the words of our Chief Executive Officer, Ben Page: “It’s about giving everyone the support they need to have a fair chance. Chance plays an important role in careers, but everyone must be given the opportunity to make the most of that opportunity when it arises.”



- The Gender Balance Network helped increase the length of parental leave for women and men and supported flexible working hours for parents. Sue Phillips, Chair of the GBN, explained that efforts to ensure equality are not complete worldwide, citing data from 2023 showing that 68% believe there is gender inequality ([Ipsos study for International Women's Day](#)). She stressed the need for a balanced pool of men and women to select the best talent to lead teams.
- On March 7, the Gender Balance Network hosted a global internal online event that brought together 946 people with enlightening discussions on gender equity. Customer experts such as Avon Institute, Dalmia Bharat Group, Distell, Google, and PwC shared how they address inequality.
- Last October, a live panel was organized in collaboration with the Swiss and British networks of the Gender Balance Network (GBN). The event brought together leaders from Ipsos and nearly 300 colleagues from Switzerland, the UK and Ecuador. They actively took part in the discussions, addressing issues such as the power gap and the barriers women face in their careers. The event highlighted the importance of male allies in promoting gender balance and provided information and strategies to overcome challenges and promote gender equality. It provided a valuable learning opportunity among inspiring leaders and contributed to the ongoing conversation about gender balance.
- 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 2023:

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- 40% of the executives in Level 1 of the leadership team were women (in 2022: 36%). This level comprises Ipsos' 200 top executives and key experts, most of whom are shareholders of the Group;
- 48% 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 2022: 45%). This level comprises nearly 640 senior executives and additional experts.

Ipsos rose to sixth place in the annual SBF120 ranking on women's representation on governing bodies, with a score of 87.83 points. Last year, Ipsos was ranked 16th with 79.40 points. This tremendous progress in the ranking demonstrates Ipsos' deep commitment to promoting diversity and inclusion in its leadership teams. 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 was also named by Forbes as one of the best companies in the world for women in 2023.

#### 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 is to produce research – often in the public interest – with transparency and integrity.

Our business is based on the collection and analysis of information about people. Privacy and data security are 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 inform all our employees about the Ipsos Professional Code of Conduct and Ethics (available on our website). This document outlines our values, policies and procedures to ensure that we act in full compliance with the laws and regulations of our countries of operation, as well as with top standards and best practices. It 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. Once again in 2023, our country teams participated in charitable fundraising activities. Ipsos has a global "matched giving" policy, whereby the company matches donations from employees to humanitarian projects and charities.

Ipsos encourages skills sponsorship activities and the sharing of our expertise for the benefit of humanitarian associations.

Our employees carried out more than 1,400 volunteer days, paid by Ipsos, for projects that are important to them and that we want to support.

### 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 more than 110 projects in 43 countries, for a total amount of €3 million.

The Ipsos Foundation is overseen by a Board of Directors composed of 8 members: Didier Truchot (Chairman), Lauren Demar (Chief Sustainability Officer), Laurence Stoclet (Head of Equity Interests), Susan Walker (Independent Member), Gill Aitchison (Independent Member), Brian Gosschalk (Former Advisor to the Chairman), Gary Moore (UK Chief Financial Officer) and Frédéric Corbay (France Chief Financial Officer).

### 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 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 members of this network, Ipsos has decided to take part in this initiative.

In 2023, Ipsos committed to recruiting 100 refugees in our various entities around the world by 2026. This objective follows a first commitment made in 2018 and which was met.

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, 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 recent incidents involving Ipsos in any of our markets, either in terms of political lobbying or regulations on the financing of political parties.

Moreover, as an active member of ESOMAR, Ipsos fully adheres to the principles set out in the joint Code of Conduct of ESOMAR and the International Chamber of Commerce. This document sets out the rules we apply in terms of regulation and ethics.

### 3.4.5 Data Protection and Responsible Technology

#### **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 its commitment to the protection, confidentiality, availability and integrity of this data:

- Implementation of two-factor authentication for access to the Ipsos network;
- Implementation of a first-rate email filtering solution in April 2023;
- Progressive compliance with ISO 27001 certification country by country (all existing ISO 27001 scopes at Ipsos were successfully re-certified and five new countries were certified in 2023: Australia, Brazil, India, Spain and Nigeria);
- 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 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.

## Responsible Technology

### Contribution of artificial intelligence to Ipsos' ESG strategy

Ipsos' efforts in terms of responsible AI are focused on the assessment framework adopted by the Global Science entity, based on the concepts of Truth, Beauty and Justice.

- *Truth* focuses on the accuracy of models and their results;
- *Beauty* is about the explainability of results and, in some use-cases, the ability to surprise and generate new perspectives;
- *Justice* encompasses several important areas - AI ethics, bias, algorithmic fairness, data security and protection, as well as the rights and responsibilities of the creators of data used for learning, and tool users.

This framework has been applied to new areas, such as the use of language models for audio transcription, translation, synthesis and the coding of elements such as feeling.

For several years, Ipsos has focused on developing responsible AI. Management, Ipsos experts and academic partners have been very active, delivering presentations in this area, including the contribution of AI to the Group's ESG policy, at conferences around the world. The initial areas of reflection and progress include:

- The social impact, based on the analysis of data related to employee satisfaction, workplace diversity, or the impact of Ipsos on its immediate environment regardless of the country in which the company operates;
- Governance, by monitoring compliance with regulations, transparency in decision-making and improving transparency in corporate decisions.

AI is likely to play an important role in the identification and implementation of ESG initiatives in the future. Ipsos will remain vigilant in terms of monitoring the results produced by AI, particularly in terms of ethical and social responsibility. The success of these ESG initiatives will depend primarily on the integration of human judgment and decision-making, which are essential to the effectiveness of AI tools.

### Digital accessibility

Our work with government bodies requires Ipsos to meet accessibility requirements. However, at Ipsos, accessibility must 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 all our content. While it primarily involves removing barriers so that everyone has fair and equal access, the concept of accessibility must be underpinned by inclusive good design.

We continue to build on the solid foundations put in place during 2021-2022 by regularly reviewing best practices and sharing our knowledge with industry experts and key stakeholders. We then use the information and experience gathered to keep all models, resources, guides and training materials up to date, according to the needs of our customers, our readers and their relevance.

In addition to the guidance and checklists provided in our templates, a comprehensive suite of self-service training and communication materials is available to all Ipsos employees. This includes short, in-depth video tutorials, simple checklist reminders, tips on formats to use, contact details of external agencies and the latest news to share with customers or include in proposals.

We will continue our efforts in this area in 2024.

### 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. The protection of personal data, whether internal to Ipsos, collected from respondents or entrusted by our customers, is a business imperative and a major social responsibility.

Ipsos' compliance framework for personal data protection is built around the European Union's General Data Protection Regulation (EU) 2016/679, also known as the GDPR. The requirements and principles of this regulation have been adopted as the basis for Ipsos' overall compliance program.

The GDPR has quickly become the legislative standard and the vast majority of new data protection legislation is heavily based on it. Ipsos is also a member of ESOMAR, the self-regulatory body for market, social, opinion and data analysis studies. The ICC/ESOMAR International Code applies to Ipsos worldwide.



In 2018, Ipsos implemented a global internal privacy policy applicable to all our employees in all the countries where the Group operates. This policy was last updated in 2021 to stay in line with legislative developments and remains under constant review. It is available on the website Ipsos.com. It is also disseminated internally, notably in our Book of Policies and Procedures, and through 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, Ipsos makes every effort to ensure that its suppliers who process personal data are assessed on their compliance with data protection standards. Ipsos can conduct audits of the majority of its strategic suppliers, including on-site audits. Ipsos itself is regularly subject to audits by its customers.

In addition, several of our main operating entities are ISO 27001 certified. This ISO standard also underpins our operational requirements, even when there is no certification.

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

Article 1 of the ESOMAR Code specifies the due diligence obligations of companies operating in the market research industry and the key steps to be taken in this respect. 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 paragraph 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 adopted 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:

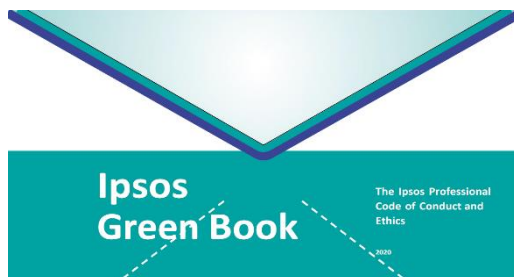
- A two-pronged approach: a three-yearly risk assessment survey, and a self-assessment survey completed by the Group’s senior executives on a three-yearly, self-reported basis;
- Its CSR reporting; and local internal audits.

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

Our teams are reminded 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.

Ipsos has officially consolidated all these commitments in its Supplier Code of Conduct, published in our Book of Policies and Procedures in 2023.

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



Through the Group’s Professional Code of Conduct and Ethics, 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 social, environmental and societal 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.

Mandatory training on the Code of Conduct is being implemented in 2024.

#### 3.4.8.1.4 Whistleblowing System

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

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, 58 alerts were recorded in 2022 and 62 in 2023, divided as follows between internal alerts (made by email) and alerts made via EthicsPoint:

Cases recorded by channel	FY2022	% 2022	FY2023	% 2023
Reported internally	37	64%	30	48%
Reported via EthicsPoint	21	36%	32	52%
Total	58	100%	62	100%

Among the important alerts in terms of due diligence, there were two cases in 2023 that triggered in-depth investigations. These cases were 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 decentralized procurement structure, it is difficult to indicate a group-wide 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 and sharing and requiring their adherence to the Ipsos Supplier Code of Conduct.

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 2023, 91% was with international suppliers that adhere to the United Nations Global Compact (compared to 59% in 2022).

### **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 Country-by-Country Reporting (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 entity 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 'facilitating' payments. It is strictly forbidden to bribe any person, company or 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 Behavior 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. 688 employees completed this training in 2023.

#### **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 hospitality. 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.

#### **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 contact 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 in the skills required for the specific job they are to perform. The time spent on training and development and the period during which it is provided vary 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:

## REFERENCE FRAMEWORK

### OUR COMMITMENT TO THE ENVIRONMENT

- 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 2023, 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 many years. In 2012, the Group began to measure its greenhouse gas emissions and set ambitious reduction targets.

In 2023, Ipsos committed to the Science Based Targets initiative (SBTi), an organization resulting from a partnership between CDP (Carbon Disclosure Project), the United Nations Global Compact, the WRI (World Resources Institute) and the World Wildlife Fund (WWF).

One of the objectives of the Science Based Targets initiative is to provide committed companies with an independent assessment and validation of their emission reduction targets. These targets must be consistent with the Paris Agreement target of a maximum temperature rise of 1.5°C by 2050 and must be science-based.

In 2023, Ipsos submitted short-term (2030) and long-term (2050) emissions reduction targets for Scopes 1, 2 and 3 to the SBTi. They are currently being reviewed and validated by the SBTi.

Ipsos has been rewarded for these efforts by non-financial rating agencies:

EcoVadis awarded Ipsos the Gold medal, placing us among the top 5% of companies assessed, and CDP (formerly the Carbon Disclosure Project) placed us at the "Management" level. Ipsos is also at the "Advanced" level of the Global Compact.

#### 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. Ipsos' greenhouse gas emissions report now covers all countries and all Scope 3 emissions (until 2022, Ipsos' reporting focused on Scopes 1, 2 and emissions due to employee travel included in Scope 3).

As part of the commitment 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".

The Scope 1, 2 and 3 emissions measured by Ipsos amounted to 155,204 metric tons of CO<sub>2</sub>e for all markets in 2023, compared with 157,861 metric tons of CO<sub>2</sub>e in 2022, a fall of -1.7%. This decrease is mainly due to the reduction in newly leased office space (included in Scope 3) in 2023 compared with 2022.

Scope 2 emissions calculated according to the market-based method totaled 7,197 metric tons of CO<sub>2</sub>e for all markets in 2023 and are included in the total amount of emissions measured. Scope 2 emissions calculated using the location-based method totaled 8,697 metric tons of CO<sub>2</sub>e for all markets in 2023.

Scope 3 emissions include those related to purchases made from suppliers. To date, these emissions were calculated based on emission factors provided by the French government environment agency (ADEME). In the future, the measurement of these emissions will be fine-tuned by using emission factors that are better differentiated by country and type of expenditure or by collecting emissions data directly from these suppliers.

Due to Ipsos' activity, indirect greenhouse gas emissions measured in Scope 3 do not include indirect emissions related to upstream and downstream transport.

Scopes 1, 2 and 3 by source (%):

SOURCE OF EMISSIONS	2023	2022*
Total Scope 1 emissions	3.4%	4.3%
Total Scope 2 emissions	4.6%	4.4%
Total Scope 3 emissions	92.0%	91.3%
Total Scopes 1, 2 and 3	100%	100%

\*As part of the process of submitting the Group’s greenhouse gas emission reduction targets to the SBTi, Scope 1 and 2 emissions were marginally remeasured by including emissions related to employee commuting carried out by company cars in Scope 1 and emissions related to electricity consumption from renewable sources in Scope 3 (previously recorded in Scope 2).

In 2023, the emissions measured by Ipsos for Scopes 1 and 2 and emissions due to employee business travel were 21,008 metric tons of CO2 for all markets (18,506 metric tons of CO2 for the 35 main markets) compared to 22,833 metric tons of CO2 per year in 2022 for all markets (20,103 metric tons of CO2 per year in 2022 for the 35 main markets). This represents a decrease of 8.0% in Scopes 1 and 2 and in emissions due to employee business travel from Scope 3 across all markets. This decrease was mainly due to the fall in Scope 1 emissions linked to the reduction in business travel by car.

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

SOURCE OF EMISSIONS	2023	2022***
Total Scope 1* emissions	23.0%	27.9%
Total Scope 2 emissions	34.3%	30.7%
Scope 3 - Employee business travel**	42.7%	41.4%
Total Scopes 1, 2 and employee business travel	100%	100%

\* Excluding emissions related to commuting by company cars, which have been included in the Scope 1 calculation as part of the reassessment of the Group’s carbon footprint for the greenhouse gas emission reduction target submission process.

\*\* Excluding emissions related to irregular commuting by taxi in China, which have been estimated.

\*\*\* 2022 data restated with the reclassification of emissions relating to electricity consumption from renewable sources from Scope 2 to Scope 3. This restatement was performed as part of the reassessment of the Group’s carbon footprint for the process of submitting greenhouse gas emission reduction targets to the SBTi.

#### 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.



All our countries are applying a new Group travel policy, drafted in the summer of 2023, aimed at reducing our environmental footprint. Three-quarters of our countries have supplemented it with a local policy.

The majority of Ipsos entities use specialist agencies to ensure that these 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 vehicles

In November 2022, Ipsos approved a new company car policy aimed at significantly reducing the number of vehicles by 2025 and prioritizing 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 2023, total electricity consumption for all markets was 19,136 MWh (16,580 MWh for the 35 main markets), a decrease of 0.1% compared to the 19,146 MWh (16,655 MWh for the 35 main markets) consumed in 2022. The share of electricity consumption from renewable energy sources was 3,707 MWh in 2023, i.e. 19.4% of Ipsos' total electricity consumption worldwide for all countries. The share of electricity consumption from renewable energy sources was 20.4% of the total electricity consumption for the 35 main markets. This is an increase on the figure for 2022 (around 19.5%).

#### 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 2023, the results of the Greenhouse Gas Emissions Report show that, for all the countries surveyed, the volume of paper recycled was 83.7% across all markets and 97.7% for the 35 main markets (compared to 79.9% in 2022 across all markets and 92.9% in 2022 for the 35 main markets). Our 2023 target to have 90% of recyclable paper actually recycled was met.

The amount of paper purchased in 2023 for our 35 main markets was 174 metric tons, or 9.98 kg per employee, and 224 metric tons for the Group as a whole, or 11.35 kg per employee.

### **Water consumption:**

Given the nature of Ipsos' activities, the only water we consume is that used 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 2023 was 115,277 m<sup>3</sup> across all markets and 85,653 m<sup>3</sup> for the 35 main markets, compared to 103,481 m<sup>3</sup> across all markets and 72,092 m<sup>3</sup> for the 35 main markets in 2022, i.e. an increase of 11.4% across all markets. This increase 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 environmental challenges

The IT Department, Ipsos Tech, supports the Company's global sustainability strategy and the reduction of its environmental footprint. Ipsos Tech facilitates the acquisition of technical knowledge and skills required to implement a comprehensive plan to reduce IT-related carbon emissions. Significant progress was made in 2023 thanks to a series of initiatives impacting the emissions generated by Ipsos Tech's activities and the technology supply chain (Scope 3 emissions):

- Implementation of a technological modernization strategy, replacing obsolete equipment with equipment from environmentally friendly manufacturers. This strategy includes the recycling and safe disposal of end-of-life equipment and components;
- The transfer of on-site server and data storage infrastructure to hosted services, using ESG best practice criteria for partner selection. This transfer reduces or eliminates on-site IT rooms and allows Ipsos to make cost and energy savings;
- Communication on eco-friendly actions, in which Ipsos Tech encourages a greener IT culture within its teams in line with its environmental responsibility.

### **Responsible procurement**

Generally speaking, ESG criteria are now part of the selection of Ipsos Tech's technology suppliers in tender processes:

- Obligation to provide an annual report on their carbon emissions and climate and environmental impact;
- Adherence to the principles of the United Nations Global Compact;
- Review of suppliers' environmental progress plans, including waste minimization, the application of circular economy principles and the use of resources in a more sustainable and efficient manner.

### **User equipment**

#### Reducing the environmental impact of our user activities and promoting the sustainable use of resources

Ipsos Tech has continued to modernize its technical infrastructure by eliminating obsolete IT systems and hardware. Where applicable, Ipsos also adopts more efficient solutions with environmental performance certifications and eco-labels, shared systems and services, and a pay-as-you-go model aligned with requirements.

Ipsos promotes virtual collaboration and smarter working methods, with videoconferencing recommended for meetings. All new IT employees receive an integration pack electronically – the “Global IT Services starter Pack”, where IT sustainability (including e-waste management) and environmentally-friendly practices are key elements.

Optimizing the use of hardware is an integral part of Ipsos Tech’s strategy and equipment is reassigned where possible. Hardware repairs (which are included in Ipsos’ global supply contract for user workstations), the storage and shipment via international logistics firms of reusable equipment to other Ipsos sites instead of new purchases, and the use of suppliers for the recycling of obsolete equipment are part of the concrete actions implemented by Ipsos Tech under the Group’s ESG policy.

## **Data storage and hosting**

### Data management

Ipsos Tech is committed to eliminating unnecessary or low-value data. Data the Group wishes to retain is stored on high-performance, suitable media with minimal energy consumption. Old backup systems have been replaced by more energy-efficient solutions in several countries, and this will continue in the future.

### Cloud Migration - Understanding and Promoting a Clean Cloud

Ipsos Tech believes that migrating assets to the cloud is synonymous with environmental benefits. Cloud services produce lower carbon emissions (for example by sharing resources among multiple customers) and are more energy efficient than on-site solutions. Based on this, Ipsos has set up standardized cloud security and connectivity Groups. Ipsos teams are examining the power usage effectiveness (PUE) and water usage effectiveness (WUE) of its cloud partners. Ipsos also takes into account greenhouse gas emissions and energy consumption when choosing the geographical location of cloud services where possible.

In 2023, Ipsos migrated additional countries to external hosting services and expanded its 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.

This reduced the number of internal servers and the related carbon footprint. Efforts will continue in 2024 with the consolidation of these services among a smaller number of external providers.

## **Challenges around sustainable development**

Ipsos Tech faces many challenges in its contribution to the Group’s ESG strategy, for example including sustainable and clean IT solutions from the outset in all relocation or redevelopment projects (green workstations, energy consumption of the local network, presence of an IT room, etc.).

Ipsos will also continue to work with environmentally responsible technology suppliers and partners to identify best practices, measure emissions from the products or services consumed, and implement innovative solutions that will help reduce energy consumption and limit emissions. Ipsos Tech closely monitors ESG trends in the IT industry and has incorporated the essential principles of ESG into its DNA so as to create more responsible IT and minimize its impact on the environment.

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. In 2023, 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 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 turnover, 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 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.

Activities eligible for the environmental objectives of the European Taxonomy are identified in the Climate Delegated Act (for climate change mitigation and adaptation objectives) issued in April 2021 and the Environmental Delegated Act (for the four other environmental objectives) adopted in June 2023. Such activities shall be recognized as eligible where they make a substantial contribution to the environmental objectives of the European taxonomy.

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

- Meet the technical screening 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 safeguards).

For fiscal year 2023, Ipsos is required to report:

- The eligible share of its revenue and its capital and operating expenditure with regard to the six environmental objectives described in the taxonomy delegated acts;
- The aligned portion of its revenues and capital and operating expenditure for the two “climate” objectives only.

#### 3.5.1.2.2 Analysis of the eligibility and alignment of Ipsos’ activities with the objectives of the European Green Taxonomy

#### Proportion of revenue-generating activities in 2023 eligible for the environmental objectives of the European taxonomy

The analysis of the eligibility of Ipsos’ activities for the environmental objectives of the European Taxonomy 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 Polling” of the Statistical Classification of Economic Activities in the European Community. This activity is not included in the respective Annexes to the two Delegated Acts (Climate Delegated Act and Environmental Delegated Act relating to the other four environmental objectives) defining the technical screening criteria.

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 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 the achievement of environmental objectives.

In our production process, all data 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.

In conclusion, none of the services provided by our teams are eligible under the Taxonomy because they do not contribute directly to the environmental objectives of the European Taxonomy.

**In view of the detailed analyses carried out and described above, the Group therefore considers that the proportion of revenue from activities that are eligible for the objectives of the European Green Taxonomy was equal to 0% in 2023. As a result, the share of activities aligned with the "Climate" objectives is 0%.**

### Taxonomy indicator table for eligibility and alignment of revenue-generating activities in 2023:

Economic activities (1)	Code(s) (2)	Absolute turnover (3)	Proportion of turnover (4)	Substantial contribution criteria										DNSH criteria ('Does Not Significantly Harm')										Minimum requirements (17)	Taxonomy-aligned (A.1.) or taxonomy-eligible (A.2.) proportion of turnover year N-1 (18)	Category (enabling activity) (19)	Category ('transitional activity') (20)
				Climate change mitigation (5)	Climate change adaptation (6)	Water and marine resources (7)	Pollution (8)	Circular economy (9)	Resilience and economy (10)	Climate change mitigation (5)	Climate change adaptation (6)	Water and marine resources (7)	Pollution (8)	Circular economy (9)	Resilience and economy (10)												
A. Taxonomy-eligible activities																											
A.1. Environmentally sustainable activities (Taxonomy-aligned)																											
None																											
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)																											
of which enabling of which transitional																											
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																											
None																											
Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned) (A.2)																											
A. Turnover of Taxonomy-eligible activities (A.1 + A.2)																											
B. Taxonomy-non-eligible activities																											
Turnover of Taxonomy-non-eligible activities																											
Total (A + B)																											

	Proportion of turnover / total turnover	
	Taxonomy-aligned by objective	Taxonomy-eligible by objective
CCM	0%	0%
CCA	0%	0%
WTR	0%	0%
CE	0%	0%
PPC	0%	0%
BIO	0%	0%

CCM: Climate change mitigation  
 CCA: Climate change adaptation  
 WTR: Sustainable use and protection of water and marine resources  
 CE: Transition to a circular economy  
 PPC: Pollution prevention and control  
 BIO: Protection and restoration of biodiversity and ecosystems

### Share of 2023 capital expenditures (CAPEX) eligible for the environmental objectives of the European Taxonomy

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 contributes to one or more of the Taxonomy activities as described in the Annexes to the two Delegated Acts (Climate Delegated Act and Environmental Delegated Act on the four other 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 two Delegated Acts (Climate Delegated Act and Environmental Delegated Act on the four other objectives).

After analysis, the Group considers that certain CAPEX is linked to eligible activities included in the Climate Delegated Act in connection with the climate change mitigation objective. In 2023, this expenditure comprised transport (activity 6.5 of the Climate Delegated Act), for €2.9 million, and buildings (activity 7.7 of the Climate Delegated Act) for €36.3 million (mainly rights of use within the meaning of IFRS 16). No investments related to activities eligible under the other five objectives have been identified.

**The amount of capital expenditure considered eligible for the climate change mitigation objective is therefore €39.2 million, or 39.3% of the capital expenditure retained for the Taxonomy for financial year 2023.**

## REFERENCE FRAMEWORK

### OUR COMMITMENT TO THE ENVIRONMENT

Share of 2023 capital expenditure (CAPEX) aligned with the climate change mitigation objective

Individually eligible CAPEX related to buildings:

Analysis of technical screening criteria

2023 CAPEX related to buildings amounted to €36.3 million at the end of December 2023. Of this total amount, **€36.2 million of 2023 CAPEX** has been analyzed within the framework of the alignment analysis based on the technical screening criteria, i.e. 99.6%.

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 subject to CAPEX in 2023 was less than 156 kWh/m<sup>2</sup>, that office meets the technical screening criterion and the asset can undergo the additional alignment analyses (DNSH analysis and minimum safeguards analysis);
- If the annual primary energy consumption of an office subject to CAPEX in 2023 was greater than 156 kWh/m<sup>2</sup>, that office does not meet the technical screening 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 2023 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 m<sup>2</sup> was retrieved from our database for leases (offices and vehicles) used to document contract data and calculate IFRS 16 impacts since this standard was implemented on January 1, 2019.

Of the **€36.2 million of 2023 CAPEX for buildings analyzed, €21.9 million meet the technical screening criterion**. This CAPEX represented 22.0% of the total 2023 capital expenditure of €99.7 million.

DNSH and minimum safeguards analysis

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 no significant harm (DNSH) with respect to the climate change adaptation objective. Therefore, we report that the share of 2023 capital expenditures aligned with the climate change mitigation objectives is 0%.

Individually eligible CAPEX related to vehicles:

Analysis of technical screening criteria

2023 CAPEX for vehicles amounted to €2.9 million at the end of December 2023, of which €2.5 million relating to leases and €0.4 million to owned vehicles.

The Group adopted the technical screening criterion as detailed in the Climate Delegated Act for the climate change mitigation objective of the Taxonomy Regulation:

- If a vehicle has an emission level of less than 50 grams of CO<sub>2</sub> per kilometer, it meets the technical screening criterion and will be subject to further analysis with regard to its alignment: DNSH analysis and minimum safeguards analysis (see below);



- If a vehicle has an emission level of more than 50 grams of CO<sub>2</sub> per kilometer, that vehicle does not meet the technical screening criterion and therefore cannot be considered aligned or sustainable.

The data on the CO<sub>2</sub> emissions (in grams per kilometer) was provided by the local management of each of the countries having CAPEX for vehicles in 2023.

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

- Share of vehicles meeting the technical screening criteria: €1.4 million (all leased), i.e. 46.8%;
- Share of vehicles not meeting the technical screening criteria: €1.5 million (of which €1.1 million leased and €0.4 million owned), i.e. 53.2%.

#### DNSH analysis

Vehicles that meet the condition of the technical screening criteria and which are registered in European Union countries are considered to be aligned because vehicles placed on the European market meet the DNSH criterion.

For vehicles that meet the condition of the technical screening criteria but do not concern a country of the European Union, the DNSH analysis then depends on the origin of the car manufacturer: If the vehicle manufacturer is from the European Union, then the vehicle meets the DNSH criterion for the associated CAPEX. Conversely, if the vehicle manufacturer is not from the European Union, then the vehicle does not meet the DNSH criterion.

Of the 62 vehicles meeting the technical screening criteria, 61 are registered in European Union countries and/or are from a manufacturer originating in the European Union, representing 99.7% of CAPEX.

#### Minimum 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).
- 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).
- 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).
- Competition law: the Ipsos Group complies, within its scope of activity, with the legislation in force under competition law (see 3.4.8.8).

Taxonomy indicator table for eligibility and alignment of 2023 capital expenditures:

Economic activities (1)	Code(s) (2)	CAPEX (3) In millions of Euros	Proportion of CAPEX (4) %	Substantial contribution criteria						DNSH criteria ("Does Not Significantly Harm")										Proportion of taxonomy-aligned (A.1.) or taxonomy-eligible (A.2.) CAPEX year N-1 (18) %	Category (enabling activity) (19) E	Category ('transitional activity') (20) T
				Climate change mitigation (5) Y; N; N/EL	Climate change adaptation (6) Y; N; N/EL	Water and marine resources (7) Y; N; N/EL	Pollution (8) Y; N; N/EL	Circular economy (9) Y; N; N/EL	Biodiversity and ecosystems (10) Y; N; N/EL	Climate change mitigation (11) Y/N	Climate change adaptation (12) Y/N	Water and marine resources (13) Y/N	Pollution (14) Y/N	Circular economy (15) Y/N	Biodiversity and ecosystems (16) Y/N	Minimum safeguards (17) Y/N						
<b>A. Taxonomy-eligible activities</b>																						
<b>A.1. Environmentally sustainable activities (Taxonomy-aligned)</b>																						
6.5 Transport by motorbikes, passenger cars and light commercial vehicles CCM 6.5 (1,4) 1,36%				YES	N/EL	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	1,4%	N/A	N/A		
CAPEX of environmentally sustainable activities (Taxonomy-aligned) (A.1)				%	%	%	%	%	%	%	%	%	%	%	%	%	%					
Of which enabling				%	%	%	%	%	%	%	%	%	%	%	%	%	%					
of which transitional				%	%	%	%	%	%	%	%	%	%	%	%	%	%					
<b>A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)</b>																						
6.5 Transport by motorbikes, passenger cars and light commercial vehicles CCM 6.5 (1,5) 1,55%				EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL								%				
7.7 Acquisition and ownership of buildings CCM 7.7 (36,3) 36,44%				EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL									%			
CAPEX of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)																		%				
A. CAPEX of Taxonomy-eligible activities (A.1 + A.2) (39,2) 39,34%																						
<b>B. Taxonomy-non-eligible activities</b>																						
CAPEX of Taxonomy-non-eligible activities (80,5) 80,7%																						
<b>Total (A + B) (99,7) 100,0%</b>																						

Proportion of CAPEX / Total CAPEX		
	Taxonomy-aligned by objective	Taxonomy-eligible by objective
CCM	1,4%	39,3%
CCA	0,0%	0,0%
WTR	0,0%	0,0%
CE	0,0%	0,0%
PPC	0,0%	0,0%
BIO	0,0%	0,0%

CCM: Climate change mitigation  
CCA: Climate change adaptation  
WTR: Sustainable use and protection of water and marine resources  
CE: Transition to a circular economy  
PPC: Pollution prevention and control  
BIO: Protection and restoration of biodiversity and ecosystems

Share of 2023 operating expenditure (OPEX) eligible for the environmental objectives of the European Taxonomy Regulation

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 2023 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 totaled €6.4 million in 2023, which was not considered significant in relation to total operating expenses (composed of direct costs, payroll costs and general operating expenses [GENEX]) of €2,057.2 million in 2023, 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 and that it is therefore not relevant to determine the eligible proportion.

### Share of 2023 operating expenditure (OPEX) aligned with the environmental objectives of the European Taxonomy Regulation

The share of 2023 aligned operating expenses (OPEX) is 0% due to the exemption of these costs, which were deemed immaterial in the eligibility analysis.

Economic activities (1)	Code(s) (2)	OPEX (3)	Proportion of OPEX (4)	Substantial contribution criteria											DNH criteria ("Does Not Significantly Harm")					Proportion of taxonomy-aligned (A.1.) or taxonomy-eligible (A.2.) OPEX year N-1 (18)	Category (enabling activity) (19)	Category ('transitional activity') (20)		
				Climate change mitigation (5)	Climate change adaptation (6)	Water and marine resources (7)	Pollution (8)	Circular economy (9)	Transition to a low-carbon economy (10)	Transition to a resource-efficient economy (11)	Transition to a circular economy (12)	Transition to a circular economy (13)	Transition to a circular economy (14)	Transition to a circular economy (15)	Transition to a circular economy (16)	Transition to a circular economy (17)	Transition to a circular economy (18)	Transition to a circular economy (19)	Transition to a circular economy (20)				Transition to a circular economy (21)	Transition to a circular economy (22)
A. Taxonomy-eligible activities																								
A.1. Environmentally sustainable activities (Taxonomy-aligned)																								
None																								
OPEX of environmentally sustainable activities (Taxonomy-aligned) (A.1)																								
None																								
of which enabling																								
of which transitional																								
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																								
None																								
Short term leases "505001 - Costs of premises - rent"																						(3.8)	0.3%	
Maintenance costs "505401 - General Maintenance"																						(2.7)	0.3%	
OPEX of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned) (A.2)																						(6.4)	0.3%	
A. OPEX of Taxonomy-eligible activities (A.1 + A.2)																						(6.4)	0.3%	
B. Taxonomy-non-eligible activities																								
OPEX of Taxonomy-non-eligible activities																						(2 050.3)	99.7%	
Total (A + B)																						(2 057.2)	100.0%	

	Proportion of OpEX / Total OpEX	
	Taxonomy-aligned by objective	Taxonomy-eligible by objective
CCM	0,0%	0,3%
CCA	0,0%	0,0%
WTR	0,0%	0,0%
CE	0,0%	0,0%
PPC	0,0%	0,0%
BIO	0,0%	0,0%

CCM: Climate change mitigation  
CCA: Climate change adaptation  
WTR: Sustainable use and protection of water and marine resources  
CE: Transition to a circular economy  
PPC: Pollution prevention and control  
BIO: Protection and restoration of biodiversity and ecosystems

### Conclusion from the eligibility and alignment analyses of the Ipsos Group's activities for the two climate objectives of the European Green Taxonomy:

Activities eligible for the environmental objectives of the European taxonomy represent:

- 0% of the Group's 2023 revenue;
- 39.3% of 2023 capital expenditure (CAPEX) considered under the Taxonomy – eligible under the climate change mitigation objective;
- A non-material amount of the total operating expenses (OPEX) in 2023 (and thus exempt from our eligibility analysis).

Activities aligned with the environmental objectives of the European taxonomy represent:

- 0% of the Group's 2023 revenue;
- 1.4% of the total 2023 capital expenditure (CAPEX) considered under the Taxonomy – eligible under the climate change mitigation objective;
- A non-material amount of the total operating expenses (OPEX) in 2023 (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 targets is one of the criteria used to determine the Chief Executive Officer's variable compensation.

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 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 started work to expand our collection of Scope 3 emissions data beyond employee travel. Further to this work, in 2023 we committed to 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 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, Ipsos Group has published its greenhouse gas emissions in its CSR reporting, in compliance with French regulations and the European Regulation on non-financial disclosures. 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 Chief Executive Officer's variable compensation.

The Ipsos Group has identified various ways to achieve its objectives:

- Reducing 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. 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

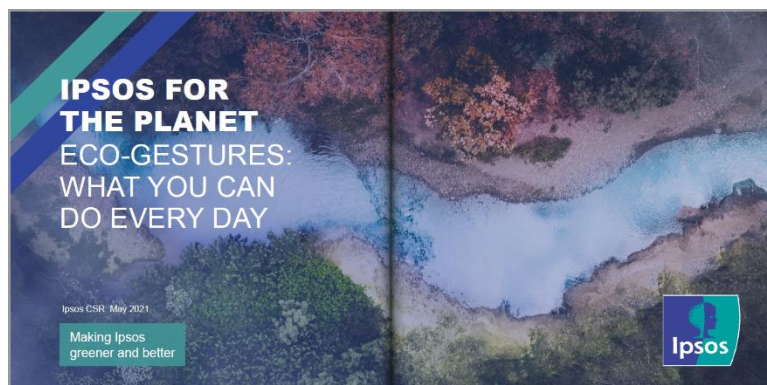
We make sure that each new employee is aware of what we are doing to protect the environment and how it affects them. For several years now, the mandatory induction training has included a module on CSR. This module is available on the Ipsos Training Center e-learning platform.

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 officers in each country.



#### 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 Centre (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.

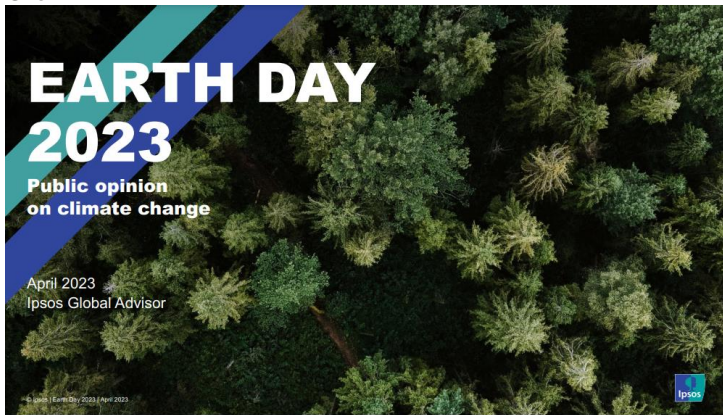
**REFERENCE FRAMEWORK**  
**OUR COMMITMENT TO THE ENVIRONMENT**

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**



[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.



### 3.5.2.2.3 Gender equality

INTERNATIONAL WOMEN'S DAY 2023  
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 TABLE

### 4

#### 4.1 GRI Standards and Global Compact Principles Cross-reference Tables

GRI Standards		Section NFPS	Page no.
<a href="#">GRI 101-1</a>	General principles 2016	<b>Erreur ! Source du renvoi introuvable.</b> ;3.2	7;15
<a href="#">GRI 103</a>	Management approach	1	4
<a href="#">GRI 205</a>	Fight against corruption	3.4.8.4	52
<a href="#">GRI 206</a>	Anti-competitive conduct	3.4.8.8	53
<a href="#">GRI 301-2</a>	Recycled materials used	3.5.1.1	54
<a href="#">GRI 302-1</a>	Energy consumption within the organization	3.5.1.1	54
<a href="#">GRI 302-2</a>	Energy consumption outside of the organization	3.5.1.1	54
<a href="#">GRI 302-4</a>	Reduction of energy consumption	3.5.1.1	54
<a href="#">GRI 305-2</a>	Indirect GHG emissions	3.5.1.1	54
<a href="#">GRI 305-5</a>	Reduction of GHG emissions	3.5.1.1	54
<a href="#">GRI 306-2</a>	Waste by type and disposal method	3.5.1.1	54
<a href="#">GRI 307</a>	Environmental compliance	3.5.1.1	54
<a href="#">GRI 401</a>	Employment	3.3.1	27
<a href="#">GRI 401-1</a>	New employee hires and employee turnover	3.3.3.1;3.3.3.1.1	32;32

## CROSS-REFERENCE TABLE

### GRI STANDARDS AND GLOBAL COMPACT PRINCIPLES CROSS-REFERENCE TABLES

<a href="#">GRI 401-2</a>	Benefits provided to full-time employees	3.3.3	32
<a href="#">GRI 402</a>	Labor/Management Relations	3.2.8	24
<a href="#">GRI 403</a>	Occupational health and safety	3.3.2	28
<a href="#">GRI 403-1</a>	Worker representation on formal health and safety committees involving both workers and management	3.3.5	44
<a href="#">GRI 403-2</a>	Types of work-related accidents and rates of work-related accidents, occupational illnesses, days lost, absenteeism and number of work-related deaths	3.3.2.2	29
<a href="#">GRI 404</a>	Training and Education	3.3.3.4	37
<a href="#">GRI 405</a>	Diversity and Equal Opportunity	3.3.4	40
<a href="#">GRI 407</a>	Freedom of Association and Collective Bargaining	3.3.5	44
<a href="#">GRI 409</a>	Forced or Compulsory Labor	3.3.4.3	44
<a href="#">GRI 412</a>	Human Rights Assessment	3.3.4	40
<a href="#">GRI 413</a>	Local Communities	3.4	45
<a href="#">GRI 415</a>	Public Policy	3.4.4	46
<a href="#">GRI 418</a>	Customer Privacy	3.4.5	46
<a href="#">GRI 419</a>	Socioeconomic Compliance	3.2	15

Global Compact Principles	Chapter – Section NFPS	Page No.
Principle 1 Businesses should support and respect the protection of internationally proclaimed human rights.	3.4.2	46
Principle 2 Businesses should make sure that they are not complicit in human rights abuses.	3.4.8.3	52
Principle 3 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	3.3.5	44
Principle 4 Business should uphold the elimination of all forms of forced and compulsory labor.	3.3.4.3	44
Principle 5 Business should uphold the effective abolition of child labor.	3.3.4.3	44
Principle 6 Business should uphold the elimination of discrimination in respect of employment and occupation.	3.3.4	40
Principle 7 Businesses should support a precautionary approach to environmental challenges.	3.5	54
Principle 8 Business should undertake initiatives to promote greater environmental responsibility.	3.5	54
Principle 9 Business should encourage the development and diffusion of environmentally-friendly technologies.	3.5	54
Principle 10 Business should work against corruption in all its forms, including extortion and bribery.	3.4.8.1	49

## 4.2 Cross-reference table of the Non-Financial Performance Statement

Non-Financial Performance Statement	Chapter - Section URD	Page No.
Company business model	<b>Erreur ! Source du renvoi introuvable.</b>	<b>Erreur ! Signet non défini.</b>
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	14
Social consequences of the company's activities	3.2.8	24
Environmental consequences of the company's activities	3.5;3.5	54
Respect for human rights	3.2.4,3.3.4	17,40
Fight against corruption	3.4.8.4	52
Combating tax evasion	3.4.8.3	52
Effects on climate change arising from the company's activities and the use of the goods and services it produces	3.5	54
Corporate social commitments to sustainable development	3.4	45
Corporate social commitments to the circular economy	3.5.1	
Corporate social commitments to combat food wastage	3.5.1.1	54
Corporate social commitments to combat food insecurity	3.5.1.1	54
Corporate social commitments to animal welfare	N/A (Not applicable)	
Corporate social commitments to responsible, fair and sustainable food	(Not relevant)	
Collective agreements signed within the company and their impact on the company's economic performance and the working conditions of staff	3.3.5	44
Actions to combat discrimination and promote diversity	3.3.4	40

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

Financial year ended December 31, 2023

To the General Meeting of Ipsos,

In our capacity as an independent third party for your company (hereinafter referred to as the “Entity”), accredited by COFRAC under number 3-1884, we have carried out work designed to provide a reasoned opinion expressing a moderate level of 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, 2023 (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 Non-Financial Performance 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.

## **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 moderate level of 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 on the intervention of the Statutory Auditor, the Independent

## **INDEPENDENT THIRD PARTY REPORT ON THE VERIFICATION OF THE CONSOLIDATED NON-FINANCIAL PERFORMANCE STATEMENT**

### **CROSS-REFERENCE TABLE OF THE NON-FINANCIAL PERFORMANCE STATEMENT**

Third Party, on the Non-Financial Performance Statement, which serves as an audit program, and the international standard ISAE 3000 (revised).

#### **Independence and quality control**

Our independence is defined by the provisions of Article L. 822-11 of the French Commercial Code and the professional code of ethics. In addition, we have put in place a quality control system that includes documented policies and procedures to ensure compliance with applicable legal and regulatory texts, ethical rules and the professional standards of the CNCC relating to this intervention.

#### **Means and resources**

Our work was conducted by six people over a total of five weeks between October 2023 and February 2024.

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 contains each category of information required under section III of Article R. 225-102-1 on social and environmental matters, respect for human rights and efforts to combat corruption and tax evasion; where applicable, it includes 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 information provided for in II of Article R. 225-105 when it is relevant with regard to the main risks;
- 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;

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

**CROSS-REFERENCE TABLE OF THE NON-FINANCIAL PERFORMANCE STATEMENT**

- 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 certain risks (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), 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 entities.
- 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 control 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 entities<sup>3</sup> and covers between 19% 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 an audit providing a moderate level of assurance 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*

**RAFFAELE GAMBINO**  
*ESG EXPERT*

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

**CROSS-REFERENCE TABLE OF THE NON-FINANCIAL PERFORMANCE STATEMENT**

ANNEX

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**Qualitative information (actions and outcomes) identified as most significant**

---

Actions implemented to prevent psychosocial risks

---

Work-life balance actions

---

Certification relating to occupational well-being and fulfillment

---

Employee skills management and training policy

---

Measures taken to promote internal employee mobility

---

Mechanisms for assessing short- and long-term greenhouse gas emission reduction targets for Scopes 1, 2 and 3

---

Employee travel policy to reduce the environmental footprint

---

Initiatives for technological modernization and energy efficiency

---

Measures put in place to protect data

---

Supplier Code of Conduct

---

Anti-corruption system

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

**CROSS-REFERENCE TABLE OF THE NON-FINANCIAL PERFORMANCE STATEMENT**

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

---

Total workforce at year-end and breakdown by type and region

---

Employee turnover rate for voluntary departures

---

Total turnover rate

---

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) per employee

---

Greenhouse gas emissions (Scope 1, Scope 2 and Scope 3)

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KPMG S.A.  
Tour Eqho  
2 avenue Gambetta  
CS 60055  
92066 Paris la Défense Cedex

# IPSOS S.A.

**Independent third-party report on the verification of the consolidated  
declaration of non-financial performance**

Year ending December 31, 2023

Ipsos S.A.  
35, rue du Val de Marne  
75013 Paris

KPMG S.A., société d'expertise comptable  
et de commissaires aux comptes inscrite au Tableau  
de l'Ordre des experts comptables de Paris sous le n° 14-  
30080101 et rattachée à la Compagnie régionale  
des commissaires aux comptes de Versailles et du Centre.  
Société française membre du réseau KPMG constitué  
de cabinets indépendants affiliés à KPMG International  
Limited, une société de droit anglais (« private company  
limited by guarantee »).

Société anonyme à conseil  
d'administration  
Siège social :  
Tour EQHO  
2 avenue Gambetta  
CS 60055  
92066 Paris La Défense Cedex  
Capital social : 5 497 100 €  
775 726 417 RCS Nanterre

## Ipsos S.A.

35, rue du Val de Marne  
75013 Paris

### Independent third-party report on the verification of the consolidated declaration of non-financial performance

Year ending December 31, 2023

For the attention of the company's General Meeting,

In our capacity as an independent third-party organization ("Third Party") for your company (hereinafter the "Entity"), accredited by COFRAC under number 3-1884<sup>1</sup>, we have performed work designed to provide a reasoned opinion expressing a conclusion of moderate assurance on the historical information (observed or extrapolated) of 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, 2023 (hereinafter the "Information" and the "Declaration" 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 the procedures we performed, as described in the "Nature and scope of our work" section, and on the information we have obtained, nothing has come to our attention that causes us to believe that the consolidated statement of non-financial performance is not prepared, in all material respects, in accordance with the applicable regulatory requirements and that the Information, taken as a whole, is presented fairly in accordance with the Reporting Criteria.

### Preparation of the extra-financial performance declaration

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

Consequently, the Information must be read and understood with reference to the Reporting Criteria, the significant elements of which are presented in the Declaration (or available on the website or on request from the entity's head office).

### Limits inherent in the preparation of information

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 used in its preparation and presented in the Declaration.

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<sup>1</sup> Cofrac Inspection accreditation, n°3-1884, available on [www.cofrac.fr](http://www.cofrac.fr)



## **Entity responsibility**

It is the responsibility of management to :

- select or establish appropriate criteria for the preparation of information;
- prepare a Declaration in compliance with legal and regulatory provisions, 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, as well as the results 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 Declaration by applying the entity's own Reference Framework as mentioned above; and
- put in place the internal control procedures it considers necessary to ensure that the Information is free from material misstatement, whether due to fraud or error.

The Declaration was drawn up by the Board of Directors.

## **Responsibility of the independent third-party organization**

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

- the compliance of the Declaration with the provisions of Article R. 225-105 of the French Commercial Code;
- the sincerity of the historical information (recorded or extrapolated) provided in application of 3° of I and II of article R. 225 105 of the French Commercial Code, i.e. the results of policies, including key performance indicators, and actions, relating to the main risks.

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

It is not our role to comment on :

- the entity's compliance with other applicable legal and regulatory provisions (in particular with regard to the information required by Article 8 of Regulation (EU) 2020/852 (green taxonomy), the due diligence plan and the fight against corruption and tax evasion);
- the truthfulness of the information provided for in Article 8 of Regulation (EU) 2020/852 (green taxonomy);
- compliance of products and services with applicable regulations.



## **Regulatory provisions and applicable professional doctrine**

The procedures described below were performed in accordance with the requirements of articles A. 225-1 et seq. of the French Commercial Code (Code de commerce), the professional guidance issued by the French national auditing body (Compagnie nationale des commissaires aux comptes) relating to this type of engagement, in particular the technical notice issued by the Compagnie nationale des commissaires aux comptes, Intervention du commissaire aux comptes, intervention de l'OTI - Déclaration de performance extra-financière, in lieu of an audit program, and the international standard ISAE 3000 (revised)<sup>2</sup>.

## **Independence and quality control**

Our independence is defined by the provisions of Article L. 822-11 of the French Commercial Code and the profession's Code of Ethics. In addition, we have set up a quality control system comprising documented policies and procedures designed to ensure compliance with the applicable laws and regulations, the rules of professional conduct and the professional doctrine of the Compagnie Nationale des Commissaires aux Comptes (CNCC) relating to this type of engagement.

## **Means and resources**

Our work mobilized the skills of six people and took place between October 2023 and February 2024, over a total intervention period of five weeks.

To assist us in our work, we called on our specialists in sustainable development and corporate social responsibility. We conducted around ten interviews with the people responsible for preparing the Declaration.

## **Nature and scope of work**

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

We believe that the procedures we have performed, in the exercise of our professional judgment, enable us to provide a moderate level of assurance:

- We have reviewed the operations of all the entities included in the scope of consolidation and the description of the principal risks;
- We have assessed the appropriateness of the Reporting Criteria in terms of its relevance, completeness, reliability, neutrality and understandability, taking into account, where appropriate, industry best practices;

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<sup>2</sup> ISAE 3000 (reviewed) - Assurance engagements other than audits or reviews of historical financial information



- We have verified that the Declaration covers each category of information provided for under III of Article L. 225-102-1 relating to social and environmental matters, respect for human rights and the fight against corruption and tax evasion, and includes, where appropriate, an explanation of the reasons for the absence of the information required under the 2nd paragraph of III of Article L. 225-102-1;
- We have verified that the Declaration includes the information specified in II of Article R. 225-105, where relevant to the principal risks;
- We verified that the Declaration presents the business model and a description of the principal risks associated with the activity of all the entities included in the scope of consolidation, including, where relevant and proportionate, the risks created by its business relationships, products or services, as well as policies, actions and results, including key performance indicators relating to the principal risks;
- We have consulted documentary sources and conducted interviews in order to:
  - assess the selection and validation process for the main risks, and the consistency of the results, including the key performance indicators selected, with the main risks and policies presented, and
  - corroborate the qualitative information (actions and results) that we considered most important and presented in the Appendix. For certain risks (loss of skilled employees and safeguarding of know-how, 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, the risk of corruption in relation to customers and suppliers), 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 entities.<sup>3</sup>
- We have verified that the Declaration covers the consolidated perimeter, i.e. all the entities included in the scope of consolidation in accordance with Article L. 233-16 of the French Commercial Code;
- We have familiarized ourselves with the internal control and risk management procedures implemented by the entity, and have assessed the data collection process aimed at ensuring the completeness and accuracy of the information;
- For the key performance indicators and other quantitative results that we considered the most important presented in the Appendix, we have implemented:
  - analytical procedures to check that the data collected has been properly consolidated and that trends are consistent;
  - detailed tests, based on sampling or other selection methods, to verify the correct application of definitions and procedures, and to reconcile data with supporting documents. This work was carried out on a selection of contributing entities<sup>3</sup> and covered between 19% and 100% of the consolidated data selected for these tests;
- We assessed the overall consistency of the Declaration in relation to our knowledge of all the entities included in the scope of consolidation.

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<sup>3</sup> Ipsos United-States, Ipsos China, Ipsos India



The procedures performed as part of a moderate assurance engagement are less extensive than those required for a reasonable assurance engagement performed in accordance with the professional doctrine of the Compagnie nationale des commissaires aux comptes; a higher level of assurance would have required more extensive verification work.

Paris la Défense, February 28, 2024,

KPMG S.A.

Jacques Pierre  
Partner

Raffaele Gambino  
ESG Expert





## Appendix

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### Qualitative information (actions and results) considered most important

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Actions taken to prevent psycho-social risks

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Actions to promote work-life balance

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Certification relating to well-being and fulfillment within the company

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Skills management and employee training policy

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Measures to promote internal mobility of employees

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Systems for assessing short- and long-term greenhouse gas emission reduction targets for scopes 1, 2 and 3

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Employee travel policy to reduce environmental footprint

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Initiatives in favor of technological modernization and energy efficiency

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Data protection measures in place

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Supplier code of conduct

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Anti-corruption measures

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**Key performance indicators and other quantitative results considered most important**

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Total workforce at 31/12 and breakdown by gender and region

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Turnover rate on voluntary departures

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Total turnover rate

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Percentage of women appointed to Level 1 of the Leadership Team

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Percentage of women appointed to Level 2 of the Leadership Team

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Number of alerts raised by the alert mechanism

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Electricity consumption

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Greenhouse gas emissions (scope 1, scope 2 and scope 3) per employee

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Greenhouse gas emissions (scope 1, scope 2 and scope 3)

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